

AGENDA

COUNTY OF OXFORD COUNCIL

Wednesday, November 8, 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 October 25, 2023
- 5. PUBLIC MEETINGS**
 - 5.1 Resolution to go into a Public Meeting pursuant to the Planning Act
 - 5.1.1 Application for Official Plan Amendment OP 23-09-8 – City of Woodstock
Official Plan Amendment to amend the policies of the Low Density Residential Areas to provide additional opportunities for Additional Residential Units (ARUs) to be developed within the City of Woodstock.

* See Report No. CP 2023-368
 - 5.2 Resolution to adjourn the Public Meeting
 - 5.3 Consideration of Report No. CP 2023-368 - Application for Official Plan Amendment OP 23-09-8 – City of Woodstock
- 6. DELEGATIONS, PRESENTATIONS AND CONSIDERATION THEREOF**
- 7. CONSIDERATION OF CORRESPONDENCE**
 - 7.1 City of Woodstock
October 23, 2023
Re: Provincial Consideration of Addiction Treatment and Harm Reduction Options
 - 7.2 Russell D. Cheeseman, Barrister and Solicitor
October 26, 2023
Re: Oxford County Draft 2024 Transportation Master Plan - Extended Consultation - Public Works Report No. PW 2023-40

- 7.3 Western Ontario Wardens Caucus
October 24, 2023
Re: Leave to Construct Threshold
- 7.4 Western Ontario Wardens Caucus
October 24, 2023
Re: Strong Mayor Powers
- 7.5 Oxford County and Area Municipalities
Combined correspondence regarding Strong Mayor Powers and Restructuring

8. REPORTS FROM DEPARTMENTS

8.1 COMMUNITY PLANNING

- 8.1.1 CP 2023-368 - Application for Official Plan Amendment OP 23-09-8 – City of Woodstock

RECOMMENDATIONS

1. That Oxford County Council approve Application No. OP 23-09-8, initiated by the City of Woodstock, to amend the policies of the Low Density Residential District to broaden the permissions for ARUs within the City of Woodstock, in accordance with Provincial direction;
2. And further, that Council approve Amendment No. 307 to the County of Oxford Official Plan and the necessary By-law be raised.

* See Item 5.3

8.2 HUMAN RESOURCES

- 8.2.1 HR 2023-08 - Internal Diversity, Equity, and Inclusion (DEI) Action Plan 2024-2025

RECOMMENDATION

1. That Council receive Report HR 2023-08 entitled “Internal Diversity, Equity, and Inclusion Action Plan 2024-2025” as information.

8.3 CORPORATE SERVICES

- 8.3.1 CS 2023-39 - 2024 Business Plans and Budget (Presentation)

RECOMMENDATION

1. That the 2024 Draft Business Plan and Budget be received for discussion purposes.

- 8.3.2 CS 2023-40 - 2024 Oxford County Library Business Plan and Budget

RECOMMENDATION

1. That the recommendation of the Oxford County Library Board dated October 23, 2023, that County Council approve the draft 2024 Oxford County Library Business Plan and Budget to provide a levy of \$5,223,742, as adjusted for minor interdepartmental charges, be referred to 2024

budget deliberations.

8.3.3 CS 2023-41 - 2024 Court Security Grant Special Tax Levy

RECOMMENDATION

1. That a special tax levy for a Court Security Grant for Woodstock Police Services in the amount of \$82,936, determined on the same basis as the 2018 to 2023 annual special tax levies, be considered during budget deliberations.

9. UNFINISHED BUSINESS

9.1 HS 2023-18 - Oxford County Community Housing – Maximum Rent Increase for 2024

RECOMMENDATION

1. That County Council approve to increase the maximum rents for all Oxford County Community Housing buildings the maximum percentage allowable for 2024 of 2.5% as outlined in report HS 2023-18.

9.2 PW 2023-43 - Oxford Road 19 Road Reconstruction Municipal Class Environmental Assessment Study

RECOMMENDATIONS

1. That County Council authorize Public Works Staff to proceed with Alternative 5 – improve road structure, widen the Right-of-Way and implement widened, partially paved shoulders – as the preferred alternative solution for the Oxford Road 19 Reconstruction Class Environmental Assessment (Class EA) Study as summarized in Report No. PW 2023-43;
2. And further, that County Council authorize Public Works Staff to issue a Notice of Completion and post the Schedule C Environment Study Report for the Oxford Road 19 Reconstruction Class EA Study in the public record for 30 days in accordance with the requirements of the Municipal Class EA process.

9.3 CS 2023-36 - Reserves Year End Allocations and Policy Review

RECOMMENDATIONS

1. That County Council hereby affirms policy provisions contained in Reserves Policy 6.20 as set out in Attachment 1 to Report CS 2023-36 entitled “Reserves Year End Allocations and Policy Review”;
2. And further, that County Council hereby approves reserve year end allocations to the respective reserve and reserve fund accounts for future use as identified in Attachment 2 to Report CS 2023-36.

9.4 CS 2023-37 - Business Plan and Budget Review – Third Quarter

RECOMMENDATION

1. That Report CS 2023-37 entitled “Business Plan and Budget Review – 3rd Quarter” be received for information.

9.5 Pending Items

10. MOTIONS

11. NOTICE OF MOTIONS**12. ENQUIRIES****13. CLOSED SESSION**

To consider Report No. CS (CS) 2023-42 regarding labour relations or employee negotiations.

13.1 Closed Session Begins

Time _____

13.2 CS (CS) 2023-42

13.3 Closed Session Ends

Time _____

14. CONSIDERATION OF MATTERS ARISING FROM THE CLOSED SESSION

14.1 CS (CS) 2023-42

15. BY-LAWS

15.1 By-law No. 6578-2023

Being a By-Law to adopt Amendment Number 306 to the County of Oxford Official Plan.

15.2 By-law No. 6579-2023

Being a By-Law to adopt Amendment Number 307 to the County of Oxford Official Plan.

15.3 By-law No. 6580-2023

Being a By-Law to adopt Amendment Number 309 to the County of Oxford Official Plan.

15.4 By-law No. 6581-2023

Being a By-Law to remove certain lands from Part Lot Control.

15.5 By-law No. 6582-2023

Being a By-law to further amend By-law No. 6208-2020, passed on March 11, 2020, being a By-law to remove certain lands from Part Lot Control.

15.6 By-law No. 6583-2023

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

October 25, 2023

Council Present	Warden Marcus Ryan
	Deputy Warden Jerry Acchione
	Councillor Deb Gilvesy
	Councillor Bernia Martin
	Councillor David Mayberry
	Councillor Jim Palmer
	Councillor Mark Peterson
	Councillor Brian Petrie
	Councillor Phil Schaefer
	Councillor Deborah Tait
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 twenty-fifth day of October, 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: Deborah Tait

Seconded By: Deb Gilvesy

Resolved that the agenda be approved.

DISPOSITION: Motion Carried

3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

NIL

4. ADOPTION OF COUNCIL MINUTES OF PREVIOUS MEETING

4.1 October 11, 2023

RESOLUTION NO. 2

Moved By: Deborah Tait

Seconded By: Deb Gilvesy

Resolved that the Council Minutes of October 11, 2023 be adopted.

DISPOSITION: Motion Carried

5. PUBLIC MEETINGS

5.1 Resolution to go into a Public Meeting pursuant to the Planning Act

RESOLUTION NO. 3

Moved By: Deborah Tait

Seconded By: Deb Gilvesy

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

DISPOSITION: Motion Carried at 9:31 a.m.

5.1.1 Application for Official Plan Amendment OP 23-08-7 - KerMar Holdings Inc.

The Chair asks Gord Hough, Director of Community Planning to present the Application. G. Hough, through use of a map indicates that the application to amend the Oxford County Official Plan as submitted by KerMar Holdings Inc., is for lands located at 671 Broadway, in the Town of Tillsonburg, to establish a special development policy to permit a medical centre as an additional permitted use on Service Commercial designated lands. G. Hough indicates that Planning staff recommend that the proposed Official Plan Amendment not be supported, as it does not maintain the strategic goals and objectives of the Official Plan to encourage commercial uses, including a medical centre, to be located in the Central Area of the Town of Tillsonburg.

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

Herman Sinke from Grassmere Construction and Robert Koppert from KerMar Holdings Inc. join the meeting in the Council Chamber to speak in favour of the proposal.

The Chair opens the meeting to comments and questions from members of Council. The presenters respond to comments and questions from Deputy Warden Acchione.

5.1.2 Application for Official Plan Amendment - OP 23-06-1 - Township of Blandford-Blenheim

The Chair asks Gord Hough, Director of Community Planning to present the Application. G. Hough, through use of a map indicates that the application is to implement the recommendations of the Drumbo Secondary Plan. G. Hough indicates that staff are of the opinion that the policies detailed within the Plan will assist in guiding development in Drumbo in a manner that integrates new development with the existing community, while broadening the range of housing choice, making efficient use of existing and planned infrastructure, and diversifying the supporting land uses. In closing, G. Hough indicates that the Drumbo Secondary Plan, which forms the basis of the Official Plan Amendment, is recommended for adoption by County Council.

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

No members of the public were in attendance to speak to this application.

5.2 Resolution to adjourn the Public Meeting

RESOLUTION NO. 4

Moved By: Deb Gilvesy

Seconded By: Bernia Martin

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

DISPOSITION: Motion Carried 9:58 a.m.

5.3 Consideration of Report No. CP 2023-241 - Application for Official Plan Amendment OP 23-08-7 - KerMar Holdings Inc.

RESOLUTION NO. 5

Moved By: Deb Gilvesy

Seconded By: Bernia Martin

That Oxford County Council approve the application to amend the Oxford County Official Plan (File No. OP 23-08-7) as submitted by KerMar Holdings Inc., for lands located at 671 Broadway, in the Town of Tillsonburg, to establish a special development policy to permit a medical centre as an additional permitted use on Service Commercial designated lands.

DISPOSITION: Motion Carried

- 5.4 Consideration of Report No. CP 2023-316 - Application for Official Plan Amendment OP 23-06-1 – Township of Blandford-Blenheim

RESOLUTION NO. 6

Moved By: Bernia Martin

Seconded By: Phil Schaefer

Resolved that the recommendations contained in Report No. CP 2023-316, titled "Application for Official Plan Amendment OP 23-06-1 – Township of Blandford-Blenheim", be adopted.

DISPOSITION: Motion Carried

6. DELEGATIONS, PRESENTATIONS AND CONSIDERATION THEREOF

- 6.1 Social Planning Council Oxford
Stephanie Ellens-Clark, Executive Director
Brittany Saggau, Board Chair
Re: 2024 Grant Request

Stephanie Ellens-Clark and Brittany Saggau of the Social Planning Council join the meeting in the Council Chamber and proceed through a presentation which formed part of the Agenda. In conclusion, the Social Planning Council Oxford requests financial support in the amount of \$80,000 in 2024.

Warden Ryan opens the meeting to comments and questions from members of Council. The presenters respond to comments and questions from Deputy Warden Acchione and Councillors Gilvesy, Martin, Schaefer and Tait.

- 6.2 Ingersoll Pipe Band
Doug Collins - Pipe Major
Re: 2024 Grant Request

Nancy Matthews and members of the Ingersoll Pipe Band join the meeting in the Council Chamber and proceed through a presentation which formed part of the Agenda. In conclusion, the Ingersoll Pipe Band requests financial support in the amount of \$10,000 to support their invitation to the four-day Phoenix Scottish Games in Gilbert, Arizona in March of 2024.

Warden Ryan opens the meeting to comments and questions from members of Council. The presenters respond to comments and questions from Deputy Warden Acchione and Councillors Petrie and Schaefer.

6.3 Oxford Invitational Youth Robotics Competition
Lisa Wells and Brad Hammond
Re: 2024 Grant Request

Lisa Wells and Brad Hammond of the Oxford Invitational Youth Robotics Challenge join the meeting in the Council Chamber and proceed through a presentation which formed part of the Agenda. In conclusion, the Oxford Invitational Youth Robotics Challenge requests financial support in the amount of \$5,000 in 2024.

Warden Ryan opens the meeting to comments and questions from members of Council. L. Wells responds to comments and questions from Deputy Warden Acchione and Councillors Mayberry, Martin, Peterson and Palmer.

Warden Ryan calls for a recess at 10:52 a.m.
Council and staff return to the Council Chamber at 11:03 a.m.
All members of Council in attendance.

6.4 South Central Ontario Regional Economic Development Corporation
Kimberly Earls
Re: Update on Regional Activities

Ed Ketchabaw, Vice-Chair and Kim Earls, Executive Director of the South Central Ontario Regional Economic Development Corporation (SCOR EDC) join the meeting in the Council Chamber and proceed through a presentation which formed part of the Agenda. In conclusion, SCOR EDC requests a membership fee in the amount of \$30,000 in 2024.

Warden Ryan opens the meeting to comments and questions from members of Council. There are none.

6.5 International Student Exchanges – Oxford
Bryan Smith - Lead Marketing Manager
Re: 2024 Grant Request

Bryan Smith, Lead Marketing Manager from International Student Exchanges (ISE) Oxford joins the meeting in the Council Chamber and proceeds through a presentation which formed part of the Agenda. In conclusion, the ISE requests financial support in an amount up to \$9,600 in 2024.

Warden Ryan opens the meeting to comments and questions from members of Council. B. Smith responds to comments and questions from Councillors Gilvesy and Palmer.

6.6 Oxford Physician Recruitment Group
Brad Hammond, Chair
Re: 2024 Grant Request

Brad Hammond, Chair of the Oxford Physician Recruitment Group joins the meeting in the Council Chamber and proceeds through a presentation which formed part of the Agenda. In conclusion, the Oxford Physician Recruitment Group requests financial support in the amount of \$ 7,500 in 2024.

Warden Ryan opens the meeting to comments and questions from members of Council. B. Hammond responds to comments and questions from Deputy Warden Acchione and Councillors Gilvesy, Martin and Peterson.

Councillor Tait leaves the Council Chamber at 11:42 a.m.
She returns at 11:44 a.m.

6.7 Oxford Ontario Health Team
Teresa Martins, Executive Project Lead
Re: 2024 Grant Request

Teresa Martins, Executive Project Lead of the Oxford Ontario Health Team joins the meeting in the Council Chamber and proceeds through a presentation which formed part of the Agenda. In conclusion, the Oxford Ontario Health Team requests financial support in the amount of \$30,000 in 2024.

Warden Ryan opens the meeting to comments and questions from members of Council. T. Martins responds to comments and questions from Deputy Warden Acchione and Councillors Gilvesy, Palmer and Petrie.

RESOLUTION NO. 7

Moved By: Bernia Martin
Seconded By: Phil Schaefer

Resolved that the information provided in delegations 6.1 to 6.7 inclusive on the Open meeting Agenda of October 25, 2023 be received and referred to 2024 Business Plan and Budget deliberations.

DISPOSITION: Motion Carried

6.8 Tillsonburg Christian Reformed Church
Arnold Ypma, Chairperson
Re: Cost Share Allocation for Concession Street West Water and Sewer Construction

Arnold Ypma joins the meeting in the Council Chamber as a follow up to his September 27, 2023 delegation, seeking clarification on the resolution passed by County Council at that meeting. A. Ypma responds to comments and questions from Councillors Mayberry, Petrie and Schaefer.

RESOLUTION NO. 8

Moved By: Deb Gilvesy

Seconded By: Deborah Tait

Resolved that the requirement for a notice of motion be waived to allow Council to reconsider its decision of September 27, 2023 with respect to Tillsonburg Christian Reformed Church's cost share allocation for Concession Street West Water and Sewer Construction.

DISPOSITION: Motion Carried

RESOLUTION NO. 9

Moved By: Deb Gilvesy

Seconded By: Deborah Tait

That Council reconsider Resolution No. 8 regarding Christian Reformed Church which carried at the meeting of September 27, 2023.

DISPOSITION: Motion Not Carried

Warden Ryan calls for a recess at 12:20 p.m.

Council and staff return to the Council Chamber at 12:50 p.m.

All members of Council present with the exception of Councillor Tait.

Councillor Tait returns to the Council Chamber at 12:52 p.m.

RESOLUTION NO. 10

Moved By: Brian Petrie

Seconded By: David Mayberry

Resolved that the motion to adjourn the meeting of October 25, 2023 be extended to 2:30 p.m. to allow Council time to consider the remaining items on the Agenda.

DISPOSITION: Motion Carried

RESOLUTION NO. 11

Moved By: Brian Petrie

Seconded By: David Mayberry

Resolved that the order of the remaining items on the October 25, 2023 council agenda be amended as follows:

- Correspondence
- Item 8.1.3 – CP 2023-289

- Item 8.2.1 - HS 2023-17
- Item 8.3.1 - PW 2023-42
- Item 8.4.3 - CS 2023-38
- Closed Session
- Item 8.2.2 - HS 2023-18
- Item 8.3.2 - PW 2023-43
- Item 8.4.1 - CS 2023-36
- Item 8.4.2 - CS 2023-37
- By-laws

DISPOSITION: Motion Carried

7. CONSIDERATION OF CORRESPONDENCE

- 7.1 Oxford County Community Health Centre
October 18, 2023
Re: HS 2023-17
- 7.2 Children's Aid Society of Oxford County
October 18, 2023
Re: HS 2023-17
- 7.3 Social Planning Council Oxford
October 18, 2023
Re: HS 2023-17

RESOLUTION NO. 12

Moved By: Phil Schaefer
Seconded By: Jerry Acchione

Resolved that correspondence items 7.1 to 7.3 inclusive on the Open meeting agenda be received and considered with Report No. HS 2023-17, titled "Further Analysis of Temporary FTE and External Consultant – Proposed Homelessness Response Strategy".

DISPOSITION: Motion Carried

8. REPORTS FROM DEPARTMENTS

- 8.1 COMMUNITY PLANNING

- 8.1.1 CP 2023-241 - Application for Official Plan Amendment OP 23-08-7 - KerMar Holdings Inc.

RECOMMENDATION

1. That Oxford County Council not approve the application to amend the Oxford County Official Plan (File No. OP 23-08-7) as submitted by KerMar Holdings Inc., for lands located at 671 Broadway, in the Town of Tillsonburg, to establish a special development policy to permit a medical centre as an additional permitted use on Service Commercial designated lands.

The report was dealt with following the Public Meeting.

- 8.1.2 CP 2023-316 - Application for Official Plan Amendment OP 23-06-1 – Township of Blandford-Blenheim

RECOMMENDATIONS

1. That Oxford County Council adopt the Drumbo Secondary Plan prepared by MHBC;
2. And further, that Oxford County Council approve Application No. OP 23-06-1, initiated by the Township of Blandford-Blenheim, to amend the Official Plan with respect to the implementation of the Drumbo Secondary Plan;
3. And further, that Council approve Amendment No. 304 to the County of Oxford Official Plan and the necessary By-law to be raised.

The report was dealt with following the Public Meeting.

- 8.1.3 CP 2023-289 - Phase 2 Official Plan Review (Environmental Policies) – Suggested Policy Directions

RECOMMENDATIONS

1. That County Council direct Planning staff to proceed with engagement on the Suggested Environmental Policy Directions that have been developed to further inform Phase 2 of the County's Official Plan review, as generally outlined in Report CP 2023-289;
2. And further, that Report CP 2023-289 be circulated to the Area Municipalities for information.

RESOLUTION NO. 13

Moved By: Phil Schaefer

Seconded By: Jerry Acchione

Resolved that the recommendations contained in Report No. CP 2023-289, titled "Phase 2 Official Plan Review (Environmental Policies) – Suggested Policy Directions", be adopted.

DISPOSITION: Motion Carried

8.2 HUMAN SERVICES

8.2.1 HS 2023-17 - Further Analysis of Temporary FTE and External Consultant – Proposed Homelessness Response Strategy

RECOMMENDATIONS

1. That County Council receive Report No. HS 2023-17, entitled "Further Analysis of Temporary FTE and External Consultant – Proposed Homelessness Response Strategy" and 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 Homelessness Response Strategy;
2. And further, that Council authorizes the Chief Administrative Officer and the Director of Human Services to sign all necessary documents related thereto.

RESOLUTION NO. 14

Moved By: Phil Schaefer

Seconded By: Jerry Acchione

Resolved that the recommendations contained in Report No. HS 2023-17, titled "Further Analysis of Temporary FTE and External Consultant – Proposed Homelessness Response Strategy", be adopted.

DISPOSITION: A Recorded Vote is requested by Councillor Tait with the following results:

Those in Favour of the Motion	Those Opposed to the Motion
Warden Ryan and Councillors Martin, Mayberry, Palmer, Peterson, Petrie and Schaefer.	Deputy Warden Acchione and Councillors Gilvesy and Tait.
Total 7	Total 3

DISPOSITION: Motion Carried

8.2.2 HS 2023-18 - Oxford County Community Housing – Maximum Rent Increase for 2024

RECOMMENDATION

1. That County Council approve to increase the maximum rents for all Oxford County Community Housing buildings to the maximum percentage allowable for 2024 of 2.5% as outlined in report HS 2023-18.

* This item was deferred to the meeting of November 8, 2023.

8.3 PUBLIC WORKS

8.3.1 PW 2023-42 - Organics Resource Recovery Technologies Feasibility Study (Presentation)

RECOMMENDATIONS

1. That County Council approve, in principal, a County-owned organics processing facility utilizing Covered Aerated Static Pile Composting technology as the preferred organic waste technology concept for future implementation consideration;
2. And further, that County Council authorize staff to develop various source separated organics (SSO) collection options for inclusion in draft 2024 procurement documents for overall County curbside waste collection services (garbage, organics, large article, ineligible recycling sources) to be effective January 1, 2026, and present such service options for Council consideration and approval prior to market release;
3. And further, that County Council authorize staff to develop draft 2024 procurement documents for third party SSO processing to receive waste from the preferred County SSO collection program (derived from Recommendation 2), effective January 1, 2026, until feasibility of a County-owned organics processing facility (Covered Aerated Static Pile Composting technology) can be further evaluated and considered for County Council's final approval;
4. And further, that County Council authorize staff to undertake a six week public engagement campaign that will seek input on the proposed organics management program and consider the resulting feedback during the development of the proposed procurement documents noted in Recommendation 2;
5. And further, that County Council pre-approve one contract waste management technician as part of the County's 2024 waste management operating budget to provide operational support for SSO program development, contract procurement, education and outreach as well as prepare for the significant changes the County

will experience with its municipal blue box program transition to full Extended Producer Responsibility (EPR).

David Simpson, Director of Public Works and Frank Gross, Manager of Transportation and Waste Management join the meeting in the Council Chamber and proceed through a presentation which formed part of Council's agenda. The presenters respond to comments and questions from Deputy Warden Acchione and Councillors Gilvesy, Martin, Mayberry, Palmer, Peterson and Schaefer.

RESOLUTION NO. 15

Moved By: Jerry Acchione

Seconded By: Jim Palmer

Resolved that the recommendations contained in Report No. PW 2023-42, titled "Organics Resource Recovery Technologies Feasibility Study", be adopted.

DISPOSITION: Motion Carried

8.3.2 PW 2023-43 - Oxford Road 19 Road Reconstruction Municipal Class Environmental Assessment Study

RECOMMENDATIONS

1. That County Council authorize Public Works Staff to proceed with Alternative 5 – improve road structure, widen the Right-of-Way and implement widened, partially paved shoulders – as the preferred alternative solution for the Oxford Road 19 Reconstruction Class Environmental Assessment (Class EA) Study as summarized in Report No. PW 2023-43;
2. And further, that County Council authorize Public Works Staff to issue a Notice of Completion and post the Schedule C Environment Study Report for the Oxford Road 19 Reconstruction Class EA Study in the public record for 30 days in accordance with the requirements of the Municipal Class EA process.

* This item was deferred to the meeting of November 8, 2023.

8.4 CORPORATE SERVICES

8.4.3 CS 2023-38 - Water and Wastewater Rates Policy

RECOMMENDATION

1. That the Water and Wastewater Rates Policy 6.22, as attached to Report No. CS 2023-38, be approved and included in the County's General Policy Manual, effective October 25, 2023.

RESOLUTION NO. 16

Moved By: Brian Petrie

Seconded By: David Mayberry

Resolved that the recommendation contained in Report No. CS 2023-38 titled "Water and Wastewater Rates Policy", be adopted.

DISPOSITION: Motion Carried

8.4.1 CS 2023-36 - Reserves Year End Allocations and Policy Review

RECOMMENDATIONS

1. That County Council hereby affirms policy provisions contained in Reserves Policy 6.20 as set out in Attachment 1 to Report CS 2023-36 entitled "Reserves Year End Allocations and Policy Review";
2. And further, that County Council hereby approves reserve year end allocations to the respective reserve and reserve fund accounts for future use as identified in Attachment 2 to Report CS 2023-36.

* This item was deferred to the meeting of November 8, 2023.

8.4.2 CS 2023-37 - Business Plan and Budget Review – 3rd Quarter

RECOMMENDATION

1. That Report CS 2023-37 entitled "Business Plan and Budget Review – 3rd Quarter" be received for information.

* This item was deferred to the meeting of November 8, 2023.

13. CLOSED SESSION

RESOLUTION NO. 17

Moved By: Brian Petrie

Seconded By: David Mayberry

Resolved that council rise and go into a closed session to consider Report No. HR (CS) 2023-07 and Report No. CS (CS) 2023-39 regarding personal matters about an identifiable individual, including County or local board employees and labour relations or employee negotiations.

DISPOSITION: Motion Carried at 2:10 p.m.

Oxford County Council meets in Closed Session in Room 129 as part of a regular meeting, this twenty-fifth day of October, 2023.

2:12 p.m. with Warden Ryan in the chair.

All members of Council in attendance, with the exception of Councillors Peterson and Tait.

Staff Present	B. Addley, Chief Administrative Officer
	K. Black, Director of Human Services
	L. Buchner, Director of Corporate 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

DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF:

NIL

CONSIDERATION OF CORRESPONDENCE:

NIL

DELEGATIONS AND PRESENTATIONS:

NIL

UNFINISHED BUSINESS:

NIL

REPORTS FROM DEPARTMENTS:

1. HR (CS) 2023-07

2. CS (CS) 2023-39

RESOLUTION NO. 18

Moved By: Brian Petrie

Seconded By: David Mayberry

Resolved that Council reconvene in Open session.

DISPOSITION: Motion Carried at 2:22 p.m.

Council and staff return to the Council Chamber at 2:24 p.m. All members of Council present with the exception of Councillors Peterson and Tait.

RESOLUTION NO. 19

Moved By: Bernia Martin

Seconded By: Phil Schaefer

Resolved that Agenda Items 8.2.2, 8.3.2, 8.4.1 and 8.4.2 on the Open Meeting Agenda of October 25, 2023 be deferred to the Council meeting of November 8, 2023.

DISPOSITION: Motion Carried

14. CONSIDERATION OF MATTERS ARISING FROM THE CLOSED SESSION

14.1 HR (CS) 2023-07

RESOLUTION NO. 20

Moved By: David Mayberry

Seconded By: Mark Peterson

Resolved that the recommendations contained in Report No. HR (CS) 2023-07 be adopted.

DISPOSITION: Motion Carried

14.2 CS (CS) 2023-39

RESOLUTION NO. 21

Moved By: David Mayberry

Seconded By: Mark Peterson

Resolved that Megan Blair be appointed to the Oxford County Library Board;

And further, that Report No. CS (CS) 2023-39 be publicly released.

DISPOSITION: Motion Carried

9. UNFINISHED BUSINESS

9.1 Pending Items

No discussion takes place regarding the Pending Items list.

10. MOTIONS

NIL

11. NOTICE OF MOTIONS

NIL

12. ENQUIRIES

NIL

15. BY-LAWS

15.1 By-law No. 6576-2023
Being a By-Law to adopt Amendment Number 304 to the County of Oxford Official Plan.

15.2 By-law No. 6577-2023
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. 22

Moved By: David Mayberry

Seconded By: Brian Petrie

Resolved that the following by-laws be given a first and second reading: 6576-2023 and 6577-2023.

DISPOSITION: Motion Carried

RESOLUTION NO. 23

Moved By: David Mayberry

Seconded By: Brian Petrie

Resolved that the following by-laws be given a third and final reading: 6576-2023 and 6577-2023.

DISPOSITION: Motion Carried

16. ADJOURNMENT

RESOLUTION NO. 24

Moved By: Brian Petrie

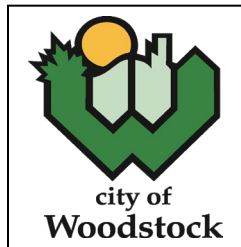
Seconded By: David Mayberry

Resolved that the Council meeting of October 25, 2023 be adjourned until the next meeting scheduled for November 8, 2023 at 9:30 a.m.

DISPOSITION: Motion Carried at 2:28 p.m.

WARDEN

CLERK



October 23, 2023

The Honourable Doug Ford, Premier of Ontario
Premier's Office
Legislative Building, Queens Park
Toronto, ON M7A 1A1

Via email – premier@ontario.ca

Re: Provincial Consideration of Addiction Treatment and Harm Reduction Options

Dear Premier Ford,

At the Council meeting held on Thursday October 19, 2023 the following resolution was passed:

“That Woodstock City Council request that the Government of Ontario establish a portion of the 396 new addiction treatment beds created by the Addictions Recovery Fund in the City of Woodstock;

And further that this report and resolution be circulated to the Honourable Doug Ford, Premier of Ontario; the Honourable Michael Tibollo, Associate Minister of Mental Health and Addictions; the Honourable Ernie Hardeman, Oxford MPP, and Oxford County Council.”

Yours Truly,

Ameila Humphries
Deputy Chief Administrative Officer/ City Clerk
City of Woodstock

Cc. The Honourable Michael Tibollo. Associate Minister of Mental Health and Addictions – michael.tiboloco@pc.ola.org
The Honourable Ernie Hardeman, Oxford MPP- ernie.hardemanco@pc.ola
Oxford County Council- csenior@oxfordcounty.ca

**Item – 13.a
Councillor Report
October 19, 2023**

To: Mayor & Members of City Council

From: Kate Leatherbarrow, City Councillor

Re: Provincial Consideration of Addiction Treatment and Harm Reduction Options

AIM

To request that Woodstock City Council advocate for provincial consideration of addiction treatment and harm reduction options in the City of Woodstock.

BACKGROUND

A feasibility study was undertaken in the Southwestern Public Health region in early 2023 to analyze the perceived need, support, and service models available for Consumption and Treatment Services. This study concluded that the region served by Southwestern Public Health would benefit from Consumption and Treatment Services and recommended proceeding with Phase 2 of the study. Phase 2 will involve identifying potential community partners to operate a Consumption and Treatment facility and identifying potential Consumption and Treatment sites in the City of Woodstock.

COMMENTS

The results from this study were made public and the Southwestern Public Health Board approved the findings of the report at the June 22, 2023 meeting. Shortly after this information became public, it was shared across a variety of media channels, and shared across the community. As a result, Mayor Acchione and all members of Woodstock City Council committed to and participated in a Special Meeting of Council, held on Tuesday September 26th, 2023. This meeting was to facilitate community engagement, offer an outlet to weigh in on potential Consumption Treatment Services in the City of Woodstock, as well as provide an overview of the results found in the Southwestern Public Health Feasibility Study. To name a few of the frontline and healthcare providers who participated:

- Dr. Ninh Tran, Medical Officer of Health - Southwestern Public Health
- Valerie DiGregorio and Carrie Duff - CMHA Thames Valley Addiction & Mental Health Services
- Megan Van Boheemen - Oxford Mental Health and Addiction Coalition
- Lynn Wardell - Oxford Mental Health and Addiction Coalition
- Dr. Joel Hamilton and Sarah Irwin - Oxford County Community Health Centre

Many other community partners and residents also participated as delegations. During the meeting, there were differing opinions on a standalone Consumption and Treatment Services Site within the boundary of the City of Woodstock. One critical

and shared view amongst all was the immediate need for more supports for members of the community who battle mental health and addiction. Specifically, more treatment spots in the City of Woodstock.

On October 5th, 2023, CBC News published an article written by Liam Casey "Ontario pauses new supervised consumption site approvals pending review".

<https://www.cbc.ca/news/canada/toronto/ont-consumption-sites-1.6988148>

The article refers to comments made by the province's Associate Minister of Mental Health and Addictions, Minister Michael Tibollo. The article states:

"The province is also looking at other models of care, including one program Tibollo said exists in Alberta that allows for a paramedic to show up to someone's home if they do not answer a call 10 minutes after taking drugs. He said the province is also considering other harm reduction options such as providing free kits to test drugs for fentanyl, benzodiazepines and xylosine, a horse tranquilizer, that are being found by coroners in the systems of those who've died by opioid poisoning. These are all harm reduction methods that are going to help us get this problem under control," Tibollo said. He stressed the most important thing the government is doing is creating capacity in the system to help by adding 7,000 treatment spots across the province. "We've got more to do," he said. "The most important thing we can do is help that individual get into recovery treatment."

The 7,000 treatment spots referred to in the article are in relation to the announcement of the creation of an Addictions Recovery Fund. The fund was established to assist in meeting the demand for treatment and will support 396 new addiction treatment beds for adults who need intensive supports, helping to stabilize and provide care for approximately 7,000 clients per year

(<https://news.ontario.ca/en/release/1001596/ontario-launches-new-addictions-recovery-fund>).

I recommend that Mayor Acchione and Woodstock City Council request to the provincial government and Minister Tibollo that the City of Woodstock be a recipient of a portion of these 396 beds. It was identified throughout the Special Meeting of Council that the need is here, the need is growing, and that we must do right by the residents of Woodstock and advocate for additional support. The City of Woodstock's population is approaching 50,000 and growing. Woodstock is the largest municipality within the region of Oxford County, hosting a variety of frontline services. With a state-of-the-art hospital and dedicated agencies, we must raise our hands high and advocate that the City of Woodstock is a worthy candidate for a portion of these 7,000 treatment spots.

RECOMMENDATION

That Woodstock City Council request that the Government of Ontario establish a portion of the 396 new addiction treatment beds created by the Addictions Recovery Fund in the City of Woodstock;

And further that this report and resolution be circulated to the Honourable Doug Ford, Premier of Ontario; the Honourable Michael Tibollo, Associate Minister of Mental Health and Addictions; the Honourable Ernie Hardeman, Oxford MPP, and Oxford County Council.

RUSSELL D. CHEESEMAN
~ Barrister & Solicitor ~

REAL ESTATE DEVELOPMENT | MUNICIPAL LAW | ENVIRONMENTAL LAW

October 26, 2023

VIA E-MAIL AND COURIER

Ms. Chloe J. Senior
 County Clerk
 Corporation of the County of Oxford
 21 Reeve Street, P.O. Box 1614
 Woodstock, Ontario
 N4S 7Y3

Dear Ms. Senior:

**Re: Oxford County Draft 2024 Transportation Master Plan -Extended
 Consultation
 Public Works Report PW 2023-40**

As I am sure you are aware, we are the solicitors for Melrose Investments Inc., the owners of land located at the intersection of Oxford Road 4 and Parkinson Road/Towerline Road, in the City of Woodstock.

We have had the opportunity to review Public Works Report PW 2023-40 which was dealt with by County Council at its meeting of October 11, 2023. We understand that Council of the County of Oxford adopted the Recommendations of staff that were set out in that Report, and that it has endorsed, in principle, the draft 2024 Transportation Master Plan (TMP) and further has directed Staff to file a Notice of Completion and commence the 30-day public review period as required under the Municipal Class Environmental Assessment (MCEA) process.

Upon our examination of Report PW 2023-40, we note that some of our client's correspondence was not mentioned as having being received, despite the fact that our client has gone out of its way to ensure that its concern and comments had been sent to staff leading up to the preparation of Report PW 2023-40. In fact, our client had made four (4) written submissions to the County, to ensure that its concerns were made known to the County and its consultants. Given the fact that some of them were not made mention of in the Report prepared by Staff, our client has requested that we write to you and bring this to the attention to County Council.

The list of correspondence, copies of which are included along with this letter are as follows:

1. Letter dated April 11, 2023 addressed to Mr. Ryan Vink, Project Manager, from Mr. A. Mahmoud, Project Management, Properties Division, Melrose Investments Inc.;

Royal Building
 277 Lakeshore Road East, Suite 211
 Oakville ON L6J 1H9



Toronto Meeting Rooms
 Brookfield Place, 161 Bay Street, Suite 2700
 Toronto ON M5J 2S1

TELEPHONE: 416-955-9529 | CELLULAR: 416-520-9854 | EMAIL: rdcheese@aol.com | FACSIMILE: 416-955-9532

www.MunicipalLawChambers.com

2. E-mail dated April 17, 2023 from Ryan Vick to Ahmed Mahmoud;
3. E-mail dated April 17, 2023 from Ahmed Mahmoud to Ryan Vick;
4. Letter dated July 5, 2023 from Silvio Guglietti, President of Melrose Investments Inc., to the County Clerk and Members of County Council, enclosing:
 - the stamped approved Site Plans for the North and South parcels owned by Melrose,
 - the Conceptual Road Realignment Overlay,
 - Blow up of the Conceptual Road Realignment Overlay;
5. Letter dated September 20, 2023 from Ahmed Mahmoud to Ryan Vink, enclosing:
 - Previous correspondence of April 11, and April 17 (cited above) and,
 - Oxford Road 4 and Parkinson Road/Towerline Road Realignment Study prepared by LEA Consulting, dated September 15, 2023.

Given the fact that some of these pieces of correspondence were not mentioned in Report PW 2023-40, this letter will serve as our formal request to have these matters placed before County Council, as part of the public agenda, at the next regularly scheduled meeting of County Council. We would also ask that a copy of this letter and its attachments be distributed to each member of County Council prior to the next meeting.

Thank you for your cooperation in respect of this matter. If you have any questions or need any clarification, please do not hesitate to contact the undersigned directly.

Yours very truly,

A handwritten signature in black ink, appearing to read "R.D. Cheeseman". The signature is written in a cursive, flowing style with a long, sweeping underline.

Russell D. Cheeseman

Encl.

cc. Mr. Ahmed Mahmoud (via e-mail)



April 11, 2023

Ryan Vink, P.Eng.
Project Manager
Oxford County

John Grieve, MCIP, RPP
Manager, Transportation Planning
Parsons Inc.

**Re: Oxford County 2024 Transportation Master Plan Update- Virtual Public
Consultation Centre #2 Feedback**

Dear Mr. Vink and Mr. Grieve,

This has reference to the Oxford County 2024 Transportation Master Plan Update (TMP), and the Virtual Public Consultation Centre (PCC) #1 and #2, which were conducted on September 27, 2022, and March 21, 2023, respectively. These PCCs were prepared by Parsons, on behalf of Oxford County.

Our representatives have attended both PCCs and during the first PCC, there was no mention or recommendation on the necessity of the realignment of Oxford Road 4 at the Parkinson Road/Towerline Road intersection. However, during the second PCC, it was stated that realignment of the Oxford Road 4 and Parkinson Road/Towerline Road intersection is recommended. Unfortunately, the proposed location of the intersection realignment remains unclear as no technical information or drawings have been provided.

To date, there has been no presentation of technical data in support of the need for the realignment. The only mention of the necessity for the realignment was during the second PCC when it was verbally suggested that the spacing issues between the Highway 401 ramps and the existing Oxford Road 4 intersection along Parkinson Road/Towerline Road necessitated the realignment.

It is pertinent to note that LEA Consulting Ltd., acting on behalf of Melrose Investments Inc., had previously prepared a Transportation Impact Study (TIS) for SPA submission in July 2022, in support of a site plan application located at 1491 Parkinson Road (now 1495 Parkinson Rd and 250 Oxford Rd 4). Subsequently, the site plan application was reviewed and approved by the Oxford County and City of Woodstock in October 2022 without consideration of a realignment of Oxford Road 4. It is evident that the County TMP Update was already underway when the County

approved the site plan for 1491 Parkinson Road. Furthermore, it should be noted that the County had not identified any intersection spacing issues through the site plan application process in which the July 2022 TIS report was reviewed and approved.

In light of the above and given the approved site plan, Melrose Investments, the Owner of the subject site, strongly opposes the recommendation to realign the said intersection to the west as the realignment would significantly impact the approved site plan and would entirely hold up our development plans for the site.

We urge you to reconsider the recommendation to realign the intersection considering the above.

Sincerely,



Ahmed Mahmoud, P.Eng., MBA, PMP
Project Management, Properties Division

cc: Frank Gross
Manager, Transportation & Waste Management
Oxford County

Melissa Abercrombie
Manager, Engineering Services
Oxford County

From: [Ryan Vink](#)
To: [Ahmed Mahmoud](#)
Cc: [Frank Gross](#); [Melissa Abercrombie](#); John.Grieve@parsons.com; david.secord@ontario.ca
Subject: RE: Oxford County 2024 Transportation Master Plan Update- Virtual Public Consultation Centre #2 Feedback
Date: Monday, April 17, 2023 9:44:08 AM
Attachments: [image001.png](#)
[OR4 Conditions Analysis.pdf](#)
[2023-04-11 PCC2 Feedback.pdf](#)

Good morning Ahmed,

We have reviewed your letter dated April 11, 2023 and note the following:

- The intention of the first round of public engagement (including PCC1 presentation in September 2022) was to collect feedback on the existing transportation systems of the County and identify areas for improvement. No recommendations were presented (or yet available to present) at this time.
 - In October 2022, Recommendations were still not available, as the project team was reviewing feedback received from public engagement events in September 2022 and just beginning the network analysis.
- A recommendation to initiate an intersection control feasibility study at OR4 / OR15 was included in the 2019 TMP and analysis of this intersection was included in the OR4 corridor study by Parsons. Results of this study (which is being completed concurrently by Parsons) will be incorporated into the 2024 TMP.
- As noted in the attached PDF (presented as part of PCC2), the OR4/OR15 intersection was identified to have a yellow/red level of service (LOS) under current conditions. Parsons' network analysis included review of existing traffic using this intersection, the capacity of the road network, and residential/employment growth projections to estimate increases in traffic on the roadway in the future. From this analysis, and considering the intersection is currently on the verge of having a LOS of E/F, it was determined signalization of the intersection was required.
 - The recommendation for signalization can only be accommodated with a re-alignment of the corridor, as MTO has previously noted, as the existing intersection spacing from the 401 interchange is inadequate;
 - The OR4/OR15 intersection's close proximity to the 401 interchange was also identified in the Woodstock SE Secondary Plan.
 - Based on the need to facilitate MTO's Access Management Policy spacing requirements; a potential requirement to re-align the Oxford Road 4 corridor was indicated by County Staff during the early stages of site plan application; and,
 - In PCC2 recommendations presented, OR4 / OR15 intersection has also been identified as requiring a Class EA in the near future.
- Content discussed at the ExTAC2 meeting was the same as that presented at PCC2 (which currently has slides and video recording post on Speak-Up! Oxford project page). Minutes from the ExTAC2 meeting are not yet compiled, but will be included in the draft final report that will be made available for public review in the coming months.

Thanks,

Ryan Vink, P.Eng. | Project Engineer, Public Works
OXFORD COUNTY | 21 Reeve St., PO Box 1614, Woodstock, ON, N4S 7Y3
www.oxfordcounty.ca | T 519.539.9800 EXT 3023 | C 519.535.8471

From: Ahmed Mahmoud <AMahmoud@Melroseinvestments.com>

Sent: April 11, 2023 3:56 PM

To: Ryan Vink <rvink@oxfordcounty.ca>; John.Grieve@parsons.com

Cc: Frank Gross <fgross@oxfordcounty.ca>; Melissa Abercrombie
<mabercrombie@oxfordcounty.ca>

Subject: Oxford County 2024 Transportation Master Plan Update- Virtual Public Consultation Centre
#2 Feedback

Importance: High

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

Good afternoon Ryan and John,

I hope this finds you well.

With reference to the 2024 TMP, kindly see attached our feedback on the PCC #2.

Best regards,

Ahmed Mahmoud, P.Eng., PMP, MBA, LEED GA, SFC

Project Management, Properties Division

amahmoud@melroseinvestments.com

MELROSE INVESTMENTS INC.

145 REYNOLDS STREET, SUITE 400 | OAKVILLE, ONTARIO | L6J 0A7 | T (905) 849-1360 | F (905) 849-9921 | C (647) 286-4886



www.melroseinvestments.com



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optout@melroseinvestments.com

From: [Ahmed Mahmoud](#)
To: [Ryan Vink](#)
Cc: [Frank Gross](#); [Melissa Abercrombie](#); John.Grieve@parsons.com; david.secord@ontario.ca
Subject: RE: Oxford County 2024 Transportation Master Plan Update- Virtual Public Consultation Centre #2 Feedback
Date: Monday, April 17, 2023 10:33:00 AM
Attachments: [image001.png](#)
[2021-12-17 Letter to Oxford County.pdf](#)

Good morning Ryan,

Thank you for your reply.

- Could you please let us know what is the MTO spacing requirements from the 401 Interchange to the Intersection?
- We understand that a comment regarding a potential re-alignment of Oxford Road 4 was indicated by County Staff during the early stages of site plan application, to which we responded to, along with other comments, via WSP's Letter to Oxford County, dated Dec. 17, 2021 (attached for easy reference).
- Later during the SPA second, third, and fourth submissions, the potential re-alignment comment was never raised.
- Furthermore, the Issues List, submitted by the City of Woodstock as part of the Procedural Order for OLT Hearing, had no mention of any road re-alignment issues.

Given the above, it is reasonable for us to believe that any road and/or intersection improvements would not have any impact on the approved site plan.

We urge you to consider other alternatives in your study that do not impact our approved plan.

Best regards,

Ahmed Mahmoud, P.Eng., PMP, MBA, LEED GA, SFC

Project Management, Properties Division

amahmoud@melroseinvestments.com

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From: Ryan Vink <rvink@oxfordcounty.ca>

Sent: Monday, April 17, 2023 9:42 AM

To: Ahmed Mahmoud <AMahmoud@Melroseinvestments.com>

Cc: Frank Gross <fgross@oxfordcounty.ca>; Melissa Abercrombie <mabercrombie@oxfordcounty.ca>; John.Grieve@parsons.com; david.secord@ontario.ca
Subject: RE: Oxford County 2024 Transportation Master Plan Update- Virtual Public Consultation Centre #2 Feedback

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Thanks,

Ryan Vink, P.Eng. | **Project Engineer, Public Works**
 OXFORD COUNTY | 21 Reeve St., PO Box 1614, Woodstock, ON, N4S 7Y3

www.oxfordcounty.ca | T 519.539.9800 EXT 3023 | C 519.535.8471

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Subject: Oxford County 2024 Transportation Master Plan Update- Virtual Public Consultation Centre
#2 Feedback

Importance: High

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Best regards,

Ahmed Mahmoud, P.Eng., PMP, MBA, LEED GA, SFC

Project Management, Properties Division

amahmoud@melroseinvestments.com

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July 05, 2023

County Clerk - Oxford County

21 Reeve Street,
Woodstock, Ontario N4S 7Y3

Attention: Warden Marcus Ryan and Members of County Council

**Re: Oxford County Transportation Master Plan (TMP)
Oxford Road No. 4 Realignment**

Dear Warden Ryan and Councillors,

Melrose Investments Inc. (Melrose) has been in the business of developing and leasing major commercial/industrial properties since 1973 and currently manages and leases approximately 2.6 million sq. ft. in Oakville, Burlington, Vaughan, and other areas. Melrose retains and leases out all the commercial/industrial properties it develops. Therefore, it is critical that such properties be of the highest quality and be located in highly desirable locations. Melrose Head Office are located in the Town of Oakville.

In 2020 and 2021 Melrose purchased two parcels of land in the City of Woodstock, with a total acreage of approximately 86 acres, comprising 39 acres on the Southerly Parcel and 47 acres on the Northerly Parcel. At the time of acquisition, the said lands were designated in the County and City of Woodstock Official Plan as Industrial Area and zoned in the City Zoning By-law 8626-10 as M3-13(H) General Industrial, permitting their development for industrial purposes subject to holding provision for environmental and archeological constraint purposes. After completing the required necessary studies, the holding provision was removed from the zoning by-law on June 16, 2022.

Upon acquisition, in August 2021, Melrose applied for Site Plan Approval and submitted to the County and the City its development plan for the property. The submitted plans were circulated by the County Planning Department to all reviewing agencies, including MTO. The proposed Melrose Industrial Park comprises 2 industrial buildings on the "Southerly Parcel" with a total leasable area of 762,240 sq. ft., and 2 industrial buildings on the "Northerly Parcel", with a total leasable area of 743,384 sq. ft., all as shown on the Stamped Site Plans attached hereto (Appendix 1). In our opinion, the development as proposed would be highly desirable and marketable as a prime industrial business park and of great economic benefit to the County and the City.

In support of the site plan application, Melrose had retained Crozier Consulting Engineers to undertake the necessary transportation studies, submitted to the County and City in August 2021. Later in the process, Melrose hired LEA Consulting Ltd to undertake an updated transportation impact study, which was submitted in July 2022. Both Transportation Consultants recommended signalization of Oxford Road #4 and Oxford Road #15 intersection to accommodate future traffic,

with no reference to the need for realignment. However, MTO and County Staff initially took the position that Site Plan Approval was premature until the final decision on the County Road #4 realignment had been made.

When a decision on the issue had not been made Melrose appealed to the Ontario Land Tribunal (“OLT”). Prior to a hearing the City advised that they had directed that the approval for the Site Plan Application be granted. Neither the County nor MTO sought status at the OLT resulting in the Delegated Official at the County issuing Site Plan Approval on October 21, 2022, for both Southerly and Northerly Parcels. Given the above, Melrose assumed that the County and MTO had decided that the Melrose lands were not required for the realignment. On October 28, 2022, Melrose applied to MTO for a Building and Land Use Permit for the Southerly Parcel. The Northerly Parcel is not subject to MTO’s jurisdiction and does not require any permissions from them.

On April 4, 2023, MTO advised Melrose that they would not issue the said Permit. Melrose had to await a final decision by the County on the TMP, and the Class Environmental Assessment (EA), and subject to the results of the Class EA, the approval by the County of the final working drawings for the proposed realignment before they would make any decision on the said Permit. This delay could easily amount to 6 to 10 years.

From our discussions with the County Staff, we understand that a possible location of the realigned road would traverse south to north through the Melrose Lands, as shown on the conceptual road realignment overlay attached hereto (Appendix 2 & 3). In our opinion, this proposed realignment renders the Southerly Parcel highly undesirable for industrial use. Where the realigned road intercepts the south-east corner on the Northerly Parcel such will have serious affects on site access, driveway, and the building layout. While these affects can be mitigated to some degree the resulting development will not be ideal nor as marketable. The most significant impact is that without the development of the Southerly Parcel, which has better exposure to Highway #401 and is considered the entranceway to the entire development, our development plans for the Northerly Parcel would be compromised.

If it were not for the need for the MTO Permit for the Southerly Parcel, Melrose would be able to obtain building permits for the 2 buildings for the Southerly Parcel and commence construction in 2023 proceeding with buildings from south to north. If Melrose is unable to commence construction for the Southerly Parcel until 2030, that is, 7-year delay from our original plan, we anticipate a loss of gross rental income of at least \$59 million for the Southerly Parcel, in addition to \$57 million for the Northerly Parcel. If the proposed realignment is approved through the Melrose Lands, it is highly questionable that the Northerly Parcel can be developed as a premium business park, thereby putting the entire development at risk. In our correspondence with MTO we suggested that if they are not prepared to issue the Permit, they should alternatively negotiate with us to purchase the said lands or expropriate same. They responded that because these lands are not directly required for MTO purposes they had no jurisdiction to do either. That means only the County has such jurisdiction. We have had preliminary discussions with our appraiser, and he advises that the retail value for just the Southerly Parcel would be approximately \$40 million. This does not include reimbursement for our consulting, administrative, and legal fees to date of

approximately \$1.5 million, nor for the negative impact on the Northerly Parcel, nor any other damages or financial losses incurred.

We were informed by County Staff that on July 12, 2023, the draft Transportation Master Plan will be presented to your Council for review. Based on the County's presentation during the 2nd Virtual Public Consultation Centre (PCC#2), the draft TMP will be recommending various traffic and environmental studies pertaining to a number of road intersections, one of which is Oxford Road #4 and Oxford Road #15, where a study to determine the need for realigning Oxford Road #4 will be recommended.

We hereby, strongly request that the Council do not approve any recommendation for future studies intended for the said road realignment. The present road functions properly, and with minor improvements to the intersection it can easily accommodate the future traffic requirements, as clearly presented in the Transportation Impact Study submitted by both Crozier Consulting Engineers and LEA Consulting Ltd through Melrose and accepted by the County and the City during the process of site plan approval.

Ontario is now facing a land supply crisis, yet our response to this challenge seems to involve excessive and unnecessary studies, that in many cases, serve no purpose other than redundant caution. There is no need to explore the options for a road realignment and a roundabout, which may offer aesthetic benefits but come with exorbitant costs that may range anywhere from \$50 to \$100 million, while causing significant delays to a development project worth \$214 million, without any discernible justification. These types of delays amount to a state of "paralysis by analysis" and represent the primary catalyst behind of the real estate crisis we are facing today.

We fully understand and appreciate that municipal staff is often directed to study all and every different possibility for public wellbeing and to make everyone more comfortable in their decision. The decision on this intersection has already been made by the County and the City and it is time to move forward with implementation of this decision. Please do not add to the land supply crisis by adding more studies to this area.

We greatly appreciate the County and City Staff, and we ask instead that the County and City assist Melrose in obtaining the permit from MTO. MTO has no rationalization to refuse providing our permit. If you move forward with the said studies, MTO will be in the position that they cannot provide a permit until you complete the studies. In this particular case, you will be causing MTO to stop this development.

Sincerely,

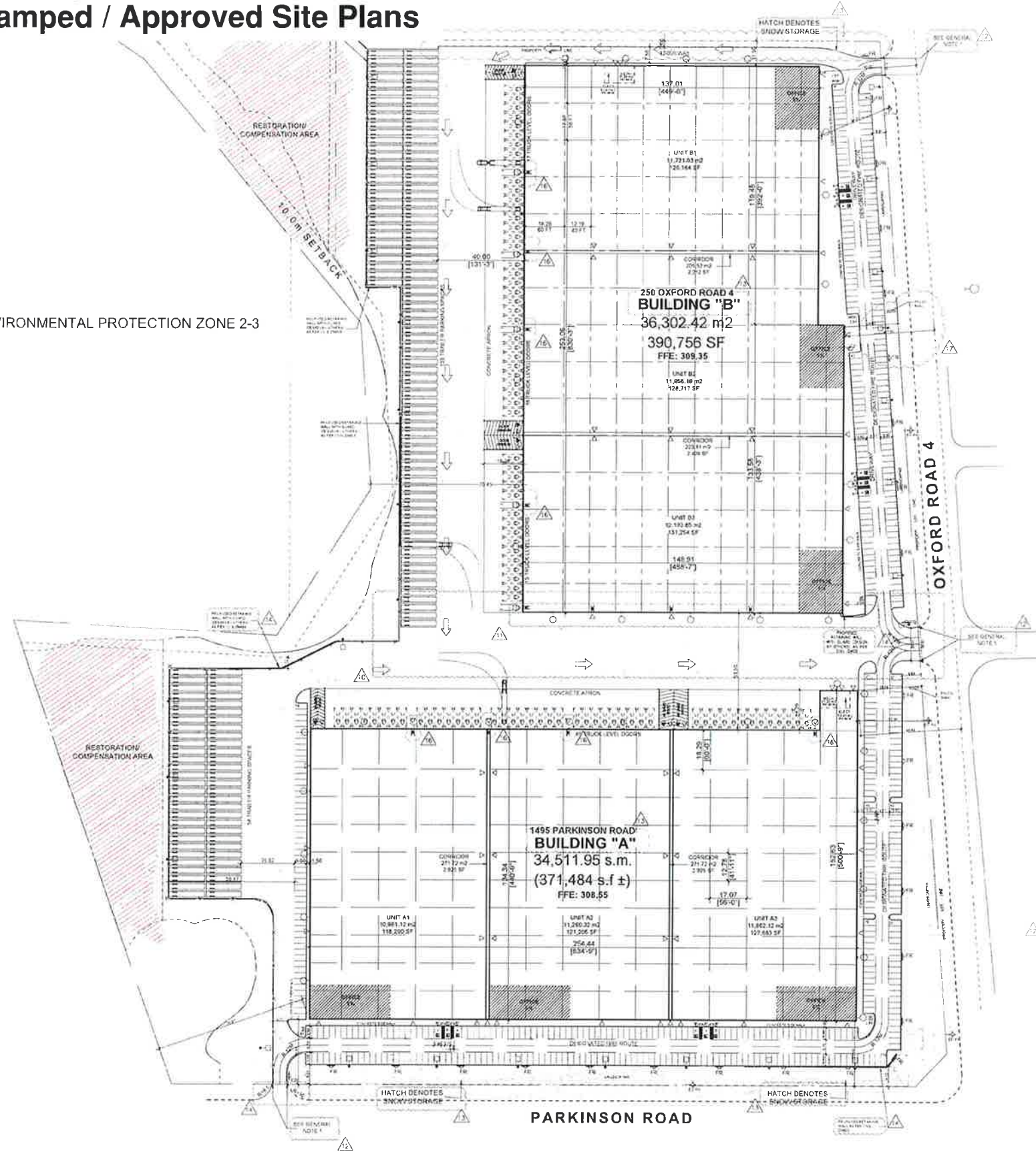


Silvio Guglietti,
President / GM

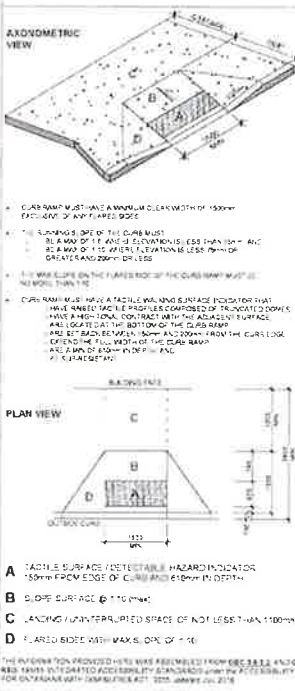
Attachments: Appendix 1: Stamped / Approved Site Plans for South and North Parcels
Appendix 2: Conceptual Road Realignment Overlay
Appendix 3: Blow-up of the Conceptual Road Realignment Overlay

Appendix-1 (1 of 2)
Stamped / Approved Site Plans

ENVIRONMENTAL PROTECTION ZONE 2-3



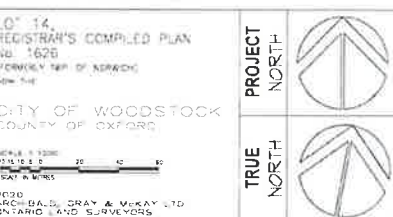
CURB RAMP DETAIL



KEY PLAN CITY OF WOODSTOCK



LEGAL DESCRIPTION



SITE STATISTICS

TOTAL SITE AREA	157,898.45 m ²	or	38.02 Ac
RESTORATION AREA (NORTH)	2,700.03 m ²	or	0.67 Ac
RESTORATION AREA (SOUTH)	5,700.56 m ²	or	1.41 Ac
ENVIRONMENTAL PROTECTION SETBACK	6,563.11 m ²	or	1.62 Ac
ENVIRONMENTAL OFFSET	3,065.71 m ²	or	0.76 Ac
DEVELOPMENT SITE AREA	138,849.05 m ²	or	34.56 Ac
TOTAL SITE AREA	157,898.45 m ²	or	38.02 Ac
ZONING	M3 - 13 - GENERAL INDUSTRIAL		
REQUIRED		PROVIDED	
LOT FRONTAGE (PARKINSON ROAD)	20.0 m	1395.35 m	
FRONT YARD (PARKINSON RD)	15.0 m	28.92 m	
INTERIOR YARD (WEST EP 2-3)	7.5 m	70.07 m	
REAR YARD (NORTH)	7.5 m	11.50 m	
EXTERIOR (OXFORD ROAD)	22.0 m	25.07 m	
BUILDING 'A'	34,511.95 m ²	or	371,484 SF
BUILDING 'B'	36,302.42 m ²	or	390,756 SF
TOTAL GROSS FLOOR AREA	70,814.34 m ²	or	762,239 SF
LOT COVERAGE MAX 70%		44.85%	
LANDSCAPED AREA MIN 5%	13,930.07 m ²	or	8.82%
ENVIRON. AND RESTORATION AREA	18,049.41 m ²	or	11.43%
PAVED AREA	55,104.85 m ²	or	24.90%
REQUIRED		PROVIDED	
BUILDING HEIGHT (MAX)	15.0 m	15.0 m	
BUILDING 'A'	173 Spaces	364 Spaces	
BUILDING 'B'	182 Spaces	171 Spaces	
TOTAL	476 Spaces	535 Spaces	
ACCESSIBLE PARKING REQ'D	12 Spaces	12 Spaces	
TRAILER PARKING		161 Spaces	
BICYCLE PARKING	N/A	10 BIKE RACKS	
SNOW STORAGE AREA	3,156.21 m ²	or	2.29% of site area

GENERAL NOTES

- 1. BARRIER CURB TO BE TERMINATED AT RIGHT OF WAY LIMIT AT ALL ENTRANCES. END TREATMENT TO TRANSITION TO ASPHALT GRADE OVER 600mm LENGTH, TYP.

SYMBOL LEGEND

MAN DOOR LOCATIONS	SNOW STORAGE AREA
LOADING DOCK LOCATIONS	ROOF TOP MECHANICAL UNIT
DRIVE-IN OR OVERHEAD DOORS	PAD-MOUNT HYDRO TRANSFORMER
FIRE HYDRANT & VALVE	REF. ELECTRICAL DWGS
CATCH BASIN	LIGHT STAND (TYP)
DOUBLE CATCH BASIN	CURB RAMP (REF. CURB RAMP DETAIL)
SANITARY MANHOLE	LOADING SPACE 9.0 m x 2.5 m x 4.5 m H.
CATCH BASIN / MANHOLE	CONC. FILLED STEEL BOLLARD
STORM MANHOLE	FIRE DEPARTMENT SIGN CONNECTION
HYDRO POLE STANDARD / UTILITY POLE	BARRIER FREE PARKING SIGN
BICYCLE RING 0.6 m x 1.8 m x 1.5 m H.	FIRE ROUTE SIGN 30" x 45" to line parallel to traffic flow
ACCESSIBLE PARKING SPACE (A & B TYPES)	POUNDED ON A POLE OR MOUNTED IN BUILDING FACE
BANK OF GAS METERS	STOP SIGN
DIRECTION OF TRAFFIC FLOW	PROPOSED LANDSCAPED ISLAND W/ CONC. CURB
	PROPOSED GRADES

No.	ISSUED	DATE
1	ISSUED FOR COORDINATION	JULY 16, 2021
2	ISSUED FOR COORDINATION	JULY 26, 2021
3	ISSUED FOR CLIENT REVIEW	AUG 6, 2021
4	ISSUED FOR COORDINATION	AUG 12, 2021
5	ISSUED FOR SPA	AUG 16, 2021
6	ISSUED FOR COORDINATION	NOV 24, 2021
7	ISSUED FOR COORDINATION	JAN 17, 2022
8	REISSUED FOR SPA	JAN 24, 2022
9	ISSUED FOR CLIENT REVIEW	JUNE 1, 2022
10	ISSUED FOR CLIENT REVIEW	JUNE 2, 2022
11	REISSUED FOR SPA THIRD SUBMISSION	JULY 21, 2022
12	RE-ISSUED FOR SPA	OCT 12, 2022

No.	REVISION	DATE
18	REVISED AS NOTED	SEPT 28, 2022
17	REVISED AS NOTED	SEPT 21, 2022
16	REVISED AS NOTED	JULY 18, 2022
15	REVISED AS NOTED	JULY 11, 2022
14	REVISED AS NOTED	JUNE 20, 2022
13	REVISED AS NOTED	JUNE 16, 2022
12	REVISED AS NOTED	JUNE 6, 2022
11	REVISED AS NOTED	JUNE 2, 2022
10	REVISED AS NOTED	JUNE 1, 2022
9	REVISED AS NOTED	DEC 22, 2021
8	REVISED AS NOTED	DEC 15, 2021

BALDASSARRA
Architects Inc.

30 Great Gulf Drive, Unit 20 | Concord ON | L4K 0K7
T: 905.690.0722 | www.baldassarra.ca

FINAL SITE PLANS AS APPROVED
BY WOODSTOCK COUNCIL ON

OCT 21 2022
AUTHORIZED SIGNATURE

Melrose Woodstock
Southlands

Woodstock, ON

SITE PLAN

DATE: May 2021
DRAWN BY: MM
CHECKED BY: MB
SCALE: 1:1000
PROJECT NO: 21-32
DRAWING NO: A-1.0

Appendix-1 (2 of 2)
Stamped / Approved Site Plans

NAL RAILWAYS

OPEN STORAGE
21,682.73 s.m.
5.36 ACRES

FINAL SITE PLANS AS APPROVED
BY WOODSTOCK COUNCIL ON

OCT 21 2022

AUTHORIZED SIGNATURE

GENERAL NOTES

1. BARRIER CURB TO BE TERMINATED AT RIGHT OF WAY LIMIT AT ALL ENTRANCES. END TREATMENT TO TRANSITION TO ASPHALT GRADE OVER 600mm LENGTH (TYP.)

CURB RAMP DETAIL

AXONOMETRIC VIEW



- CURB RAMP MUST HAVE A MINIMUM CLEAR WIDTH OF 1800mm EXCLUDING ANY F. AREAS.
- THE RUNNING SLOPE OF THE CURB RAMP MUST BE A MAXIMUM OF 1:12. THE WARE ELEVATION IS LESS THAN 10mm AND BE A MAXIMUM OF 10mm ELEVATION IS LESS THAN 10mm OR 10mm.
- THE MAX SLOPE ON THE FLARED SIDE OF THE CURB RAMP MUST BE A MAXIMUM OF 1:12.
- CURB RAMP MUST HAVE A TACTILE MARKING SURFACE INDICATOR THAT HAVE RAISED TACTILE PROFILES COMPOSED OF TRIANGULAR SHAPES (A MAXIMUM OF 10mm) IN THE CURB RAMP.
- THE TACTILE MARKING SURFACE INDICATOR MUST BE LOCATED AT THE RIGHT OF WAY LIMIT OF THE CURB RAMP.
- THE TACTILE MARKING SURFACE INDICATOR MUST BE LOCATED AT THE RIGHT OF WAY LIMIT OF THE CURB RAMP.
- THE TACTILE MARKING SURFACE INDICATOR MUST BE LOCATED AT THE RIGHT OF WAY LIMIT OF THE CURB RAMP.



- A. TACTILE SURFACE (DETECTABLE MARKING INDICATOR) 150mm FROM EDGE OF CURB RAMP (600mm IN DEPTH).
- B. SLOPE SURFACE (1:12 SLOPE).
- C. LANDING / UNINTERFERED SPACE OF NOT LESS THAN 1100mm.
- D. FLARED SIDE WITH MAX. SLOPE OF 1:12.

KEY PLAN CITY OF WOODSTOCK



LEGAL DESCRIPTION

LOT 14,
REGISTRAR'S COMPLED PLAN
No. 1526
PARTS 2, 3, 4
(FORMERLY TWP. OF NORWICH)
NOW THE
CITY OF WOODSTOCK
COUNTY OF OXFORD
SCALE: 1:1000
DATE: 1/1/2021
H. P. SURVEYING LTD., O.S. 2021

SITE STATISTICS

TOTAL SITE AREA	190,384.23 m ² or 47.04 acres
ENVIRONMENTAL PROTECTION SETBACK	15,666.64 m ² or 3.87 acres
DEVELOPMENT SITE AREA	174,715.59 m ² or 43.17 Ac.
TOTAL SITE AREA	190,384.23 m ² or 47.04 acres
ZONING	M-13 - GENERAL INDUSTRIAL
REQUIRED	PROVIDED
LOT FRONTAGE (OXFORD ROAD)	20.0 m 1393.03 m
FRONT YARD (OXFORD ROAD) (MINIMUM 10% OF LOT)	22.0 m 137.0 m 22.00 m 38.49 m
REAR YARD	7.5 m 162.30 m
INTERIOR SIDE (NORTH)	3.0 m 74.26 m
INTERIOR SIDE (SOUTH)	3.0 m 25.54 m
GFA	
BUILDING C	35,022.02 m ² or 383,532 SF
BUILDING D	33,431.30 m ² or 359,852 SF
TOTAL GROSS FLOOR AREA	68,053.32 m ² or 743,384 SF
LOT COVERAGE MAX 70%	36.27%
LANDSCAPED AREA MIN 5%	22,715.81 m ² or 11.63%
ENVIRONMENTAL PROTECTION AREA	15,666.64 m ² or 8.23%
PAVED AREA	82,946.47 m ² or 43.67%
REQUIRED	PROVIDED
BUILDING HEIGHT (MAX)	15.0 m 15.0 m
BUILDING C	178 Spaces 256 Spaces
BUILDING D	187 Spaces 296 Spaces
TOTAL	454 Spaces 556 Spaces
ACCESSIBLE PARKING REQ'D	11 Spaces 16 Spaces
TRAILER PARKING	252 Spaces
BICYCLE PARKING	N/A 8 BIKE RACKS
SNOW STORAGE AREA	2,274.36 m ² or 1.31% of site area

SYMBOL LEGEND

- MAN DOOR LOCATIONS
- LOADING DOCK LOCATIONS
- DRIVE-IN OR OVERHEAD DOORS
- FIRE HYDRANT & VALVE
- CATCH BASIN
- DOUBLE CATCH BASIN
- SANITARY MANHOLE
- CATCH BASIN / MANHOLE
- STORM MANHOLE
- HYDRO POLE STANDARD / UTILITY POLE
- BICYCLE RING (D 6m x 1.8m x 1.8m H)
- ACCESSIBLE PARKING SPACE (A & B TYPES)
- BANK OF GAS METERS
- DIRECTION OF TRAFFIC FLOW
- SNOW STORAGE AREA
- ROOF TOP MECHANICAL UNIT
- PAD-MOUNT HYDRO TRANSFORMER
- REF. ELECTRICAL DIVES
- LIGHT STANDARD (TYP)
- CURB RAMP (REF. CURB RAMP DETAIL)
- LOADING SPACE 5.0 m x 3.5 m x 4.5 m H
- CONC. FILLED STEEL BOLLARD
- FIRE DEPARTMENT/STATION CONNECTION
- BARRIER FREE PARKING SIGN
- FIRE ROUTE (45° x 30° x 45°) to line parallel to traffic flow
- STOP SIGN
- PROPOSED LANDSCAPED ISLAND W/ CONC. CURB
- PROPOSED GRADES

NO.	ISSUED	DATE
1	ISSUED FOR COORDINATION	JULY 16 2021
2	ISSUED FOR COORDINATION	JULY 26 2021
3	ISSUED FOR CLIENT REVIEW	AUG. 6 2021
4	ISSUED FOR COORDINATION	AUG. 13 2021
5	ISSUED FOR SPA	AUG. 16 2021
6	ISSUED FOR CLIENT REVIEW	OCT. 21 2021
7	ISSUED FOR COORDINATION	NOV. 24 2021
8	ISSUED FOR COORDINATION	JAN. 17 2022
9	REISSUED FOR SPA	JAN. 24 2022
10	ISSUED FOR COORDINATION	MAY 10 2022
11	RE-ISSUED FOR SPA THIRD SUBMISSION	JULY 21 2022
12	RE-ISSUED FOR SPA	OCT. 12 2022

16	REVISED AS NOTED	SEPT. 28 2022
17	REVISED AS NOTED	SEPT. 22 2022
18	REVISED AS NOTED	SEPT. 21 2022
19	REVISED AS NOTED	JULY 18 2022
20	REVISED AS NOTED	JULY 11 2022
21	REVISED AS NOTED	JUNE 20 2022
22	REVISED AS NOTED	JUNE 15 2022
23	REVISED AS NOTED	JUNE 6 2022
24	REVISED TO REMOVE SWM POND	MAY 04 2022
25	REVISED AS NOTED	DEC. 22 2021
26	REVISED AS NOTED	DEC. 15 2021

BALDASSARRA
Architects Inc.

30 Great Gulf Drive Unit 20 | Concord ON | L4K 0K7
T: 905.690.0722 | www.baldassarra.ca



Melrose Woodstock
Northlands

SITE PLAN

DATE	DESIGN BY	CHECKED BY	SCALE
Mar. 2021	MM	MB	1:1000

21-31 A-1.0

Appendix-2
Conceptual Road Realignment Overlay



Proposed Road Re-alignment
(Conceptual Layout)

Appendix-3
Blow-up of the Conceptual Road
Realignment Overlay



Proposed Road Re-alignment
(Conceptual Layout)



September 20, 2023

Ryan Vink, P.Eng.
Project Manager
Oxford County

Re: Oxford County Draft 2024 Transportation Master Plan - Updated September 7, 2023

Dear Ryan,

This has reference to the Oxford County Draft 2024 Transportation Master Plan (TMP), updated September 7, 2023, and our previous letter dated April 11, 2023, attached hereto along with related email correspondence (Appendix-1).

We acknowledge hereby that the recommendation for realignment of Oxford Road 4 has been removed from the updated Draft TMP, presented to Oxford County Council on July 12, 2023, and later updated and posted on September 7, 2023.

Furthermore, our transportation consultant, LEA Consulting, has completed the Oxford Road 4 and Parkinson Road/Towerline Road Realignment Study, the full study report is attached hereto (Appendix-2). This study reviewed the intersection capacity analysis, the Draft TMP from September 2023, as well as the Oxford County Official Plan, municipal plans and studies, and relevant design guidelines, to determine whether a realignment of Oxford Road 4 could be deemed necessary.

After rigorous analysis and investigation, LEA Consulting concluded that a realignment of Oxford Road 4 is not required, and that the implementation of an exclusive eastbound left (EBL) turn lane and signalization at the Oxford Road 4 and Parkinson Road/Towerline Road intersection is the only improvement required from a traffic operations perspective. Further, no technical findings or analysis indicating the need for this realignment has been identified from a long-term planning perspective.

This conclusion is in line with the recommendation of the July 2022 Transportation Impact Study (TIS), which was reviewed and approved by the Oxford County and the City of Woodstock as part of our Site Plan Application.

In light of the above, we reiterate that the realignment of Oxford Road 4 at the intersection with Oxford Road 15 (aka Parkinson Road/Towerline Road) is not required, and consequently, should not be considered as a feasible option in any future study for intersection improvement.

Please consider this letter and the documents attached thereto as our formal comment/feedback on the updated Draft TMP, posted September 7, 2023.

Sincerely,



Ahmed Mahmoud, P.Eng., MBA, PMP
Project Management, Properties Division

Encl. Appendix-1: Melrose Letter dated April 11, 2023
 Oxford County email dated April 17, 2023
 Melrose Email dated April 17, 2023

 Appendix-2: Oxford Road 4 and Parkinson Road/Towerline Road Realignment Study

cc: Frank Gross
 Manager, Transportation & Waste Management
 Oxford County

 Melissa Abercrombie
 Manager, Engineering Services
 Oxford County

 John Grieve, MCIP, RPP
 Manager, Transportation Planning
 Parsons Inc.



LEA Consulting Ltd.

625 Cochrane Drive, 5th Floor

Markham, ON, L3R 9R9 Canada

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WWW.LEA.CA

September 15, 2023

Reference Number: 22185.02

Ahmed Mahmoud

Project Management

Melrose Investments Inc.

145 Reynolds Street, Suite 400

Oakville, ON L6J 0A7

Dear Mr. Mahmoud:

RE: Oxford Road 4 and Parkinson Road / Towerline Road Realignment Study

LEA Consulting Ltd. (LEA) is pleased to present the findings of our Oxford Road 4 and Parkinson Road / Towerline Road Realignment Study. This study has been prepared for Melrose Investments Inc. and concludes that a realignment of Oxford Road 4 is not required, and that the implementation of an exclusive eastbound left (EBL) turn lane and signalization at the Oxford Road 4 and Parkinson Road / Towerline Road intersection is the only improvement required, based on the traffic analysis conducted by LEA.

By way of background, LEA prepared a TIS, dated July 2022, which was submitted for both the 1491 Parkinson Road Northland and Southland Industrial sites. These Transportation Impact Studies concluded that a realignment of Oxford Road 4 is not required to accommodate development of these sites from a traffic operations perspective; however, an exclusive EBL turn lane and signalization of the Oxford Road 4 and Parkinson Road / Towerline Road intersection is recommended. The Site Plan Approval Letter, accepting the July 2022 TIS, was issued by Oxford County Director of Community Planning on October 21, 2022. The Site Plan Control Agreement, signed by the City of Woodstock, was issued on October 27, 2022.

Following the approval of the Transportation Impact Studies by the City of Woodstock and Oxford County, MTO had placed the land use permit applications for the Southland site on hold on April 4, 2023, until the conclusions and resulting detailed designs are made available following the finalization of Oxford County's TMP and Class EA for a realignment of Oxford Road 4. The Draft TMP was received by Council on July 12, 2023, and is currently posted for informal comment period prior to final approval. In the Draft TMP, the County's recommendation does not include the realignment of Oxford Road 4. Furthermore, in reviewing the supporting technical analysis, there are no constraints identified along Oxford Road 4 necessitating any realignment. As such, it is our opinion that MTO's concern has been adequately addressed.

The following Study will review the capacity analysis conducted for the July 2022 TIS, the Draft TMP from September 2023, as well as the Oxford County Official Plan, municipal plans and studies, and relevant design guidelines, to determine whether a realignment of Oxford Road 4 could be deemed necessary.



1 INTERSECTION CAPACITY ANALYSIS & QUEUE ASSESSMENT

The following sections will summarize the Synchro intersection capacity analysis results for the Oxford Road 4 and Parkinson Road / Towerline Road intersection, and Towerline Road 4 and Highway 401 Westbound On/Off-Ramps, to determine whether improvements are required to the intersections from a capacity / queue perspective. This analysis was originally submitted for the July 2022 Transportation Impact Studies prepared for the proposed industrial development of the 1491 Parkinson Road Northland and Southland sites. These Transportation Impact Studies were subsequently approved by Oxford County and the City of Woodstock on October 21 and 27, 2022, respectively.

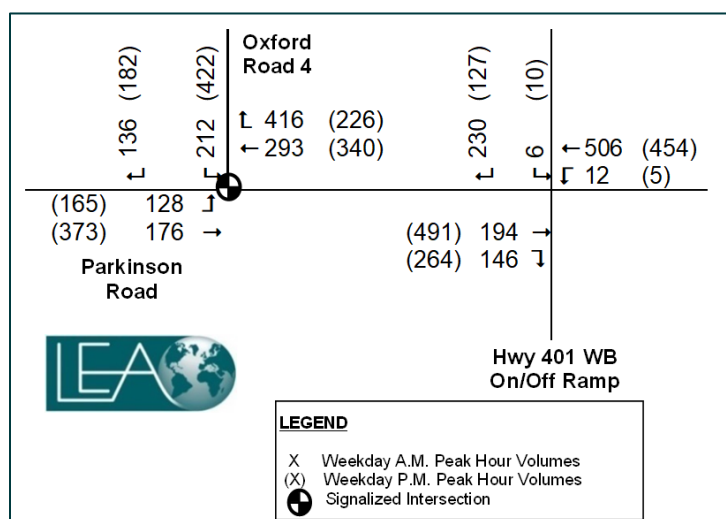
The intersection capacity analysis was undertaken using Synchro 11.0, which is based on the Highway Capacity Manual (2000) methodology. Critical movements/intersections are identified as those with level-of-service (LOS) E or worse or a volume-to-capacity (V/C) ratio greater than 0.85 for through and right turn movements and V/C greater than 0.90 for left turn movements.

The following sections outline a comparison of the capacity analysis results under existing conditions and future background and future total conditions for the 2026, 2031, and 2036 horizon years. Detailed capacity analysis results are provided in the following appendices:

- ▶ **Appendix A:** Existing Intersection Capacity Analysis;
- ▶ **Appendix B:** 2026, 2031, and 2036 Future Background Intersection Capacity Analysis; and
- ▶ **Appendix C:** 2026, 2031, and 2036 Future Total Intersection Capacity Analysis.

The results for the Oxford Road 4 and Parkinson Road / Towerline Road, and Towerline Road and Highway 401 Westbound On/Off Ramp intersections under each traffic scenario during the weekday AM and PM peak hours are summarized in the sections below. **Figure 1-1** below depicts the future total traffic volumes during the 2036 horizon year.

Figure 1-1: 2036 Future Total Peak Hour Traffic Volumes





1.1 PARKINSON/TOWERLINE ROAD & OXFORD ROAD 4

1.1.1 Intersection Capacity Analysis Results

The capacity analysis for weekday AM and PM peak hours at Parkinson/Towerline Road & Oxford Road 4 under existing conditions are summarized in **Table 1-1**. To note, signalization is recommended at the Parkinson/Towerline Road & Oxford Road intersection and has therefore been included in the analysis below for future background and future total conditions.

Table 1-1: Existing Intersection Capacity Analysis, Parkinson/Towerline Road & Oxford Road 4

AM	Existing Conditions				
Mvmt	Vol	V/C	Delay (s)	LOS	95th Queue
EBLT	90	0.09	4	A	2
WBTR	417	0.25	0	-	0
SBL	224	0.31	15	C	11
PM	Existing Conditions				
Mvmt	Vol	V/C	Delay (s)	LOS	95th Queue
EBLT	160	0.14	4	A	4
WBTR	425	0.25	0	-	0
SBL	201	0.43	22	C	17

The capacity analysis for the weekday AM and PM peak hours at Parkinson/Towerline Road & Oxford Road 4 under the future 2026 horizon year are summarized in **Table 1-2**.

Table 1-2: 2026 Intersection Capacity Analysis, Parkinson/Towerline Road & Oxford Road 4

AM	Future Background Conditions 2026				Future Total Conditions 2026			
Mvmt	Vol	V/C	Delay (s)	LOS	Vol	V/C	Delay (s)	LOS
Overall	-	0.49	20	B	-	0.64	24	C
EBL	108	0.36	14	B	128	0.61	25	C
EBT	144	0.21	11	B	144	0.21	11	B
WBTR	502	0.55	16	B	656	0.71	20	C
SBL	143	0.36	37	D	189	0.48	39	D
SBR	108	0.08	32	C	115	0.08	32	C
PM	Future Background Conditions 2026				Future Total Conditions 2026			
Mvmt	Vol	V/C	Delay (s)	LOS	Vol	V/C	Delay (s)	LOS
Overall	-	0.54	23	C	-	0.69	28	C
EBL	158	0.50	23	C	165	0.58	27	C
EBT	305	0.38	18	B	305	0.38	18	B
WBTR	458	0.59	22	C	504	0.65	24	C
SBL	251	0.47	32	C	400	0.75	42	D
SBR	137	0.11	26	C	159	0.16	26	C

The capacity analysis for weekday AM and PM peak hours at Parkinson/Towerline Road & Oxford Road 4 under the future 2031 horizon year are summarized in **Table 1-3**.



Table 1-3: 2031 Intersection Capacity Analysis, Parkinson/Towerline Road & Oxford Road 4

AM	Future Background Conditions 2031				Future Total Conditions 2031			
Mvmt	Vol	V/C	Delay (s)	LOS	Vol	V/C	Delay (s)	LOS
Overall	-	0.52	20	C	-	0.67	25	C
EBL	108	0.38	15	B	128	0.65	29	C
EBT	159	0.23	11	B	159	0.23	11	B
WBTR	527	0.58	16	B	681	0.74	22	C
SBL	154	0.39	37	D	200	0.51	40	D
SBR	118	0.09	32	C	125	0.09	32	C
PM	Future Background Conditions 2031				Future Total Conditions 2031			
Mvmt	Vol	V/C	Delay (s)	LOS	Vol	V/C	Delay (s)	LOS
Overall	-	0.57	24	C	-	0.72	29	C
EBL	158	0.53	24	C	165	0.62	29	C
EBT	337	0.41	18	B	337	0.41	18	B
WBTR	487	0.63	23	C	533	0.69	25	C
SBL	261	0.49	32	C	410	0.77	43	D
SBR	148	0.12	26	C	170	0.18	27	C

The capacity analysis for weekday AM and PM peak hours at Parkinson/Towerline Road & Oxford Road 4 under the future 2036 horizon year are summarized in **Table 1-4**.

Table 1-4: 2036 Intersection Capacity Analysis, Parkinson/Towerline Road & Oxford Road 4

AM	Future Background Conditions 2036				Future Total Conditions 2036			
Mvmt	Vol	V/C	Delay (s)	LOS	Vol	V/C	Delay (s)	LOS
Overall	-	0.55	21	C	-	0.70	26	C
EBL	108	0.40	16	B	128	0.71	35	C
EBT	176	0.25	11	B	176	0.25	11	B
WBTR	555	0.61	17	B	709	0.78	23	C
SBL	166	0.42	38	D	212	0.54	41	D
SBR	129	0.09	32	C	136	0.10	32	C
PM	Future Background Conditions 2036				Future Total Conditions 2036			
Mvmt	Vol	V/C	Delay (s)	LOS	Vol	V/C	Delay (s)	LOS
Overall	-	0.61	25	C	-	0.76	30	C
EBL	158	0.58	27	C	165	0.69	34	C
EBT	373	0.46	19	B	373	0.46	19	B
WBTR	520	0.68	25	C	566	0.74	27	C
SBL	273	0.51	33	C	422	0.79	45	D
SBR	160	0.13	26	C	182	0.20	27	C

Existing Conditions: The intersection is anticipated to operate well within capacity, with acceptable delays and LOS 'C' or better for all movements during the AM and PM peak hours. No critical movements have been identified under existing conditions.

Future Background Conditions: With signalization and inclusion of an auxiliary EBL turn lane, the intersection is expected to operate with acceptable delays and overall LOS 'C' or better during the AM and PM peak hours, under all horizon years. No new constraints have been identified.



Future Total Conditions: The intersection is anticipated to experience increases in V/C ratio compared to future background conditions under all horizon years; however, all movements under both AM and PM peak hours are only expected to experience marginal delay increases, remaining well within capacity and operating with overall LOS 'C'. No new constraints have been identified.

It is recommended that the signal timing plans analyzed in this study be adopted to accommodate the future projected traffic volumes, while mitigating potential capacity constraints.

1.1.2 Queue Assessment Results

The 50th and 95th percentile queue lengths expected at Parkinson/Towerline Road & Oxford Road are summarized in **Table 1-5**.

Table 1-5: Queue Lengths, Parkinson/Towerline Road & Oxford Road 4

AM Peak	Available Storage	Future Background 2026		Future Total 2026		Future Background 2031		Future Total 2031		Future Background 2036		Future Total 2036	
		Queue (m)		Queue (m)		Queue (m)		Queue (m)		Queue (m)		Queue (m)	
Mvmt		50th	95th	50th	95th	50th	95th	50th	95th	50th	95th	50th	95th
EBL	30	14	28	20	49	14	28	21	59	14	30	22	64
EBT	-	16	27	16	27	18	30	18	30	21	34	21	34
WBTR	-	64	96	97	148	71	105	107	163	79	116	119	182
SBL	-	32	52	43	68	34	56	46	72	37	59	50	77
SBR	56	0	14	0	15	0	15	0	15	0	16	0	16
PM Peak	Available Storage	Future Background 2026		Future Total 2026		Future Background 2031		Future Total 2031		Future Background 2036		Future Total 2036	
		Queue (m)		Queue (m)		Queue (m)		Queue (m)		Queue (m)		Queue (m)	
Mvmt		50th	95th	50th	95th	50th	95th	50th	95th	50th	95th	50th	95th
EBL	30	26	49	29	56	27	52	30	61	28	55	32	72
EBT	-	47	68	47	68	53	77	53	77	60	87	60	87
WBTR	-	75	111	86	127	84	123	96	141	95	138	107	158
SBL	-	52	78	95	137	55	82	98	141	58	86	102	150
SBR	56	0	14	4	20	0	15	5	21	0	15	6	23

EBL Movement

Under future background conditions, the 30 m storage length for the EBL movement will provide sufficient storage to accommodate the 50th percentile queues in both peak hours under all horizon years.

Under future total conditions for each horizon year, increases in the 50th percentile queues are anticipated for the EBL movement when compared with the corresponding future background conditions. There is sufficient storage length to accommodate the queues in all peak hours and all horizon years, with the exception of the 2036 horizon year in the PM peak hour where the 50th percentile queue is anticipated to marginally exceed the 30 m storage length. However, as the analysis indicates that queues will clear the intersection within one cycle length, a storage length of 30 m is sufficient.

To better understand the queue lengths of this intersection, SimTraffic analysis was also conducted. The results and recommendations of the storage length for the EBL movement is provided in **Section 1.3**.



SBR Movement

The SBR movement has a storage length of 56 m and provides enough storage to accommodate all queues in each horizon year under both the future background and future total conditions. No modifications to the SBR storage length are required.

1.2 TOWERLINE ROAD & HIGHWAY 401 WESTBOUND ON/OFF-RAMP

1.2.1 Intersection Capacity Analysis Results

The capacity analysis for weekday AM and PM peak hours at Towerline Road & Highway 401 Westbound On/Off-Ramp under the existing conditions are summarized in **Table 1-6**.

Table 1-6: Existing Intersection Capacity Analysis, Towerline Road & Highway 401 WB Ramp

AM	Existing Conditions				
Mvmt	Vol	V/C	Delay (s)	LOS	95th Queue
EBT	128	0.08	0		0
EBR	117	0.07	0		0
WBL	14	0.01	8	A	0
WBT	307	0.18	0		0
SBLTR	99	0.15	12	B	4
PM	Existing Conditions				
Mvmt	Vol	V/C	Delay (s)	LOS	95th Queue
EBT	278	0.16	0		0
EBR	127	0.07	0		0
WBL	5	0.00	8	A	0
WBT	333	0.20	0		0
SBLTR	100	0.17	12	B	5

The capacity analysis for weekday AM and PM peak hours at Towerline Road & Highway 401 Westbound On/Off-Ramp under the future 2026 horizon year are summarized in **Table 1-7**.

Table 1-7: 2026 Intersection Capacity Analysis, Towerline Road & Highway 401 WB Ramp

AM	Future Background Conditions 2026					Future Total Conditions 2026				
Mvmt	Vol	V/C	Delay (s)	LOS	95th Queue	Vol	V/C	Delay (s)	LOS	95th Queue
EBT	166	0.10	0	-	0	193	0.11	0	-	0
EBR	143	0.08	0	-	0	170	0.10	0	-	0
WBL	14	0.01	8	A	0	14	0.01	8	A	0
WBT	424	0.25	0	-	0	513	0.30	0	-	0
SBLTR	186	0.33	15	B	12	274	0.55	21	C	26
PM	Future Background Conditions 2026					Future Total Conditions 2026				
Mvmt	Vol	V/C	Delay (s)	LOS	95th Queue	Vol	V/C	Delay (s)	LOS	95th Queue
EBT	388	0.23	0	-	0	470	0.28	0	-	0
EBR	209	0.12	0	-	0	290	0.17	0	-	0
WBL	5	0.01	9	A	0	5	0.01	9	A	0
WBT	392	0.23	0	-	0	418	0.25	0	-	0
SBLTR	125	0.23	14	B	7	151	0.29	15	B	10



The capacity analysis for weekday AM and PM peak hours at Towerline Road & Highway 401 Westbound On/Off-Ramp under the future 2031 horizon year are summarized in **Table 1-8**.

Table 1-8: 2031 Intersection Capacity Analysis, Towerline Road & Highway 401 WB Ramp

AM	Future Background Conditions 2031					Future Total Conditions 2031				
Mvmt	Vol	V/C	Delay (s)	LOS	95th Queue	Vol	V/C	Delay (s)	LOS	95th Queue
EBT	181	0.11	0	-	0	208	0.12	0	-	0
EBR	143	0.08	0	-	0	170	0.10	0	-	0
WBL	14	0.01	8	A	0	14	0.01	8	A	0
WBT	460	0.27	0	-	0	549	0.32	0	-	0
SBLTR	186	0.35	15	C	12	274	0.58	23	C	29
PM	Future Background Conditions 2031					Future Total Conditions 2031				
Mvmt	Vol	V/C	Delay (s)	LOS	95th Queue	Vol	V/C	Delay (s)	LOS	95th Queue
EBT	421	0.25	0	-	0	503	0.30	0	-	0
EBR	209	0.12	0	-	0	290	0.17	0	-	0
WBL	5	0.01	9	A	0	5	0.01	9	A	0
WBT	431	0.25	0	-	0	456	0.27	0	-	0
SBLTR	125	0.24	14	B	8	151	0.31	16	C	10

The capacity analysis for weekday AM and PM peak hours at Towerline Road & Highway 401 Westbound On/Off-Ramp under the future 2031 horizon year are summarized in **Table 1-9**.

Table 1-9: 2036 Intersection Capacity Analysis, Towerline Road & Highway 401 WB Ramp

AM	Future Background Conditions 2036					Future Total Conditions 2036				
Mvmt	Vol	V/C	Delay (s)	LOS	95th Queue	Vol	V/C	Delay (s)	LOS	95th Queue
EBT	199	0.12	0	-	0	226	0.13	0	-	0
EBR	143	0.08	0	-	0	170	0.10	0	-	0
WBL	14	0.01	8	A	0	14	0.01	8	A	0
WBT	500	0.29	0	-	0	588	0.35	0	-	0
SBLTR	186	0.37	16	C	14	274	0.61	25	C	32
PM	Future Background Conditions 2036					Future Total Conditions 2036				
Mvmt	Vol	V/C	Delay (s)	LOS	95th Queue	Vol	V/C	Delay (s)	LOS	95th Queue
EBT	457	0.27	0	-	0	540	0.32	0	-	0
EBR	209	0.12	0	-	0	290	0.17	0	-	0
WBL	5	0.01	9	A	0	5	0.01	10	A	0
WBT	474	0.28	0	-	0	499	0.29	0	-	0
SBLTR	125	0.26	15	C	8	151	0.33	17	C	11

Existing Conditions: The intersection is anticipated to operate well within capacity, with acceptable delays and LOS 'B' or better for all movements during the AM and PM peak hours. No critical movements have been identified under existing conditions.

Future Background Conditions: The intersection operates similar to existing conditions during the AM and PM peak hours under all horizon years with minor increases in V/C ratios, delays, and queues. No new constraints have been identified.



Future Total Conditions: Marginal change is anticipated for most movements compared to future background conditions during the AM and PM peak hours under all horizon years. The exception is the SBLTR movement in the AM peak hour which experiences a noticeable increase in V/C; however, the movement is well within capacity and operates with an acceptable LOS 'C'. No new constraints have been identified.

Overall, the inclusion of site traffic is anticipated to have a marginal impact on the operations of the highway ramp under all horizon years.

1.3 SIMTRAFFIC ANALYSIS

As mentioned earlier, a dedicated EBL turn lane is recommended for the intersection of Oxford Road 4 and Parkinson/Towerline Road under future background 2026 conditions. To identify a recommended storage length, SimTraffic analysis was conducted to provide queue results for the worst-case scenario (i.e., 2036 future total conditions) for both AM and PM peak hours for the EBL movement.

As previously noted, a 30 m storage length has been identified based on the Geometric Design Standards for Ontario Highway Manual. **Table 1-10** details the 50th and 95th percentile queues for the future total 2036 conditions for the Oxford Road 4 and Parkinson/Towerline Road intersection. Detailed SimTraffic results are provided in **Appendix D**.

Table 1-10: SimTraffic Analysis

AM PEAK	Queue Summary (all units in m)			
	Movement	Available Storage	Future Total (2036)	
			Average	95 th
Parkinson/Towerline Road & Oxford Road 4	EBL	30	35	44
	WBTR	260	76	135
PM PEAK	Queue Summary (all units in m)			
	Movement	Available Storage	Future Total (2036)	
			Average	95 th
Parkinson/Towerline Road & Oxford Road 4	EBL	30	36	42
	WBTR	260	93	140

As summarized above, the future total 2036 conditions are anticipated to experience an average and 95th percentile queue of 35 m and 44 m in the AM peak hour, and 36 m and 42 m in the PM peak hour, respectively, for the EBL movement. Similarly, the WBTR movement is anticipated to experience an average and 95th percentile queue of 76 m and 135 m in the AM peak hour, and 93 m and 140 m in the PM peak hour, respectively. Based on these results, an EBL storage length of 55 m is recommended to accommodate 2036 future traffic volumes. The WBTR movement queues have sufficient storage to accommodate the queues, while not spilling back towards the Highway 401 Ramps.



1.4 RECOMMENDATIONS & CONCLUSIONS

As summarized above, both intersections are expected to operate at acceptable levels of service during existing and future scenarios, with the implementation of an exclusive EBL turn lane and signalization at the Oxford Road 4 and Parkinson/Towerline Road intersection. Based on the SimTraffic analysis, it is recommended the EBL turn lane have a storage length of 55 m to accommodate all future traffic.

As such, it is our opinion that a realignment of Oxford Road 4 and Parkinson / Towerline Road is not required, and that the only improvements required from a traffic operations perspective are the signalization and implementation of an exclusive EBL turn lane.

It should be noted that the Transportation Impact Studies and site plan have been approved by the County and the City, on October 21 and 27, 2022 respectively, without a realignment of Oxford Road 4.



2 DRAFT TMP REVIEW (SEPTEMBER 2023)

It is understood that Oxford County is in the process of finalizing a Transportation Master Plan (TMP), titled *Oxford County TMP: Connecting Oxford 2024*, that will provide the strategic, long-term planning document that will identify the policies, programs, and infrastructure improvements needed to manage existing and future transportation demand to the year 2046.

LEA has participated in the consultation and review process for the draft TMP to understand the potential impacts to the 1491 Parkinson Road Northland and Southland Industrial sites, which have received Site Plan Approval as of October 2022. A summary of the public consultation activities, review of the latest draft Oxford County TMP, and potential impacts to the approved site plan for the 1491 Parkinson Road sites is provided in the following sections.

2.1 PUBLIC CONSULTATION CENTRE (PCC) ATTENDANCE

LEA has attended the Oxford County Transportation Master Plan (TMP) Update Virtual Public Consultation Centre (PCC) #1 and #2, which were held on September 27, 2022, and March 21, 2023, respectively. These PCCs were prepared by Parsons, on behalf of Oxford County.

During the first PCC, there was no mention or recommendation on the necessity of the realignment of Oxford Road 4 at the Parkinson Road / Towerline Road intersection. However, during the second PCC, it recommended the realignment of the Oxford Road 4 and Parkinson Road / Towerline Road intersection, due to intersection spacing between Oxford Road 4 and Highway 401. However, it is not apparent where the proposed realignment intersection will be located as no drawings nor any technical information was provided during or following the PCC.

2.2 LATEST DRAFT OXFORD COUNTY TMP

Following the second PCC, the latest draft of the *Oxford County TMP: Connecting Oxford 2024* was received, dated September 2023. LEA has completed a review of this document and notes that there is no mention of the Oxford Road 4 realignment nor of the need for a Class EA Study to be undertaken for the realignment of Oxford Road 4.

Thus, it is our understanding that the need for a Class EA Study for a realignment of Oxford County Road 4 has not been confirmed and is not required as it is not reflected in the latest draft TMP that will become the long-term planning document guiding the policies, programs, and infrastructure improvements needed for the County to the year 2046.

2.3 SITE PLAN APPROVAL AND POTENTIAL IMPACTS

As mentioned above, LEA, on behalf of Melrose Investments Inc., has previously prepared Transportation Impact Studies for SPA submission in July 2022 in support of a site plan application located at 1491 Parkinson Road Northland and Southland Industrial sites. Subsequently, the site plan application process was approved by the City of Woodstock and Oxford County in October 2022 without the consideration for a realignment of Oxford Road 4. It is evident that the County TMP Update was already underway when the County approved the site plan for 1491 Parkinson Road south block. Given the approved site plan, the relocation of the Oxford



Road 4 and Parkinson Road/ Towerline Road intersection to the west would impact the approved site plan for 1491 Parkinson Road Northland and Southland Industrial sites.

2.4 SUMMARY / CONCLUSION

Overall, the discussion and/or recommendation of the Oxford Road 4 and Parkinson Road/ Towerline Road intersection would significantly impact the approved site plan. We are of the opinion that the recommendation of any intersection realignment to the west would negatively impact the approved site plans. Furthermore, it should be noted that the County had not identify any intersection spacing issues through the Site Plan application and approvals process in which the LEA July 2022 TIS was reviewed and approved.

This position is reflected in the latest September 2023 draft Oxford County TMP, which does not mention the need for a Class EA nor provide any details regarding the realignment of Oxford County Road 4. Aside from a verbal mention of the recommendation for this EA during the March 2023 PCC meeting, no further details have been provided and this recommendation is not reflected in the latest draft TMP document.

As such, based on our traffic analysis and Draft TMP review, it is our opinion that the realignment of Oxford Road 4 is not required / recommended.



3 OXFORD ROAD 4 PROPOSED IMPROVEMENTS

As noted above, LEA previously prepared a letter, dated August 3, 2023, summarizing the improvements recommended at the Oxford Road 4 and Parkinson Road / Towerline Road intersection. These recommendations are based on the approved Transportation Impact Study (TIS) Update, prepared by LEA Consulting and dated July 2022, for the 1491 Parkinson Road Northland and Southland sites proposed industrial development. The recommended improvements include the following:

- ▶ Signalization of the intersection; and,
- ▶ Inclusion of an exclusive eastbound left (EBL) turn lane with a storage length of 55 m.

These recommendations were based on the intersection capacity analysis, undertaken using Synchro 11.0, and queueing assessment, undertaken using SimTraffic, for the 2026, 2031, and 2036 horizon years. Based on the recommendations noted above, and upon review of the Transportation Association of Canada (TAC) *Geometric Design Guide for Canadian Roads*, a preliminary intersection design along with a cost estimate has been prepared for these recommended intersection improvements.

The preliminary intersection design drawings and cost estimate can be found in **Appendix E**. The recommended changes to the network are further detailed in the following sections.

3.1 OXFORD ROAD 4 AT PARKINSON / TOWERLINE INTERSECTION

3.1.1 North Leg of Oxford Road 4 at Parkinson / Towerline Intersection

For the north leg of the intersection, the existing curbs have been maintained at the northwest and northeast corners of the intersection, as well as along the east and west sides of Oxford Road 4. The posted speed limit of 80 km/h will also be maintained.

The following is recommended to either be implemented or maintained from existing conditions for the north leg of the intersection:

- ▶ Shifting the existing stop bars slightly to the north to accommodate a pedestrian crosswalk at the future signalized intersection;
- ▶ Reducing the existing 55 m storage length and parallel for the SBR turn lane to 47.5 m; and,
- ▶ Maintaining the existing ~100 m SBR turn lane taper.

3.1.2 West Leg of Oxford Road 4 at Parkinson / Towerline Intersection

For the west leg of the intersection, the posted speed limits of 70 km/h westbound and 80 km/h eastbound starting just west of the intersection along Parkinson Road will be maintained.

The main improvement to the intersection is the recommended inclusion of an EBL turn lane as follows:

- ▶ A storage length of 55 m based on the SimTraffic analysis conducted in the July 2022 TIS and summarized in **Section 1**;
- ▶ A left turn parallel deceleration lane of 100 m directly behind the storage lane based on the TAC guidelines for rural roads; and,



- ▶ A left turn taper lane of 140 m directly behind the parallel deceleration lane based on the TAC guidelines for rural roads.

Given the current width of Parkinson Road, and inclusion of the EBL turn lane, a portion of the existing curbs and gutters on the south side of Parkinson Road will need to be paved to accommodate an EBT travel lane for vehicles (approximately 155 m in length).

Stop bars for through and left turn lanes have been placed behind the proposed crosswalk location and the existing curbs have been maintained at the northwest corner of the intersection, as well as on the north side of Parkinson Road.

3.1.3 East Leg of Oxford Road 4 at Parkinson / Towerline Intersection

In order to provide a straight travel lane for the eastbound through lane on the west leg of the intersection, a painted “shadow” lane has been proposed on the east leg of the intersection.

Similar to the west leg of the intersection, the existing curb and gutter on the south side of Towerline Road, on the east leg of the intersection, will need to be paved to accommodate the eastbound through travel lane (approximately 90 m in length). Existing curbs have been maintained at the northeast corner of the intersection, as well as on the north side of Parkinson Road.

3.2 EXISTING HIGHWAY 401 ON / OFF-RAMPS

The proposed signalized intersection improvements at Oxford Road 4 and Parkinson Road / Towerline Road is not anticipated to have any impacts to the existing Highway 401 On / Off-Ramps along Towerline Road. All existing storage lanes are to be maintained on approach to and from the existing Highway 401 On / Off-Ramps and the MTO design speed of 90 km/h has been maintained.

3.3 ESTIMATED COST OF IMPROVEMENTS

A high-level cost estimate for the improvements noted above has also been prepared, and is provided in **Appendix E**. The fee has been broken down into two (2) parts; the removals, and the new additions.

3.3.1 Removals

The fee for the removals is estimated to be approximately \$232,000, which includes the excavation for disposal, saw cutting the exiting pavement, removing and replacing the asphalt, adjusting manholes and utility boxes, and removing the existing sod and topsoil, paint lines, paint symbols and relocation of signs.

3.3.2 New Additions

The fee for the new additions is estimated to be approximately \$612,000, which includes the implementation of new curbs and gutters, asphalt pavement, tactile surface indicators, catch basins, pavement markings for paint lines and symbols, traffic signs, traffic management, and the addition of a traffic signal.

3.3.3 Total Cost Estimate

The total fee for the removals and new additions is estimated to be around \$844,000. With the inclusion of a 30% contingency allowance and 13% HST, the total fee estimate for the improvements is estimated to be \$1,240,000. Please note that this is a high-level cost estimate. A more detailed cost estimate can be provided upon completion of a Detailed Design of the intersection.



4 OFFICIAL PLAN REVIEW

As noted in **Section 3** above, LEA has prepared a preliminary design and cost estimate for the recommended improvements for the Oxford Road 4 and Parkinson Road / Towerline Road intersection as identified in the LEA July 2022 TIS. This preliminary design has taken into account relevant design standards from the Transportation Association of Canada (TAC) *Geometric Design Guide for Canadian Roads*.

LEA has also undertaken a review of the Oxford County Official Plan to confirm whether the recommended improvements conform to relevant design requirements and standards and do not conflict with existing policy, such as the Oxford County Official Plan. A summary of this review is provided in the following sections.

4.1 OXFORD COUNTY OFFICIAL PLAN (AUGUST 2023)

Under the *Oxford County Official Plan*, Chapter 5 – Functional Support Elements and Chapter 7 – City of Woodstock Land Use Policies have been reviewed, specifically Section 5.1 County Transportation Policy and Section 7.6 Transportation, to identify guidelines at the County level that apply to the recommended road improvements.

The relevant transportation policies applicable to the County and City of Woodstock as they relate to the spacing of intersections and potential road realignments are summarized in **Table 4-1**. As noted, the recommended improvements to the Oxford Road 4 and Parkinson Road / Towerline Road intersection do not conflict with the relevant policies and schedules. Further, there are no policies nor schedules identifying a realignment of Oxford Road 4.



Table 4-1: County of Oxford Official Plan (2023 Consolidation)

County of Oxford Official Plan Policy			Do the recommended improvements conform?
Section	Title	Description	
5.1.1 Strategic Approach	Network Improvements	Improve the functionality of the County transportation network by identifying and making provision for necessary improvements over time.	Yes – functionality of the transportation network is improved in response to background/proposed development
5.1.2.1 Development Adjacent to County Roads	Major Intersection Separation	There should be sufficient separation between major intersections to allow for the efficient operation of traffic control devices.	Yes – queueing assessment and TAC Guidelines confirm no operational issues with the separation distance between Oxford Road 4 and Hwy 401 On/Off Ramps
	Potential Road Re-Alignments	Potential road re-alignments identified through a County Transportation Study and incorporated into this Plan on Schedule C-4 are intended to generally depict the anticipated final alignment of the future road system. Minor modifications to a potential road realignment, as recommended by the County Public Works Department, may be made without the necessity of an amendment to the Official Plan, subject to County Council approval.	Yes – while a “major improvement” is noted along Oxford Road 4 to the north of Parkinson Road, details are omitted from Schedule C-4 as well as Chapter 5 and the alignment shown is generally in alignment with what exists today. See
	Protection of Potential Road Improvements	New development shall provide for the protection of potential road realignments and network improvements indicated on Schedule C-4. Required road allowances may be acquired by the County through dedication, purchase or expropriation, as appropriate.	



Schedule C-4	County of Oxford Transportation Network Plan		response to <i>Section 7.6.2 Roads – Planned Road Alignments; Proposals to Add, Delete or Re-Align Roads; Intersections below.</i>
7.6.2 Roads	Planned Road Alignments	There are certain arterial and collector road alignments identified on Schedule W-5 that have not been developed. The alignments shown on Schedule W-5 are intended to generally depict the anticipated final alignment of the future road system. Minor modifications to a planned road alignment may be made without the necessity of an amendment to the Official Plan if it can be demonstrated to the satisfaction of City Council and/or County Council that the modification will not diminish the function or capacity of the road.	Yes – the alignment of Oxford Road 4 and Parkinson Road / Towerline Road are consistent with what exists today, and specific intersection improvements are not identified at the Oxford Road 4 and Parkinson Road / Towerline Road intersection under Schedule W-5.
	Proposals to Add, Delete or Re-Align Roads	For arterial, collector or minor collector roads, proposals to add or delete sections of road which substantially diminish or increase the function or capacity or to substantially re-align or extend a major road will require an amendment to Schedule W-5. In the review of such proposals, consideration shall be given to traffic service implications and the potential effects that a proposed road development may have on existing land uses and natural features and the measures that may be taken to mitigate these effects.	



	Intersections	It is intended that, as traffic conditions warrant, improvements in the form of jog eliminations, installation of traffic signals, and channelization construction will be undertaken at the intersections indicated on Schedule W-5.	
Schedule W-5	Transportation Network Plan	<p>TRANSPORTATION NETWORK PLAN</p> <p>BASE MAP LEGEND</p> <p>--- MUNICIPAL BOUNDARY</p> <p>--- RAILWAY</p>	<p>Additionally, Schedule W-5 does not identify a jog or realignment for Oxford Road 4 or Parkinson Road / Towerline Road. It is our understanding that such a realignment would represent a substantial change to what is currently reflected on Schedule W-5.</p>



5 CONCLUSION

LEA has undertaken this Oxford Road 4 and Parkinson Road / Towerline Road Realignment Study to determine whether a realignment of Oxford Road 4 is required from a traffic operations, long-term planning, and transportation planning and design perspective. This has included:

- ▶ An analysis of the intersection operations at the Parkinson Road / Towerline Road intersection and Towerline Road / Highway 401 On/Off Ramp intersection under existing and future conditions for the 2026, 2031, and 2036 horizon years;
- ▶ A review of the Oxford County TMP consultation process and latest draft TMP;
- ▶ A review of the preliminary design recommendations for the Oxford Road 4 and Parkinson Road / Towerline Road intersection as recommended in the LEA July 2022 TIS for 1491 Parkinson Road; and,
- ▶ A review of the Oxford County Official Plan.

Overall, it is our opinion that the realignment of Oxford County Road 4 is not required and that a Class EA Study for this realignment would similarly not be required, based on our findings and review of the following.

Intersection Capacity Analysis and Queue Assessment

As noted in the July 2022 TIS, both the Oxford Road 4 and Parkinson Road / Towerline Road intersection and Towerline Road / Highway 401 On/Off Ramp intersection are expected to operate at acceptable levels of service during existing and future scenarios with the implementation of an exclusive EBL turn lane with 55 m of storage length and signalization at the Oxford Road 4 and Parkinson/Towerline Road intersection. These recommendations do not require realignment of Oxford Road 4 nor modifications to the existing Highway 401 On/Off Ramps to be implemented, thus realignment of Oxford Road 4 is not required from a traffic operations perspective.

Draft TMP Review (September 2023)

LEA has participated in the virtual PCCs held for the Oxford County TMP and, aside from a verbal acknowledgment of the need for a Class EA and realignment of Oxford Road 4 due to spacing issues between the Highway 401 ramps and the existing Oxford Road 4 intersection along Parkinson Road / Towerline Road, no technical information, documentation, or analysis has been provided detailing spacing issues or the need for a realignment.

Further, a review of the latest draft TMP indicates that this study and realignment is not mentioned in the latest document with regards to Oxford Road 4, and it is therefore our understanding that it will not be part of the final TMP, which will direct the long-term planning for transportation in Oxford County to the year 2046.

Oxford Road 4 Proposed Improvements

LEA has undertaken a preliminary, high-level design and cost estimate exercise for the improvements to the Oxford Road 4 and Parkinson Road / Towerline Road intersection recommended through the LEA July 2022 TIS for 1491 Parkinson Road Northland and Southland Industrial sites.

As the July 2022 TIS and Site Plan applications for the industrial development of 1491 Parkinson Road Northland and Southland Industrial sites have been approved by the City of Woodstock and Oxford County in



October 2022, it is our understanding that neither the City nor the County have issues with the recommendations of the July 2022 TIS, nor the approved site plan for development. Neither the County nor City expressed issues with the spacing along Parkinson Road / Towerline Road.

Additionally, as noted in **Section 3** and **Appendix E – Preliminary Design Drawings and Cost Estimates**, the recommended improvements can be implemented without impacting the existing Highway 401 On/Off Ramps and the existing storage and design speeds along Parkinson Road / Towerline Road that facilitate access to/from the on/off ramps.

Official Plan Review

LEA has reviewed the *Oxford County Official Plan* Chapter 5 – Functional Support Elements and Chapter 7 – City of Woodstock Land Use Policies, specifically Section 5.1 County Transportation Policy, and Section 7.6 Transportation, to identify relevant transportation policies applicable to the County and City of Woodstock with respect to the spacing of intersections and potential road realignments.

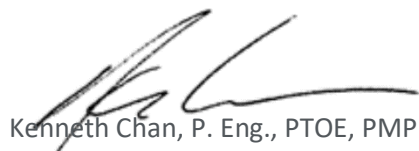
Based on this review, the recommended improvements to the Oxford Road 4 and Parkinson Road / Towerline Road intersection from the July 2022 TIS do not conflict with the relevant Official Plan policies and schedules. Further, there are no policies nor schedules identifying a realignment of Oxford Road 4, and it is our understanding that a realignment of such would represent a substantial change.

Overall, LEA concludes that a realignment of Oxford Road 4 is not required, and that the implementation of an exclusive eastbound left (EBL) turn lane and signalization at the Oxford Road 4 and Parkinson Road / Towerline Road intersection is the only improvement required from a traffic operations perspective. Further, no technical findings or analysis indicating the need for this realignment has been identified from a long-term planning perspective.

Should you have any questions or concerns regarding this letter, please do not hesitate to contact the undersigned.

Yours truly,

LEA CONSULTING LTD.



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Project Coordinator (EIT)

Encl. **Appendix A:** Existing Intersection Capacity Analysis
Appendix B: 2026, 2031, and 2036 Future Background Intersection Capacity Analysis
Appendix C: 2026, 2031, and 2036 Future Total Intersection Capacity Analysis
Appendix D: SimTraffic Queueing Assessment Results
Appendix E: Preliminary Design Drawings and Cost Estimates

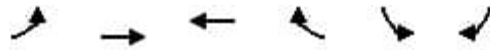
APPENDIX A

Existing Intersection Capacity Analysis

HCM Unsignalized Intersection Capacity Analysis


















2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Movement	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations		↰	↰		↰	↰
Traffic Volume (veh/h)	71	130	217	112	90	87
Future Volume (Veh/h)	71	130	217	112	90	87
Sign Control		Free	Free		Stop	
Grade		0%	0%		0%	
Peak Hour Factor	0.79	0.79	0.79	0.79	0.79	0.79
Hourly flow rate (vph)	90	165	275	142	114	110
Pedestrians						
Lane Width (m)						
Walking Speed (m/s)						
Percent Blockage						
Right turn flare (veh)						7
Median type		None	None			
Median storage veh						
Upstream signal (m)						
pX, platoon unblocked						
vC, conflicting volume	417				691	346
vC1, stage 1 conf vol						
vC2, stage 2 conf vol						
vCu, unblocked vol	417				691	346
tC, single (s)	4.3				6.5	6.2
tC, 2 stage (s)						
tF (s)	2.4				3.6	3.3
p0 queue free %	91				69	84
cM capacity (veh/h)	1029				364	695
Direction, Lane #	EB 1	WB 1	SB 1			
Volume Total	255	417	224			
Volume Left	90	0	114			
Volume Right	0	142	110			
cSH	1029	1700	715			
Volume to Capacity	0.09	0.25	0.31			
Queue Length 95th (m)	2.3	0.0	10.7			
Control Delay (s)	3.7	0.0	15.3			
Lane LOS	A		C			
Approach Delay (s)	3.7	0.0	15.3			
Approach LOS			C			
Intersection Summary						
Average Delay			4.9			
Intersection Capacity Utilization			44.0%	ICU Level of Service		A
Analysis Period (min)			15			

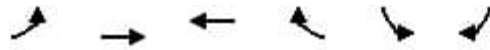
06-20-2022





												
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Traffic Volume (veh/h)	0	110	101	12	264	0	0	0	0	6	0	79
Future Volume (Veh/h)	0	110	101	12	264	0	0	0	0	6	0	79
Sign Control		Free			Free			Stop			Stop	
Grade		0%			0%			0%			0%	
Peak Hour Factor	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86
Hourly flow rate (vph)	0	128	117	14	307	0	0	0	0	7	0	92
Pedestrians												
Lane Width (m)												
Walking Speed (m/s)												
Percent Blockage												
Right turn flare (veh)												
Median type		None			None							
Median storage (veh)												
Upstream signal (m)												
pX, platoon unblocked												
vC, conflicting volume	307			245			555	463	128	463	580	307
vC1, stage 1 conf vol												
vC2, stage 2 conf vol												
vCu, unblocked vol	307			245			555	463	128	463	580	307
tC, single (s)	4.1			4.1			7.1	6.5	6.2	7.3	6.5	6.5
tC, 2 stage (s)												
tF (s)	2.2			2.2			3.5	4.0	3.3	3.7	4.0	3.6
p0 queue free %	100			99			100	100	100	99	100	86
cM capacity (veh/h)	1265			1333			381	494	927	481	424	668
Direction, Lane #	EB 1	EB 2	WB 1	WB 2	SB 1							
Volume Total	128	117	14	307	99							
Volume Left	0	0	14	0	7							
Volume Right	0	117	0	0	92							
cSH	1700	1700	1333	1700	650							
Volume to Capacity	0.08	0.07	0.01	0.18	0.15							
Queue Length 95th (m)	0.0	0.0	0.3	0.0	4.3							
Control Delay (s)	0.0	0.0	7.7	0.0	11.5							
Lane LOS			A		B							
Approach Delay (s)	0.0		0.3		11.5							
Approach LOS					B							
Intersection Summary												
Average Delay			1.9									
Intersection Capacity Utilization			25.8%		ICU Level of Service				A			
Analysis Period (min)			15									

HCM Unsignalized Intersection Capacity Analysis

2: Parkinson Road/Towerline Road & Oxford Road 4


















06-20-2022



Movement	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (veh/h)	146	276	252	135	92	91
Future Volume (Veh/h)	146	276	252	135	92	91
Sign Control		Free	Free		Stop	
Grade		0%	0%		0%	
Peak Hour Factor	0.91	0.91	0.91	0.91	0.91	0.91
Hourly flow rate (vph)	160	303	277	148	101	100
Pedestrians						
Lane Width (m)						
Walking Speed (m/s)						
Percent Blockage						
Right turn flare (veh)						7
Median type		None	None			
Median storage veh						
Upstream signal (m)						
pX, platoon unblocked						
vC, conflicting volume	425				974	351
vC1, stage 1 conf vol						
vC2, stage 2 conf vol						
vCu, unblocked vol	425				974	351
tC, single (s)	4.1				6.5	6.4
tC, 2 stage (s)						
tF (s)	2.2				3.6	3.5
p0 queue free %	86				57	85
cM capacity (veh/h)	1134				235	658
Direction, Lane #	EB 1	WB 1	SB 1			
Volume Total	463	425	201			
Volume Left	160	0	101			
Volume Right	0	148	100			
cSH	1134	1700	467			
Volume to Capacity	0.14	0.25	0.43			
Queue Length 95th (m)	3.9	0.0	17.0			
Control Delay (s)	4.0	0.0	21.5			
Lane LOS	A		C			
Approach Delay (s)	4.0	0.0	21.5			
Approach LOS			C			
Intersection Summary						
Average Delay			5.7			
Intersection Capacity Utilization			59.2%	ICU Level of Service		B
Analysis Period (min)			15			

HCM Unsignalized Intersection Capacity Analysis4: Towerline Road & Hwy 401 WB On/Off Ramp

06-20-2022

												
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Traffic Volume (veh/h)	0	253	116	5	303	0	0	0	0	10	0	81
Future Volume (Veh/h)	0	253	116	5	303	0	0	0	0	10	0	81
Sign Control		Free			Free			Stop			Stop	
Grade		0%			0%			0%			0%	
Peak Hour Factor	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91
Hourly flow rate (vph)	0	278	127	5	333	0	0	0	0	11	0	89
Pedestrians												
Lane Width (m)												
Walking Speed (m/s)												
Percent Blockage												
Right turn flare (veh)												
Median type	None				None							
Median storage veh												
Upstream signal (m)												
pX, platoon unblocked												
vC, conflicting volume	333			405			710	621	278	621	748	333
vC1, stage 1 conf vol												
vC2, stage 2 conf vol												
vCu, unblocked vol	333			405			710	621	278	621	748	333
tC, single (s)	4.1			4.1			7.1	6.5	6.2	7.1	6.5	6.6
tC, 2 stage (s)												
tF (s)	2.2			2.2			3.5	4.0	3.3	3.5	4.0	3.6
p0 queue free %	100			100			100	100	100	97	100	86
cM capacity (veh/h)	1238			1165			301	404	766	401	342	635
Direction, Lane #	EB 1	EB 2	WB 1	WB 2	SB 1							
Volume Total	278	127	5	333	100							
Volume Left	0	0	5	0	11							
Volume Right	0	127	0	0	89							
cSH	1700	1700	1165	1700	597							
Volume to Capacity	0.16	0.07	0.00	0.20	0.17							
Queue Length 95th (m)	0.0	0.0	0.1	0.0	4.8							
Control Delay (s)	0.0	0.0	8.1	0.0	12.2							
Lane LOS			A		B							
Approach Delay (s)	0.0		0.1		12.2							
Approach LOS					B							
Intersection Summary												
Average Delay			1.5									
Intersection Capacity Utilization			28.2%		ICU Level of Service				A			
Analysis Period (min)			15									

APPENDIX B

2026, 2031 and 2036 Future Background Intersection Capacity Analysis

Queues

2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Lane Group	EBL	EBT	WBT	SBL	SBR
Lane Configurations					
Traffic Volume (vph)	108	144	240	143	108
Future Volume (vph)	108	144	240	143	108
Lane Group Flow (vph)	120	160	558	159	120
Turn Type	Perm	NA	NA	Prot	Perm
Protected Phases		2	6	4	
Permitted Phases	2				4
Minimum Split (s)	26.2	26.2	26.2	38.2	38.2
Total Split (s)	80.0	80.0	80.0	40.0	40.0
Total Split (%)	66.7%	66.7%	66.7%	33.3%	33.3%
Yellow Time (s)	5.0	5.0	5.0	5.0	5.0
All-Red Time (s)	1.0	1.0	1.0	1.0	1.0
Lost Time Adjust (s)	0.0	0.0	0.0	0.0	0.0
Total Lost Time (s)	6.0	6.0	6.0	6.0	6.0
Lead/Lag					
Lead-Lag Optimize?					
v/c Ratio	0.36	0.21	0.56	0.36	0.23
Control Delay	15.1	11.0	13.7	37.3	6.8
Queue Delay	0.0	0.0	0.0	0.0	0.0
Total Delay	15.1	11.0	13.7	37.3	6.8
Queue Length 50th (m)	13.7	16.3	63.7	31.5	0.0
Queue Length 95th (m)	27.5	27.4	95.5	52.0	14.4
Internal Link Dist (m)		189.0	277.4	992.0	
Turn Bay Length (m)	30.0				56.0
Base Capacity (vph)	334	773	995	439	520
Starvation Cap Reductn	0	0	0	0	0
Spillback Cap Reductn	0	0	0	0	0
Storage Cap Reductn	0	0	0	0	0
Reduced v/c Ratio	0.36	0.21	0.56	0.36	0.23

Intersection Summary

Cycle Length: 120

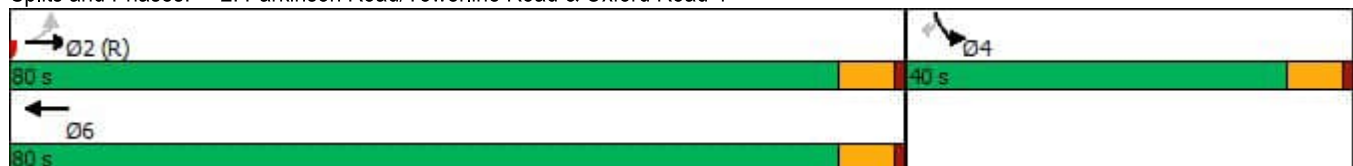
Actuated Cycle Length: 120

Offset: 0 (0%), Referenced to phase 2:EBTL, Start of Green

Natural Cycle: 75

Control Type: Pretimed

Splits and Phases: 2: Parkinson Road/Towerline Road & Oxford Road 4



HCM Signalized Intersection Capacity Analysis


















2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Movement	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (vph)	108	144	240	262	143	108
Future Volume (vph)	108	144	240	262	143	108
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Lane Width	3.4	3.4	3.7	3.7	3.1	3.4
Total Lost time (s)	6.0	6.0	6.0		6.0	6.0
Lane Util. Factor	1.00	1.00	1.00		1.00	1.00
Frpb, ped/bikes	1.00	1.00	1.00		1.00	1.00
Flpb, ped/bikes	1.00	1.00	1.00		1.00	1.00
Frt	1.00	1.00	0.93		1.00	0.85
Flt Protected	0.95	1.00	1.00		0.95	1.00
Satd. Flow (prot)	1412	1255	1562		1550	1533
Flt Permitted	0.36	1.00	1.00		0.95	1.00
Satd. Flow (perm)	542	1255	1562		1550	1533
Peak-hour factor, PHF	0.90	0.90	0.90	0.90	0.90	0.90
Adj. Flow (vph)	120	160	267	291	159	120
RTOR Reduction (vph)	0	0	33	0	0	86
Lane Group Flow (vph)	120	160	525	0	159	34
Confl. Bikes (#/hr)	1					
Heavy Vehicles (%)	25%	48%	18%	11%	10%	3%
Turn Type	Perm	NA	NA		Prot	Perm
Protected Phases		2	6		4	
Permitted Phases	2					4
Actuated Green, G (s)	74.0	74.0	74.0		34.0	34.0
Effective Green, g (s)	74.0	74.0	74.0		34.0	34.0
Actuated g/C Ratio	0.62	0.62	0.62		0.28	0.28
Clearance Time (s)	6.0	6.0	6.0		6.0	6.0
Lane Grp Cap (vph)	334	773	963		439	434
v/s Ratio Prot		0.13	c0.34		c0.10	
v/s Ratio Perm	0.22					0.02
v/c Ratio	0.36	0.21	0.55		0.36	0.08
Uniform Delay, d1	11.3	10.1	13.3		34.3	31.5
Progression Factor	1.00	1.00	1.00		1.00	1.00
Incremental Delay, d2	3.0	0.6	2.2		2.3	0.4
Delay (s)	14.3	10.7	15.5		36.7	31.9
Level of Service	B	B	B		D	C
Approach Delay (s)		12.3	15.5		34.6	
Approach LOS		B	B		C	
Intersection Summary						
HCM 2000 Control Delay			19.5		HCM 2000 Level of Service	B
HCM 2000 Volume to Capacity ratio			0.49			
Actuated Cycle Length (s)			120.0		Sum of lost time (s)	12.0
Intersection Capacity Utilization			57.6%		ICU Level of Service	B
Analysis Period (min)			15			
c Critical Lane Group						

06-20-2022

												
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Traffic Volume (veh/h)	0	143	123	12	365	0	0	0	0	6	0	154
Future Volume (Veh/h)	0	143	123	12	365	0	0	0	0	6	0	154
Sign Control		Free			Free			Stop			Stop	
Grade		0%			0%			0%			0%	
Peak Hour Factor	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86
Hourly flow rate (vph)	0	166	143	14	424	0	0	0	0	7	0	179
Pedestrians												
Lane Width (m)												
Walking Speed (m/s)												
Percent Blockage												
Right turn flare (veh)												
Median type		None			None							
Median storage (veh)												
Upstream signal (m)		301										
pX, platoon unblocked												
vC, conflicting volume	424			309			797	618	166	618	761	424
vC1, stage 1 conf vol												
vC2, stage 2 conf vol												
vCu, unblocked vol	424			309			797	618	166	618	761	424
tC, single (s)	4.1			4.1			7.1	6.5	6.2	7.3	6.5	6.5
tC, 2 stage (s)												
tF (s)	2.2			2.2			3.5	4.0	3.3	3.7	4.0	3.6
p0 queue free %	100			99			100	100	100	98	100	69
cM capacity (veh/h)	1146			1263			209	403	884	378	334	571
Direction, Lane #	EB 1	EB 2	WB 1	WB 2	SB 1							
Volume Total	166	143	14	424	186							
Volume Left	0	0	14	0	7							
Volume Right	0	143	0	0	179							
cSH	1700	1700	1263	1700	560							
Volume to Capacity	0.10	0.08	0.01	0.25	0.33							
Queue Length 95th (m)	0.0	0.0	0.3	0.0	11.6							
Control Delay (s)	0.0	0.0	7.9	0.0	14.6							
Lane LOS			A		B							
Approach Delay (s)	0.0		0.3		14.6							
Approach LOS					B							
Intersection Summary												
Average Delay			3.0									
Intersection Capacity Utilization			35.7%		ICU Level of Service				A			
Analysis Period (min)			15									

Queues

2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Lane Group	EBL	EBT	WBT	SBL	SBR
Lane Configurations					
Traffic Volume (vph)	108	159	265	154	118
Future Volume (vph)	108	159	265	154	118
Lane Group Flow (vph)	120	177	585	171	131
Turn Type	Perm	NA	NA	Prot	Perm
Protected Phases		2	6	4	
Permitted Phases	2				4
Minimum Split (s)	26.2	26.2	26.2	38.2	38.2
Total Split (s)	80.0	80.0	80.0	40.0	40.0
Total Split (%)	66.7%	66.7%	66.7%	33.3%	33.3%
Yellow Time (s)	5.0	5.0	5.0	5.0	5.0
All-Red Time (s)	1.0	1.0	1.0	1.0	1.0
Lost Time Adjust (s)	0.0	0.0	0.0	0.0	0.0
Total Lost Time (s)	6.0	6.0	6.0	6.0	6.0
Lead/Lag					
Lead-Lag Optimize?					
v/c Ratio	0.38	0.23	0.59	0.39	0.25
Control Delay	15.8	11.2	14.7	37.9	6.7
Queue Delay	0.0	0.0	0.0	0.0	0.0
Total Delay	15.8	11.2	14.7	37.9	6.7
Queue Length 50th (m)	13.9	18.3	70.6	34.2	0.0
Queue Length 95th (m)	28.3	30.2	104.9	55.6	15.0
Internal Link Dist (m)		189.0	277.4	992.0	
Turn Bay Length (m)	30.0				56.0
Base Capacity (vph)	318	773	994	439	528
Starvation Cap Reductn	0	0	0	0	0
Spillback Cap Reductn	0	0	0	0	0
Storage Cap Reductn	0	0	0	0	0
Reduced v/c Ratio	0.38	0.23	0.59	0.39	0.25

Intersection Summary

Cycle Length: 120

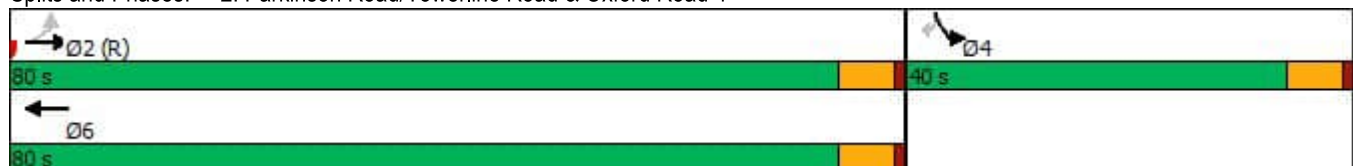
Actuated Cycle Length: 120

Offset: 0 (0%), Referenced to phase 2:EBTL, Start of Green

Natural Cycle: 80

Control Type: Pretimed

Splits and Phases: 2: Parkinson Road/Towerline Road & Oxford Road 4



HCM Signalized Intersection Capacity Analysis













2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Movement	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (vph)	108	159	265	262	154	118
Future Volume (vph)	108	159	265	262	154	118
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Lane Width	3.4	3.4	3.7	3.7	3.1	3.4
Total Lost time (s)	6.0	6.0	6.0		6.0	6.0
Lane Util. Factor	1.00	1.00	1.00		1.00	1.00
Frpb, ped/bikes	1.00	1.00	1.00		1.00	1.00
Flpb, ped/bikes	1.00	1.00	1.00		1.00	1.00
Frt	1.00	1.00	0.93		1.00	0.85
Flt Protected	0.95	1.00	1.00		0.95	1.00
Satd. Flow (prot)	1412	1255	1565		1550	1533
Flt Permitted	0.35	1.00	1.00		0.95	1.00
Satd. Flow (perm)	516	1255	1565		1550	1533
Peak-hour factor, PHF	0.90	0.90	0.90	0.90	0.90	0.90
Adj. Flow (vph)	120	177	294	291	171	131
RTOR Reduction (vph)	0	0	30	0	0	94
Lane Group Flow (vph)	120	177	555	0	171	37
Confl. Bikes (#/hr)	1					
Heavy Vehicles (%)	25%	48%	18%	11%	10%	3%
Turn Type	Perm	NA	NA		Prot	Perm
Protected Phases		2	6		4	
Permitted Phases	2					4
Actuated Green, G (s)	74.0	74.0	74.0		34.0	34.0
Effective Green, g (s)	74.0	74.0	74.0		34.0	34.0
Actuated g/C Ratio	0.62	0.62	0.62		0.28	0.28
Clearance Time (s)	6.0	6.0	6.0		6.0	6.0
Lane Grp Cap (vph)	318	773	965		439	434
v/s Ratio Prot		0.14	c0.35		c0.11	
v/s Ratio Perm	0.23					0.02
v/c Ratio	0.38	0.23	0.58		0.39	0.09
Uniform Delay, d1	11.5	10.3	13.7		34.6	31.6
Progression Factor	1.00	1.00	1.00		1.00	1.00
Incremental Delay, d2	3.4	0.7	2.5		2.6	0.4
Delay (s)	14.9	11.0	16.2		37.2	32.0
Level of Service	B	B	B		D	C
Approach Delay (s)		12.5	16.2		34.9	
Approach LOS		B	B		C	
Intersection Summary						
HCM 2000 Control Delay			20.0		HCM 2000 Level of Service	C
HCM 2000 Volume to Capacity ratio			0.52			
Actuated Cycle Length (s)			120.0		Sum of lost time (s)	12.0
Intersection Capacity Utilization			59.5%		ICU Level of Service	B
Analysis Period (min)			15			
c Critical Lane Group						

06-20-2022

												
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations		↑	↗	↖	↑						↕	
Traffic Volume (veh/h)	0	156	123	12	396	0	0	0	0	6	0	154
Future Volume (Veh/h)	0	156	123	12	396	0	0	0	0	6	0	154
Sign Control		Free			Free			Stop			Stop	
Grade		0%			0%			0%			0%	
Peak Hour Factor	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86
Hourly flow rate (vph)	0	181	143	14	460	0	0	0	0	7	0	179
Pedestrians												
Lane Width (m)												
Walking Speed (m/s)												
Percent Blockage												
Right turn flare (veh)												
Median type		None			None							
Median storage veh												
Upstream signal (m)		301										
pX, platoon unblocked												
vC, conflicting volume	460			324			848	669	181	669	812	460
vC1, stage 1 conf vol												
vC2, stage 2 conf vol												
vCu, unblocked vol	460			324			848	669	181	669	812	460
tC, single (s)	4.1			4.1			7.1	6.5	6.2	7.3	6.5	6.5
tC, 2 stage (s)												
tF (s)	2.2			2.2			3.5	4.0	3.3	3.7	4.0	3.6
p0 queue free %	100			99			100	100	100	98	100	67
cM capacity (veh/h)	1112			1247			189	377	867	349	312	544
Direction, Lane #	EB 1	EB 2	WB 1	WB 2	SB 1							
Volume Total	181	143	14	460	186							
Volume Left	0	0	14	0	7							
Volume Right	0	143	0	0	179							
cSH	1700	1700	1247	1700	533							
Volume to Capacity	0.11	0.08	0.01	0.27	0.35							
Queue Length 95th (m)	0.0	0.0	0.3	0.0	12.4							
Control Delay (s)	0.0	0.0	7.9	0.0	15.3							
Lane LOS			A		C							
Approach Delay (s)	0.0		0.2		15.3							
Approach LOS					C							
Intersection Summary												
Average Delay			3.0									
Intersection Capacity Utilization			37.4%		ICU Level of Service				A			
Analysis Period (min)			15									

Queues

2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Lane Group	EBL	EBT	WBT	SBL	SBR
Lane Configurations					
Traffic Volume (vph)	108	176	293	166	129
Future Volume (vph)	108	176	293	166	129
Lane Group Flow (vph)	120	196	617	184	143
Turn Type	Perm	NA	NA	Prot	Perm
Protected Phases		2	6	4	
Permitted Phases	2				4
Minimum Split (s)	26.2	26.2	26.2	38.2	38.2
Total Split (s)	80.0	80.0	80.0	40.0	40.0
Total Split (%)	66.7%	66.7%	66.7%	33.3%	33.3%
Yellow Time (s)	5.0	5.0	5.0	5.0	5.0
All-Red Time (s)	1.0	1.0	1.0	1.0	1.0
Lost Time Adjust (s)	0.0	0.0	0.0	0.0	0.0
Total Lost Time (s)	6.0	6.0	6.0	6.0	6.0
Lead/Lag					
Lead-Lag Optimize?					
v/c Ratio	0.40	0.25	0.62	0.42	0.27
Control Delay	16.7	11.5	15.8	38.5	6.6
Queue Delay	0.0	0.0	0.0	0.0	0.0
Total Delay	16.7	11.5	15.8	38.5	6.6
Queue Length 50th (m)	14.2	20.7	78.6	37.1	0.0
Queue Length 95th (m)	29.5	33.6	116.4	59.4	15.6
Internal Link Dist (m)		189.0	277.4	992.0	
Turn Bay Length (m)	30.0				56.0
Base Capacity (vph)	299	773	993	439	536
Starvation Cap Reductn	0	0	0	0	0
Spillback Cap Reductn	0	0	0	0	0
Storage Cap Reductn	0	0	0	0	0
Reduced v/c Ratio	0.40	0.25	0.62	0.42	0.27

Intersection Summary

Cycle Length: 120

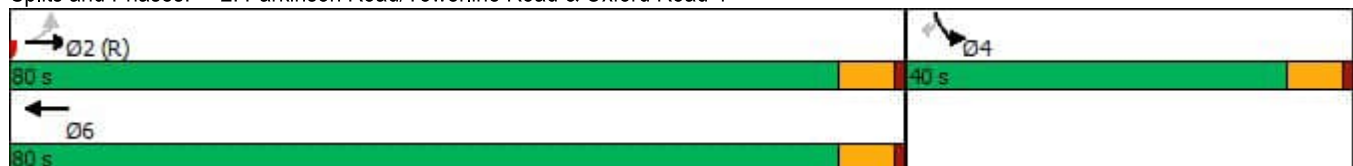
Actuated Cycle Length: 120

Offset: 0 (0%), Referenced to phase 2:EBTL, Start of Green

Natural Cycle: 80

Control Type: Pretimed

Splits and Phases: 2: Parkinson Road/Towerline Road & Oxford Road 4



HCM Signalized Intersection Capacity Analysis


















2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Movement	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (vph)	108	176	293	262	166	129
Future Volume (vph)	108	176	293	262	166	129
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Lane Width	3.4	3.4	3.7	3.7	3.1	3.4
Total Lost time (s)	6.0	6.0	6.0		6.0	6.0
Lane Util. Factor	1.00	1.00	1.00		1.00	1.00
Frpb, ped/bikes	1.00	1.00	1.00		1.00	1.00
Flpb, ped/bikes	1.00	1.00	1.00		1.00	1.00
Frt	1.00	1.00	0.94		1.00	0.85
Flt Protected	0.95	1.00	1.00		0.95	1.00
Satd. Flow (prot)	1412	1255	1568		1550	1533
Flt Permitted	0.33	1.00	1.00		0.95	1.00
Satd. Flow (perm)	485	1255	1568		1550	1533
Peak-hour factor, PHF	0.90	0.90	0.90	0.90	0.90	0.90
Adj. Flow (vph)	120	196	326	291	184	143
RTOR Reduction (vph)	0	0	27	0	0	102
Lane Group Flow (vph)	120	196	590	0	184	41
Confl. Bikes (#/hr)	1					
Heavy Vehicles (%)	25%	48%	18%	11%	10%	3%
Turn Type	Perm	NA	NA		Prot	Perm
Protected Phases		2	6		4	
Permitted Phases	2					4
Actuated Green, G (s)	74.0	74.0	74.0		34.0	34.0
Effective Green, g (s)	74.0	74.0	74.0		34.0	34.0
Actuated g/C Ratio	0.62	0.62	0.62		0.28	0.28
Clearance Time (s)	6.0	6.0	6.0		6.0	6.0
Lane Grp Cap (vph)	299	773	966		439	434
v/s Ratio Prot		0.16	c0.38		c0.12	
v/s Ratio Perm	0.25					0.03
v/c Ratio	0.40	0.25	0.61		0.42	0.09
Uniform Delay, d1	11.7	10.5	14.1		35.0	31.7
Progression Factor	1.00	1.00	1.00		1.00	1.00
Incremental Delay, d2	4.0	0.8	2.9		2.9	0.4
Delay (s)	15.7	11.2	17.0		37.9	32.1
Level of Service	B	B	B		D	C
Approach Delay (s)		12.9	17.0		35.4	
Approach LOS		B	B		D	
Intersection Summary						
HCM 2000 Control Delay			20.8		HCM 2000 Level of Service	C
HCM 2000 Volume to Capacity ratio			0.55			
Actuated Cycle Length (s)			120.0		Sum of lost time (s)	12.0
Intersection Capacity Utilization			61.6%		ICU Level of Service	B
Analysis Period (min)			15			
c Critical Lane Group						

06-20-2022

												
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Traffic Volume (veh/h)	0	171	123	12	430	0	0	0	0	6	0	154
Future Volume (Veh/h)	0	171	123	12	430	0	0	0	0	6	0	154
Sign Control		Free			Free			Stop			Stop	
Grade		0%			0%			0%			0%	
Peak Hour Factor	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86
Hourly flow rate (vph)	0	199	143	14	500	0	0	0	0	7	0	179
Pedestrians												
Lane Width (m)												
Walking Speed (m/s)												
Percent Blockage												
Right turn flare (veh)												
Median type		None			None							
Median storage veh												
Upstream signal (m)		301										
pX, platoon unblocked												
vC, conflicting volume	500			342			906	727	199	727	870	500
vC1, stage 1 conf vol												
vC2, stage 2 conf vol												
vCu, unblocked vol	500			342			906	727	199	727	870	500
tC, single (s)	4.1			4.1			7.1	6.5	6.2	7.3	6.5	6.5
tC, 2 stage (s)												
tF (s)	2.2			2.2			3.5	4.0	3.3	3.7	4.0	3.6
p0 queue free %	100			99			100	100	100	98	100	65
cM capacity (veh/h)	1075			1228			168	349	847	318	289	515
Direction, Lane #	EB 1	EB 2	WB 1	WB 2	SB 1							
Volume Total	199	143	14	500	186							
Volume Left	0	0	14	0	7							
Volume Right	0	143	0	0	179							
cSH	1700	1700	1228	1700	503							
Volume to Capacity	0.12	0.08	0.01	0.29	0.37							
Queue Length 95th (m)	0.0	0.0	0.3	0.0	13.5							
Control Delay (s)	0.0	0.0	8.0	0.0	16.3							
Lane LOS			A		C							
Approach Delay (s)	0.0		0.2		16.3							
Approach LOS					C							
Intersection Summary												
Average Delay			3.0									
Intersection Capacity Utilization			39.2%		ICU Level of Service				A			
Analysis Period (min)			15									

Queues

2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Lane Group	EBL	EBT	WBT	SBL	SBR
Lane Configurations					
Traffic Volume (vph)	158	305	278	251	137
Future Volume (vph)	158	305	278	251	137
Lane Group Flow (vph)	174	335	503	276	151
Turn Type	Perm	NA	NA	Prot	Perm
Protected Phases		2	6	4	
Permitted Phases	2				4
Minimum Split (s)	26.2	26.2	26.2	38.2	38.2
Total Split (s)	70.0	70.0	70.0	50.0	50.0
Total Split (%)	58.3%	58.3%	58.3%	41.7%	41.7%
Yellow Time (s)	5.0	5.0	5.0	5.0	5.0
All-Red Time (s)	1.0	1.0	1.0	1.0	1.0
Lost Time Adjust (s)	0.0	0.0	0.0	0.0	0.0
Total Lost Time (s)	6.0	6.0	6.0	6.0	6.0
Lead/Lag					
Lead-Lag Optimize?					
v/c Ratio	0.50	0.38	0.60	0.47	0.26
Control Delay	23.9	17.9	21.1	32.5	5.2
Queue Delay	0.0	0.0	0.0	0.0	0.0
Total Delay	23.9	17.9	21.1	32.5	5.2
Queue Length 50th (m)	26.3	46.6	75.4	51.9	0.0
Queue Length 95th (m)	49.0	68.4	111.4	78.4	14.1
Internal Link Dist (m)		189.0	277.4	992.0	
Turn Bay Length (m)	30.0				56.0
Base Capacity (vph)	350	892	838	584	586
Starvation Cap Reductn	0	0	0	0	0
Spillback Cap Reductn	0	0	0	0	0
Storage Cap Reductn	0	0	0	0	0
Reduced v/c Ratio	0.50	0.38	0.60	0.47	0.26

Intersection Summary

Cycle Length: 120

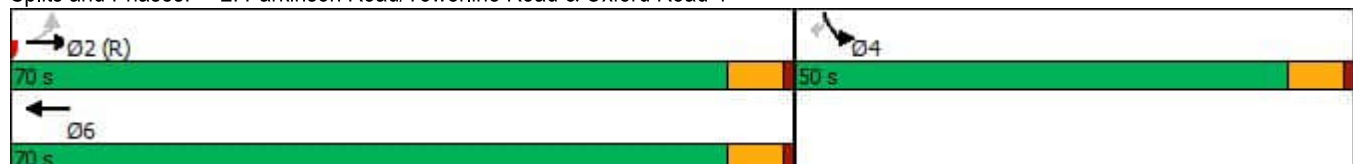
Actuated Cycle Length: 120

Offset: 0 (0%), Referenced to phase 2:EBTL, Start of Green

Natural Cycle: 75

Control Type: Pretimed

Splits and Phases: 2: Parkinson Road/Towerline Road & Oxford Road 4



HCM Signalized Intersection Capacity Analysis


















2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Movement	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (vph)	158	305	278	180	251	137
Future Volume (vph)	158	305	278	180	251	137
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Lane Width	3.4	3.4	3.7	3.7	3.1	3.4
Total Lost time (s)	6.0	6.0	6.0		6.0	6.0
Lane Util. Factor	1.00	1.00	1.00		1.00	1.00
Frt	1.00	1.00	0.95		1.00	0.85
Flt Protected	0.95	1.00	1.00		0.95	1.00
Satd. Flow (prot)	1730	1674	1535		1593	1338
Flt Permitted	0.36	1.00	1.00		0.95	1.00
Satd. Flow (perm)	658	1674	1535		1593	1338
Peak-hour factor, PHF	0.91	0.91	0.91	0.91	0.91	0.91
Adj. Flow (vph)	174	335	305	198	276	151
RTOR Reduction (vph)	0	0	20	0	0	96
Lane Group Flow (vph)	174	335	483	0	276	55
Heavy Vehicles (%)	2%	11%	24%	10%	7%	18%
Turn Type	Perm	NA	NA		Prot	Perm
Protected Phases		2	6		4	
Permitted Phases	2					4
Actuated Green, G (s)	64.0	64.0	64.0		44.0	44.0
Effective Green, g (s)	64.0	64.0	64.0		44.0	44.0
Actuated g/C Ratio	0.53	0.53	0.53		0.37	0.37
Clearance Time (s)	6.0	6.0	6.0		6.0	6.0
Lane Grp Cap (vph)	350	892	818		584	490
v/s Ratio Prot		0.20	c0.31		c0.17	
v/s Ratio Perm	0.26					0.04
v/c Ratio	0.50	0.38	0.59		0.47	0.11
Uniform Delay, d1	17.8	16.3	19.1		29.1	25.1
Progression Factor	1.00	1.00	1.00		1.00	1.00
Incremental Delay, d2	5.0	1.2	3.1		2.7	0.5
Delay (s)	22.8	17.5	22.2		31.8	25.6
Level of Service	C	B	C		C	C
Approach Delay (s)		19.3	22.2		29.6	
Approach LOS		B	C		C	
Intersection Summary						
HCM 2000 Control Delay			23.4		HCM 2000 Level of Service	C
HCM 2000 Volume to Capacity ratio			0.54			
Actuated Cycle Length (s)			120.0		Sum of lost time (s)	12.0
Intersection Capacity Utilization			63.3%		ICU Level of Service	B
Analysis Period (min)			15			
c Critical Lane Group						

06-20-2022

												
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Traffic Volume (veh/h)	0	353	190	5	357	0	0	0	0	10	0	104
Future Volume (Veh/h)	0	353	190	5	357	0	0	0	0	10	0	104
Sign Control		Free			Free			Stop			Stop	
Grade		0%			0%			0%			0%	
Peak Hour Factor	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91
Hourly flow rate (vph)	0	388	209	5	392	0	0	0	0	11	0	114
Pedestrians												
Lane Width (m)												
Walking Speed (m/s)												
Percent Blockage												
Right turn flare (veh)												
Median type	None				None							
Median storage veh												
Upstream signal (m)	301											
pX, platoon unblocked				0.99			0.99	0.99	0.99	0.99	0.99	
vC, conflicting volume	392			597			904	790	388	790	999	392
vC1, stage 1 conf vol												
vC2, stage 2 conf vol												
vCu, unblocked vol	392			583			895	779	371	779	991	392
tC, single (s)	4.1			4.1			7.1	6.5	6.2	7.1	6.5	6.6
tC, 2 stage (s)												
tF (s)	2.2			2.2			3.5	4.0	3.3	3.5	4.0	3.6
p0 queue free %	100			99			100	100	100	96	100	81
cM capacity (veh/h)	1178			986			208	323	669	310	243	587
Direction, Lane #	EB 1	EB 2	WB 1	WB 2	SB 1							
Volume Total	388	209	5	392	125							
Volume Left	0	0	5	0	11							
Volume Right	0	209	0	0	114							
cSH	1700	1700	986	1700	544							
Volume to Capacity	0.23	0.12	0.01	0.23	0.23							
Queue Length 95th (m)	0.0	0.0	0.1	0.0	7.0							
Control Delay (s)	0.0	0.0	8.7	0.0	13.6							
Lane LOS			A		B							
Approach Delay (s)	0.0		0.1		13.6							
Approach LOS					B							
Intersection Summary												
Average Delay			1.6									
Intersection Capacity Utilization			32.4%		ICU Level of Service					A		
Analysis Period (min)			15									

Queues

2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Lane Group	EBL	EBT	WBT	SBL	SBR
Lane Configurations					
Traffic Volume (vph)	158	337	307	261	148
Future Volume (vph)	158	337	307	261	148
Lane Group Flow (vph)	174	370	535	287	163
Turn Type	Perm	NA	NA	Prot	Perm
Protected Phases		2	6	4	
Permitted Phases	2				4
Minimum Split (s)	26.2	26.2	26.2	38.2	38.2
Total Split (s)	70.0	70.0	70.0	50.0	50.0
Total Split (%)	58.3%	58.3%	58.3%	41.7%	41.7%
Yellow Time (s)	5.0	5.0	5.0	5.0	5.0
All-Red Time (s)	1.0	1.0	1.0	1.0	1.0
Lost Time Adjust (s)	0.0	0.0	0.0	0.0	0.0
Total Lost Time (s)	6.0	6.0	6.0	6.0	6.0
Lead/Lag					
Lead-Lag Optimize?					
v/c Ratio	0.53	0.41	0.64	0.49	0.27
Control Delay	25.8	18.6	22.6	32.9	5.2
Queue Delay	0.0	0.0	0.0	0.0	0.0
Total Delay	25.8	18.6	22.6	32.9	5.2
Queue Length 50th (m)	27.0	52.7	84.0	54.5	0.0
Queue Length 95th (m)	51.6	76.9	123.4	82.1	14.5
Internal Link Dist (m)		189.0	277.4	992.0	
Turn Bay Length (m)	30.0				56.0
Base Capacity (vph)	326	892	836	584	593
Starvation Cap Reductn	0	0	0	0	0
Spillback Cap Reductn	0	0	0	0	0
Storage Cap Reductn	0	0	0	0	0
Reduced v/c Ratio	0.53	0.41	0.64	0.49	0.27

Intersection Summary

Cycle Length: 120

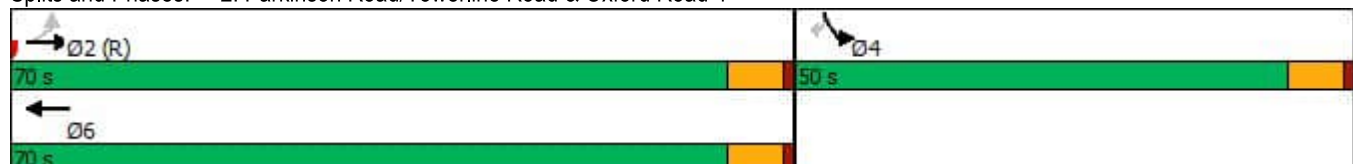
Actuated Cycle Length: 120

Offset: 0 (0%), Referenced to phase 2:EBTL, Start of Green

Natural Cycle: 75

Control Type: Pretimed

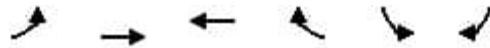
Splits and Phases: 2: Parkinson Road/Towerline Road & Oxford Road 4



HCM Signalized Intersection Capacity Analysis

2: Parkinson Road/Towerline Road & Oxford Road 4


















06-20-2022



Movement	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (vph)	158	337	307	180	261	148
Future Volume (vph)	158	337	307	180	261	148
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Lane Width	3.4	3.4	3.7	3.7	3.1	3.4
Total Lost time (s)	6.0	6.0	6.0		6.0	6.0
Lane Util. Factor	1.00	1.00	1.00		1.00	1.00
Frt	1.00	1.00	0.95		1.00	0.85
Flt Protected	0.95	1.00	1.00		0.95	1.00
Satd. Flow (prot)	1730	1674	1536		1593	1338
Flt Permitted	0.34	1.00	1.00		0.95	1.00
Satd. Flow (perm)	613	1674	1536		1593	1338
Peak-hour factor, PHF	0.91	0.91	0.91	0.91	0.91	0.91
Adj. Flow (vph)	174	370	337	198	287	163
RTOR Reduction (vph)	0	0	18	0	0	103
Lane Group Flow (vph)	174	370	517	0	287	60
Heavy Vehicles (%)	2%	11%	24%	10%	7%	18%
Turn Type	Perm	NA	NA		Prot	Perm
Protected Phases		2	6		4	
Permitted Phases	2					4
Actuated Green, G (s)	64.0	64.0	64.0		44.0	44.0
Effective Green, g (s)	64.0	64.0	64.0		44.0	44.0
Actuated g/C Ratio	0.53	0.53	0.53		0.37	0.37
Clearance Time (s)	6.0	6.0	6.0		6.0	6.0
Lane Grp Cap (vph)	326	892	819		584	490
v/s Ratio Prot		0.22	c0.34		c0.18	
v/s Ratio Perm	0.28					0.04
v/c Ratio	0.53	0.41	0.63		0.49	0.12
Uniform Delay, d1	18.3	16.8	19.7		29.4	25.2
Progression Factor	1.00	1.00	1.00		1.00	1.00
Incremental Delay, d2	6.1	1.4	3.7		2.9	0.5
Delay (s)	24.4	18.2	23.4		32.3	25.7
Level of Service	C	B	C		C	C
Approach Delay (s)		20.2	23.4		29.9	
Approach LOS		C	C		C	
Intersection Summary						
HCM 2000 Control Delay			24.2		HCM 2000 Level of Service	C
HCM 2000 Volume to Capacity ratio			0.57			
Actuated Cycle Length (s)			120.0		Sum of lost time (s)	12.0
Intersection Capacity Utilization			65.3%		ICU Level of Service	C
Analysis Period (min)			15			
c Critical Lane Group						

HCM Unsignalized Intersection Capacity Analysis4: Towerline Road & Hwy 401 WB On/Off Ramp

06-20-2022

												
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Traffic Volume (veh/h)	0	383	190	5	392	0	0	0	0	10	0	104
Future Volume (Veh/h)	0	383	190	5	392	0	0	0	0	10	0	104
Sign Control		Free			Free			Stop			Stop	
Grade		0%			0%			0%			0%	
Peak Hour Factor	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91
Hourly flow rate (vph)	0	421	209	5	431	0	0	0	0	11	0	114
Pedestrians												
Lane Width (m)												
Walking Speed (m/s)												
Percent Blockage												
Right turn flare (veh)												
Median type		None			None							
Median storage (veh)												
Upstream signal (m)		301										
pX, platoon unblocked				0.96			0.96	0.96	0.96	0.96	0.96	
vC, conflicting volume	431			630			976	862	421	862	1071	431
vC1, stage 1 conf vol												
vC2, stage 2 conf vol												
vCu, unblocked vol	431			597			956	838	380	838	1055	431
tC, single (s)	4.1			4.1			7.1	6.5	6.2	7.1	6.5	6.6
tC, 2 stage (s)												
tF (s)	2.2			2.2			3.5	4.0	3.3	3.5	4.0	3.6
p0 queue free %	100			99			100	100	100	96	100	80
cM capacity (veh/h)	1139			953			183	292	647	276	218	556
Direction, Lane #	EB 1	EB 2	WB 1	WB 2	SB 1							
Volume Total	421	209	5	431	125							
Volume Left	0	0	5	0	11							
Volume Right	0	209	0	0	114							
cSH	1700	1700	953	1700	511							
Volume to Capacity	0.25	0.12	0.01	0.25	0.24							
Queue Length 95th (m)	0.0	0.0	0.1	0.0	7.6							
Control Delay (s)	0.0	0.0	8.8	0.0	14.3							
Lane LOS			A		B							
Approach Delay (s)	0.0		0.1		14.3							
Approach LOS					B							
Intersection Summary												
Average Delay			1.5									
Intersection Capacity Utilization			34.3%		ICU Level of Service				A			
Analysis Period (min)			15									

Queues

2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Lane Group	EBL	EBT	WBT	SBL	SBR
Lane Configurations					
Traffic Volume (vph)	158	373	340	273	160
Future Volume (vph)	158	373	340	273	160
Lane Group Flow (vph)	174	410	572	300	176
Turn Type	Perm	NA	NA	Prot	Perm
Protected Phases		2	6	4	
Permitted Phases	2				4
Minimum Split (s)	26.2	26.2	26.2	38.2	38.2
Total Split (s)	70.0	70.0	70.0	50.0	50.0
Total Split (%)	58.3%	58.3%	58.3%	41.7%	41.7%
Yellow Time (s)	5.0	5.0	5.0	5.0	5.0
All-Red Time (s)	1.0	1.0	1.0	1.0	1.0
Lost Time Adjust (s)	0.0	0.0	0.0	0.0	0.0
Total Lost Time (s)	6.0	6.0	6.0	6.0	6.0
Lead/Lag					
Lead-Lag Optimize?					
v/c Ratio	0.58	0.46	0.69	0.51	0.29
Control Delay	28.7	19.4	24.5	33.5	5.1
Queue Delay	0.0	0.0	0.0	0.0	0.0
Total Delay	28.7	19.4	24.5	33.5	5.1
Queue Length 50th (m)	28.0	60.4	94.6	57.5	0.0
Queue Length 95th (m)	55.4	86.9	138.1	85.9	15.0
Internal Link Dist (m)		189.0	277.4	992.0	
Turn Bay Length (m)	30.0				56.0
Base Capacity (vph)	299	892	835	584	602
Starvation Cap Reductn	0	0	0	0	0
Spillback Cap Reductn	0	0	0	0	0
Storage Cap Reductn	0	0	0	0	0
Reduced v/c Ratio	0.58	0.46	0.69	0.51	0.29

Intersection Summary

Cycle Length: 120

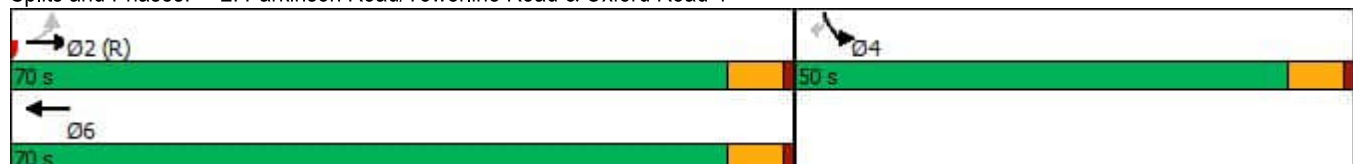
Actuated Cycle Length: 120

Offset: 0 (0%), Referenced to phase 2:EBTL, Start of Green

Natural Cycle: 80

Control Type: Pretimed

Splits and Phases: 2: Parkinson Road/Towerline Road & Oxford Road 4



HCM Signalized Intersection Capacity Analysis


















2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Movement	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (vph)	158	373	340	180	273	160
Future Volume (vph)	158	373	340	180	273	160
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Lane Width	3.4	3.4	3.7	3.7	3.1	3.4
Total Lost time (s)	6.0	6.0	6.0		6.0	6.0
Lane Util. Factor	1.00	1.00	1.00		1.00	1.00
Frt	1.00	1.00	0.95		1.00	0.85
Flt Protected	0.95	1.00	1.00		0.95	1.00
Satd. Flow (prot)	1730	1674	1537		1593	1338
Flt Permitted	0.31	1.00	1.00		0.95	1.00
Satd. Flow (perm)	561	1674	1537		1593	1338
Peak-hour factor, PHF	0.91	0.91	0.91	0.91	0.91	0.91
Adj. Flow (vph)	174	410	374	198	300	176
RTOR Reduction (vph)	0	0	16	0	0	111
Lane Group Flow (vph)	174	410	556	0	300	65
Heavy Vehicles (%)	2%	11%	24%	10%	7%	18%
Turn Type	Perm	NA	NA		Prot	Perm
Protected Phases		2	6		4	
Permitted Phases	2					4
Actuated Green, G (s)	64.0	64.0	64.0		44.0	44.0
Effective Green, g (s)	64.0	64.0	64.0		44.0	44.0
Actuated g/C Ratio	0.53	0.53	0.53		0.37	0.37
Clearance Time (s)	6.0	6.0	6.0		6.0	6.0
Lane Grp Cap (vph)	299	892	819		584	490
v/s Ratio Prot		0.24	c0.36		c0.19	
v/s Ratio Perm	0.31					0.05
v/c Ratio	0.58	0.46	0.68		0.51	0.13
Uniform Delay, d1	18.9	17.3	20.5		29.7	25.3
Progression Factor	1.00	1.00	1.00		1.00	1.00
Incremental Delay, d2	8.0	1.7	4.5		3.2	0.6
Delay (s)	27.0	19.0	25.0		32.9	25.8
Level of Service	C	B	C		C	C
Approach Delay (s)		21.4	25.0		30.3	
Approach LOS		C	C		C	
Intersection Summary						
HCM 2000 Control Delay			25.2		HCM 2000 Level of Service	C
HCM 2000 Volume to Capacity ratio			0.61			
Actuated Cycle Length (s)			120.0		Sum of lost time (s)	12.0
Intersection Capacity Utilization			67.7%		ICU Level of Service	C
Analysis Period (min)			15			
c Critical Lane Group						

06-20-2022

												
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Traffic Volume (veh/h)	0	416	190	5	431	0	0	0	0	10	0	104
Future Volume (Veh/h)	0	416	190	5	431	0	0	0	0	10	0	104
Sign Control		Free			Free			Stop			Stop	
Grade		0%			0%			0%			0%	
Peak Hour Factor	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91
Hourly flow rate (vph)	0	457	209	5	474	0	0	0	0	11	0	114
Pedestrians												
Lane Width (m)												
Walking Speed (m/s)												
Percent Blockage												
Right turn flare (veh)												
Median type		None			None							
Median storage (veh)												
Upstream signal (m)		301										
pX, platoon unblocked				0.94			0.94	0.94	0.94	0.94	0.94	
vC, conflicting volume	474			666			1055	941	457	941	1150	474
vC1, stage 1 conf vol												
vC2, stage 2 conf vol												
vCu, unblocked vol	474			614			1027	906	392	906	1128	474
tC, single (s)	4.1			4.1			7.1	6.5	6.2	7.1	6.5	6.6
tC, 2 stage (s)												
tF (s)	2.2			2.2			3.5	4.0	3.3	3.5	4.0	3.6
p0 queue free %	100			99			100	100	100	95	100	78
cM capacity (veh/h)	1099			918			157	260	622	243	193	525
Direction, Lane #	EB 1	EB 2	WB 1	WB 2	SB 1							
Volume Total	457	209	5	474	125							
Volume Left	0	0	5	0	11							
Volume Right	0	209	0	0	114							
cSH	1700	1700	918	1700	476							
Volume to Capacity	0.27	0.12	0.01	0.28	0.26							
Queue Length 95th (m)	0.0	0.0	0.1	0.0	8.3							
Control Delay (s)	0.0	0.0	8.9	0.0	15.2							
Lane LOS			A		C							
Approach Delay (s)	0.0		0.1		15.2							
Approach LOS					C							
Intersection Summary												
Average Delay			1.5									
Intersection Capacity Utilization			36.3%		ICU Level of Service				A			
Analysis Period (min)			15									

APPENDIX C

2026, 2031 and 2036 Future Total Intersection Capacity Analysis

Queues

2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Lane Group	EBL	EBT	WBT	SBL	SBR
Lane Configurations					
Traffic Volume (vph)	128	144	240	189	115
Future Volume (vph)	128	144	240	189	115
Lane Group Flow (vph)	142	160	729	210	128
Turn Type	Perm	NA	NA	Prot	Perm
Protected Phases		2	6	4	
Permitted Phases	2				4
Minimum Split (s)	26.2	26.2	26.2	38.2	38.2
Total Split (s)	80.0	80.0	80.0	40.0	40.0
Total Split (%)	66.7%	66.7%	66.7%	33.3%	33.3%
Yellow Time (s)	5.0	5.0	5.0	5.0	5.0
All-Red Time (s)	1.0	1.0	1.0	1.0	1.0
Lost Time Adjust (s)	0.0	0.0	0.0	0.0	0.0
Total Lost Time (s)	6.0	6.0	6.0	6.0	6.0
Lead/Lag					
Lead-Lag Optimize?					
v/c Ratio	0.61	0.21	0.73	0.48	0.24
Control Delay	27.9	11.0	17.7	40.0	6.8
Queue Delay	0.0	0.0	0.0	0.0	0.0
Total Delay	27.9	11.0	17.7	40.0	6.8
Queue Length 50th (m)	20.2	16.3	96.6	43.2	0.0
Queue Length 95th (m)	48.7	27.4	147.5	68.1	14.8
Internal Link Dist (m)		189.0	277.4	195.6	
Turn Bay Length (m)	30.0				56.0
Base Capacity (vph)	233	773	1005	439	526
Starvation Cap Reductn	0	0	0	0	0
Spillback Cap Reductn	0	0	0	0	0
Storage Cap Reductn	0	0	0	0	0
Reduced v/c Ratio	0.61	0.21	0.73	0.48	0.24

Intersection Summary

Cycle Length: 120

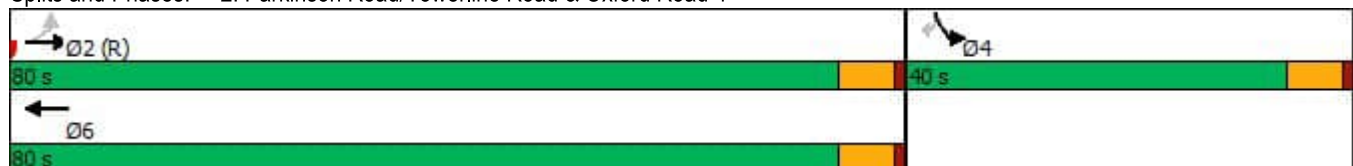
Actuated Cycle Length: 120

Offset: 0 (0%), Referenced to phase 2:EBTL, Start of Green

Natural Cycle: 90

Control Type: Pretimed

Splits and Phases: 2: Parkinson Road/Towerline Road & Oxford Road 4



HCM Signalized Intersection Capacity Analysis


















2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Movement	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (vph)	128	144	240	416	189	115
Future Volume (vph)	128	144	240	416	189	115
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Lane Width	3.4	3.4	3.7	3.7	3.1	3.4
Total Lost time (s)	6.0	6.0	6.0		6.0	6.0
Lane Util. Factor	1.00	1.00	1.00		1.00	1.00
Frpb, ped/bikes	1.00	1.00	1.00		1.00	1.00
Flpb, ped/bikes	1.00	1.00	1.00		1.00	1.00
Frt	1.00	1.00	0.91		1.00	0.85
Flt Protected	0.95	1.00	1.00		0.95	1.00
Satd. Flow (prot)	1412	1255	1547		1550	1533
Flt Permitted	0.26	1.00	1.00		0.95	1.00
Satd. Flow (perm)	380	1255	1547		1550	1533
Peak-hour factor, PHF	0.90	0.90	0.90	0.90	0.90	0.90
Adj. Flow (vph)	142	160	267	462	210	128
RTOR Reduction (vph)	0	0	52	0	0	92
Lane Group Flow (vph)	142	160	677	0	210	36
Confl. Bikes (#/hr)	1					
Heavy Vehicles (%)	25%	48%	18%	11%	10%	3%
Turn Type	Perm	NA	NA		Prot	Perm
Protected Phases		2	6		4	
Permitted Phases	2					4
Actuated Green, G (s)	74.0	74.0	74.0		34.0	34.0
Effective Green, g (s)	74.0	74.0	74.0		34.0	34.0
Actuated g/C Ratio	0.62	0.62	0.62		0.28	0.28
Clearance Time (s)	6.0	6.0	6.0		6.0	6.0
Lane Grp Cap (vph)	234	773	953		439	434
v/s Ratio Prot		0.13	c0.44		c0.14	
v/s Ratio Perm	0.37					0.02
v/c Ratio	0.61	0.21	0.71		0.48	0.08
Uniform Delay, d1	14.1	10.1	15.7		35.6	31.6
Progression Factor	1.00	1.00	1.00		1.00	1.00
Incremental Delay, d2	11.2	0.6	4.5		3.7	0.4
Delay (s)	25.3	10.7	20.2		39.3	31.9
Level of Service	C	B	C		D	C
Approach Delay (s)		17.6	20.2		36.5	
Approach LOS		B	C		D	
Intersection Summary						
HCM 2000 Control Delay			23.6		HCM 2000 Level of Service	C
HCM 2000 Volume to Capacity ratio			0.64			
Actuated Cycle Length (s)			120.0		Sum of lost time (s)	12.0
Intersection Capacity Utilization			70.7%		ICU Level of Service	C
Analysis Period (min)			15			
c Critical Lane Group						

06-20-2022

												
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Traffic Volume (veh/h)	0	166	146	12	441	0	0	0	0	6	0	230
Future Volume (Veh/h)	0	166	146	12	441	0	0	0	0	6	0	230
Sign Control		Free			Free			Stop			Stop	
Grade		0%			0%			0%			0%	
Peak Hour Factor	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86
Hourly flow rate (vph)	0	193	170	14	513	0	0	0	0	7	0	267
Pedestrians												
Lane Width (m)												
Walking Speed (m/s)												
Percent Blockage												
Right turn flare (veh)												
Median type		None			None							
Median storage (veh)												
Upstream signal (m)		301										
pX, platoon unblocked												
vC, conflicting volume	513			363			1001	734	193	734	904	513
vC1, stage 1 conf vol												
vC2, stage 2 conf vol												
vCu, unblocked vol	513			363			1001	734	193	734	904	513
tC, single (s)	4.1			4.1			7.1	6.5	6.2	7.3	6.5	6.5
tC, 2 stage (s)												
tF (s)	2.2			2.2			3.5	4.0	3.3	3.7	4.0	3.6
p0 queue free %	100			99			100	100	100	98	100	47
cM capacity (veh/h)	1063			1207			105	346	854	315	276	506
Direction, Lane #	EB 1	EB 2	WB 1	WB 2	SB 1							
Volume Total	193	170	14	513	274							
Volume Left	0	0	14	0	7							
Volume Right	0	170	0	0	267							
cSH	1700	1700	1207	1700	498							
Volume to Capacity	0.11	0.10	0.01	0.30	0.55							
Queue Length 95th (m)	0.0	0.0	0.3	0.0	26.2							
Control Delay (s)	0.0	0.0	8.0	0.0	20.7							
Lane LOS			A		C							
Approach Delay (s)	0.0		0.2		20.7							
Approach LOS					C							
Intersection Summary												
Average Delay			5.0									
Intersection Capacity Utilization			44.4%		ICU Level of Service					A		
Analysis Period (min)			15									

Queues

2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Lane Group	EBL	EBT	WBT	SBL	SBR
Lane Configurations					
Traffic Volume (vph)	128	159	265	200	125
Future Volume (vph)	128	159	265	200	125
Lane Group Flow (vph)	142	177	756	222	139
Turn Type	Perm	NA	NA	Prot	Perm
Protected Phases		2	6	4	
Permitted Phases	2				4
Minimum Split (s)	26.2	26.2	26.2	38.2	38.2
Total Split (s)	80.0	80.0	80.0	40.0	40.0
Total Split (%)	66.7%	66.7%	66.7%	33.3%	33.3%
Yellow Time (s)	5.0	5.0	5.0	5.0	5.0
All-Red Time (s)	1.0	1.0	1.0	1.0	1.0
Lost Time Adjust (s)	0.0	0.0	0.0	0.0	0.0
Total Lost Time (s)	6.0	6.0	6.0	6.0	6.0
Lead/Lag					
Lead-Lag Optimize?					
v/c Ratio	0.65	0.23	0.75	0.51	0.26
Control Delay	31.9	11.2	19.4	40.8	6.6
Queue Delay	0.0	0.0	0.0	0.0	0.0
Total Delay	31.9	11.2	19.4	40.8	6.6
Queue Length 50th (m)	21.1	18.3	106.8	46.1	0.0
Queue Length 95th (m)	#59.1	30.2	162.9	71.7	15.4
Internal Link Dist (m)		189.0	277.4	195.6	
Turn Bay Length (m)	30.0				56.0
Base Capacity (vph)	218	773	1002	439	533
Starvation Cap Reductn	0	0	0	0	0
Spillback Cap Reductn	0	0	0	0	0
Storage Cap Reductn	0	0	0	0	0
Reduced v/c Ratio	0.65	0.23	0.75	0.51	0.26

Intersection Summary

Cycle Length: 120

Actuated Cycle Length: 120

Offset: 0 (0%), Referenced to phase 2:EBTL, Start of Green

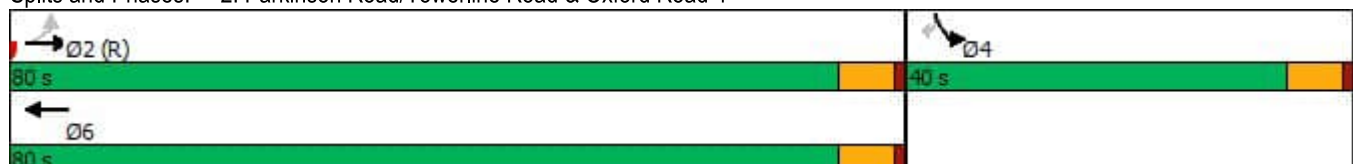
Natural Cycle: 90

Control Type: Pretimed

95th percentile volume exceeds capacity, queue may be longer.

Queue shown is maximum after two cycles.

Splits and Phases: 2: Parkinson Road/Towerline Road & Oxford Road 4



HCM Signalized Intersection Capacity Analysis


















2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Movement	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (vph)	128	159	265	416	200	125
Future Volume (vph)	128	159	265	416	200	125
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Lane Width	3.4	3.4	3.7	3.7	3.1	3.4
Total Lost time (s)	6.0	6.0	6.0		6.0	6.0
Lane Util. Factor	1.00	1.00	1.00		1.00	1.00
Frpb, ped/bikes	1.00	1.00	1.00		1.00	1.00
Flpb, ped/bikes	1.00	1.00	1.00		1.00	1.00
Frt	1.00	1.00	0.92		1.00	0.85
Flt Protected	0.95	1.00	1.00		0.95	1.00
Satd. Flow (prot)	1412	1255	1550		1550	1533
Flt Permitted	0.24	1.00	1.00		0.95	1.00
Satd. Flow (perm)	355	1255	1550		1550	1533
Peak-hour factor, PHF	0.90	0.90	0.90	0.90	0.90	0.90
Adj. Flow (vph)	142	177	294	462	222	139
RTOR Reduction (vph)	0	0	47	0	0	100
Lane Group Flow (vph)	142	177	709	0	222	39
Confl. Bikes (#/hr)	1					
Heavy Vehicles (%)	25%	48%	18%	11%	10%	3%
Turn Type	Perm	NA	NA		Prot	Perm
Protected Phases		2	6		4	
Permitted Phases	2					4
Actuated Green, G (s)	74.0	74.0	74.0		34.0	34.0
Effective Green, g (s)	74.0	74.0	74.0		34.0	34.0
Actuated g/C Ratio	0.62	0.62	0.62		0.28	0.28
Clearance Time (s)	6.0	6.0	6.0		6.0	6.0
Lane Grp Cap (vph)	218	773	955		439	434
v/s Ratio Prot		0.14	c0.46		c0.14	
v/s Ratio Perm	0.40					0.03
v/c Ratio	0.65	0.23	0.74		0.51	0.09
Uniform Delay, d1	14.7	10.3	16.3		36.0	31.6
Progression Factor	1.00	1.00	1.00		1.00	1.00
Incremental Delay, d2	14.2	0.7	5.2		4.1	0.4
Delay (s)	28.9	11.0	21.5		40.1	32.0
Level of Service	C	B	C		D	C
Approach Delay (s)		18.9	21.5		37.0	
Approach LOS		B	C		D	
Intersection Summary						
HCM 2000 Control Delay			24.8		HCM 2000 Level of Service	C
HCM 2000 Volume to Capacity ratio			0.67			
Actuated Cycle Length (s)			120.0		Sum of lost time (s)	12.0
Intersection Capacity Utilization			72.6%		ICU Level of Service	C
Analysis Period (min)			15			
c Critical Lane Group						

06-20-2022

												
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Traffic Volume (veh/h)	0	179	146	12	472	0	0	0	0	6	0	230
Future Volume (Veh/h)	0	179	146	12	472	0	0	0	0	6	0	230
Sign Control		Free			Free			Stop			Stop	
Grade		0%			0%			0%			0%	
Peak Hour Factor	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86
Hourly flow rate (vph)	0	208	170	14	549	0	0	0	0	7	0	267
Pedestrians												
Lane Width (m)												
Walking Speed (m/s)												
Percent Blockage												
Right turn flare (veh)												
Median type	None				None							
Median storage veh												
Upstream signal (m)	301											
pX, platoon unblocked												
vC, conflicting volume	549			378			1052	785	208	785	955	549
vC1, stage 1 conf vol												
vC2, stage 2 conf vol												
vCu, unblocked vol	549			378			1052	785	208	785	955	549
tC, single (s)	4.1			4.1			7.1	6.5	6.2	7.3	6.5	6.5
tC, 2 stage (s)												
tF (s)	2.2			2.2			3.5	4.0	3.3	3.7	4.0	3.6
p0 queue free %	100			99			100	100	100	98	100	45
cM capacity (veh/h)	1031			1192			91	323	837	290	257	482
Direction, Lane #	EB 1	EB 2	WB 1	WB 2	SB 1							
Volume Total	208	170	14	549	274							
Volume Left	0	0	14	0	7							
Volume Right	0	170	0	0	267							
cSH	1700	1700	1192	1700	474							
Volume to Capacity	0.12	0.10	0.01	0.32	0.58							
Queue Length 95th (m)	0.0	0.0	0.3	0.0	28.7							
Control Delay (s)	0.0	0.0	8.1	0.0	22.5							
Lane LOS			A		C							
Approach Delay (s)	0.0		0.2		22.5							
Approach LOS					C							
Intersection Summary												
Average Delay			5.2									
Intersection Capacity Utilization			46.1%		ICU Level of Service			A				
Analysis Period (min)			15									

Queues

2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Lane Group	EBL	EBT	WBT	SBL	SBR
Lane Configurations					
Traffic Volume (vph)	128	176	293	212	136
Future Volume (vph)	128	176	293	212	136
Lane Group Flow (vph)	142	196	788	236	151
Turn Type	Perm	NA	NA	Prot	Perm
Protected Phases		2	6	4	
Permitted Phases	2				4
Minimum Split (s)	26.2	26.2	26.2	38.2	38.2
Total Split (s)	80.0	80.0	80.0	40.0	40.0
Total Split (%)	66.7%	66.7%	66.7%	33.3%	33.3%
Yellow Time (s)	5.0	5.0	5.0	5.0	5.0
All-Red Time (s)	1.0	1.0	1.0	1.0	1.0
Lost Time Adjust (s)	0.0	0.0	0.0	0.0	0.0
Total Lost Time (s)	6.0	6.0	6.0	6.0	6.0
Lead/Lag					
Lead-Lag Optimize?					
v/c Ratio	0.71	0.25	0.79	0.54	0.28
Control Delay	38.6	11.5	21.6	41.8	6.5
Queue Delay	0.0	0.0	0.0	0.0	0.0
Total Delay	38.6	11.5	21.6	41.8	6.5
Queue Length 50th (m)	22.4	20.7	119.4	49.5	0.0
Queue Length 95th (m)	#63.9	33.6	181.6	76.6	16.0
Internal Link Dist (m)		189.0	277.4	195.6	
Turn Bay Length (m)	30.0				56.0
Base Capacity (vph)	200	773	1000	439	542
Starvation Cap Reductn	0	0	0	0	0
Spillback Cap Reductn	0	0	0	0	0
Storage Cap Reductn	0	0	0	0	0
Reduced v/c Ratio	0.71	0.25	0.79	0.54	0.28

Intersection Summary

Cycle Length: 120

Actuated Cycle Length: 120

Offset: 0 (0%), Referenced to phase 2:EBTL, Start of Green

Natural Cycle: 90

Control Type: Pretimed

95th percentile volume exceeds capacity, queue may be longer.

Queue shown is maximum after two cycles.

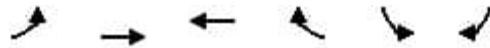
Splits and Phases: 2: Parkinson Road/Towerline Road & Oxford Road 4



HCM Signalized Intersection Capacity Analysis


















2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Movement	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (vph)	128	176	293	416	212	136
Future Volume (vph)	128	176	293	416	212	136
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Lane Width	3.4	3.4	3.7	3.7	3.1	3.4
Total Lost time (s)	6.0	6.0	6.0		6.0	6.0
Lane Util. Factor	1.00	1.00	1.00		1.00	1.00
Frpb, ped/bikes	1.00	1.00	1.00		1.00	1.00
Flpb, ped/bikes	1.00	1.00	1.00		1.00	1.00
Frt	1.00	1.00	0.92		1.00	0.85
Flt Protected	0.95	1.00	1.00		0.95	1.00
Satd. Flow (prot)	1412	1255	1553		1550	1533
Flt Permitted	0.22	1.00	1.00		0.95	1.00
Satd. Flow (perm)	326	1255	1553		1550	1533
Peak-hour factor, PHF	0.90	0.90	0.90	0.90	0.90	0.90
Adj. Flow (vph)	142	196	326	462	236	151
RTOR Reduction (vph)	0	0	43	0	0	108
Lane Group Flow (vph)	142	196	745	0	236	43
Confl. Bikes (#/hr)	1					
Heavy Vehicles (%)	25%	48%	18%	11%	10%	3%
Turn Type	Perm	NA	NA		Prot	Perm
Protected Phases		2	6		4	
Permitted Phases	2					4
Actuated Green, G (s)	74.0	74.0	74.0		34.0	34.0
Effective Green, g (s)	74.0	74.0	74.0		34.0	34.0
Actuated g/C Ratio	0.62	0.62	0.62		0.28	0.28
Clearance Time (s)	6.0	6.0	6.0		6.0	6.0
Lane Grp Cap (vph)	201	773	957		439	434
v/s Ratio Prot		0.16	c0.48		c0.15	
v/s Ratio Perm	0.44					0.03
v/c Ratio	0.71	0.25	0.78		0.54	0.10
Uniform Delay, d1	15.6	10.5	17.0		36.4	31.7
Progression Factor	1.00	1.00	1.00		1.00	1.00
Incremental Delay, d2	18.9	0.8	6.2		4.7	0.5
Delay (s)	34.5	11.2	23.2		41.0	32.2
Level of Service	C	B	C		D	C
Approach Delay (s)		21.0	23.2		37.6	
Approach LOS		C	C		D	
Intersection Summary						
HCM 2000 Control Delay			26.4		HCM 2000 Level of Service	C
HCM 2000 Volume to Capacity ratio			0.70			
Actuated Cycle Length (s)			120.0		Sum of lost time (s)	12.0
Intersection Capacity Utilization			74.8%		ICU Level of Service	D
Analysis Period (min)			15			
c Critical Lane Group						

06-20-2022

												
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Traffic Volume (veh/h)	0	194	146	12	506	0	0	0	0	6	0	230
Future Volume (Veh/h)	0	194	146	12	506	0	0	0	0	6	0	230
Sign Control		Free			Free			Stop			Stop	
Grade		0%			0%			0%			0%	
Peak Hour Factor	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86
Hourly flow rate (vph)	0	226	170	14	588	0	0	0	0	7	0	267
Pedestrians												
Lane Width (m)												
Walking Speed (m/s)												
Percent Blockage												
Right turn flare (veh)												
Median type		None			None							
Median storage veh												
Upstream signal (m)		301										
pX, platoon unblocked												
vC, conflicting volume	588			396			1109	842	226	842	1012	588
vC1, stage 1 conf vol												
vC2, stage 2 conf vol												
vCu, unblocked vol	588			396			1109	842	226	842	1012	588
tC, single (s)	4.1			4.1			7.1	6.5	6.2	7.3	6.5	6.5
tC, 2 stage (s)												
tF (s)	2.2			2.2			3.5	4.0	3.3	3.7	4.0	3.6
p0 queue free %	100			99			100	100	100	97	100	42
cM capacity (veh/h)	997			1174			78	299	818	265	238	457
Direction, Lane #	EB 1	EB 2	WB 1	WB 2	SB 1							
Volume Total	226	170	14	588	274							
Volume Left	0	0	14	0	7							
Volume Right	0	170	0	0	267							
cSH	1700	1700	1174	1700	449							
Volume to Capacity	0.13	0.10	0.01	0.35	0.61							
Queue Length 95th (m)	0.0	0.0	0.3	0.0	31.8							
Control Delay (s)	0.0	0.0	8.1	0.0	24.8							
Lane LOS			A		C							
Approach Delay (s)	0.0		0.2		24.8							
Approach LOS					C							
Intersection Summary												
Average Delay			5.4									
Intersection Capacity Utilization			47.9%		ICU Level of Service					A		
Analysis Period (min)			15									

Queues

2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Lane Group	EBL	EBT	WBT	SBL	SBR
Lane Configurations					
Traffic Volume (vph)	165	305	278	400	159
Future Volume (vph)	165	305	278	400	159
Lane Group Flow (vph)	181	335	553	440	175
Turn Type	Perm	NA	NA	Prot	Perm
Protected Phases		2	6	4	
Permitted Phases	2				4
Minimum Split (s)	26.2	26.2	26.2	38.2	38.2
Total Split (s)	70.0	70.0	70.0	50.0	50.0
Total Split (%)	58.3%	58.3%	58.3%	41.7%	41.7%
Yellow Time (s)	5.0	5.0	5.0	5.0	5.0
All-Red Time (s)	1.0	1.0	1.0	1.0	1.0
Lost Time Adjust (s)	0.0	0.0	0.0	0.0	0.0
Total Lost Time (s)	6.0	6.0	6.0	6.0	6.0
Lead/Lag					
Lead-Lag Optimize?					
v/c Ratio	0.58	0.38	0.66	0.75	0.30
Control Delay	28.1	17.9	22.6	42.9	7.3
Queue Delay	0.0	0.0	0.0	0.0	0.0
Total Delay	28.1	17.9	22.6	42.9	7.3
Queue Length 50th (m)	29.1	46.6	86.0	94.6	3.8
Queue Length 95th (m)	56.3	68.4	127.4	136.5	19.7
Internal Link Dist (m)		189.0	277.4	195.6	
Turn Bay Length (m)	30.0				56.0
Base Capacity (vph)	313	892	841	584	586
Starvation Cap Reductn	0	0	0	0	0
Spillback Cap Reductn	0	0	0	0	0
Storage Cap Reductn	0	0	0	0	0
Reduced v/c Ratio	0.58	0.38	0.66	0.75	0.30

Intersection Summary

Cycle Length: 120

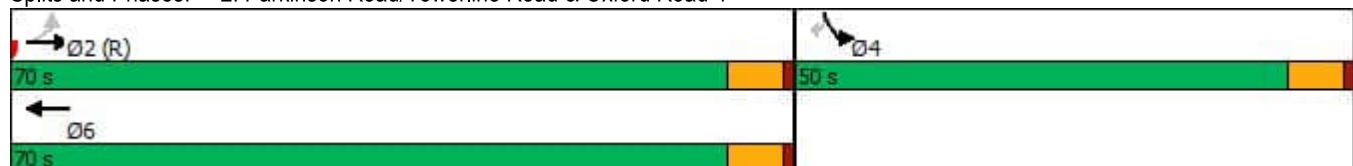
Actuated Cycle Length: 120

Offset: 0 (0%), Referenced to phase 2:EBTL, Start of Green

Natural Cycle: 80

Control Type: Pretimed

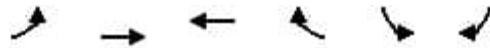
Splits and Phases: 2: Parkinson Road/Towerline Road & Oxford Road 4



HCM Signalized Intersection Capacity Analysis


















2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Movement	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (vph)	165	305	278	226	400	159
Future Volume (vph)	165	305	278	226	400	159
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Lane Width	3.4	3.4	3.7	3.7	3.1	3.4
Total Lost time (s)	6.0	6.0	6.0		6.0	6.0
Lane Util. Factor	1.00	1.00	1.00		1.00	1.00
Frt	1.00	1.00	0.94		1.00	0.85
Flt Protected	0.95	1.00	1.00		0.95	1.00
Satd. Flow (prot)	1730	1674	1533		1593	1338
Flt Permitted	0.32	1.00	1.00		0.95	1.00
Satd. Flow (perm)	588	1674	1533		1593	1338
Peak-hour factor, PHF	0.91	0.91	0.91	0.91	0.91	0.91
Adj. Flow (vph)	181	335	305	248	440	175
RTOR Reduction (vph)	0	0	24	0	0	96
Lane Group Flow (vph)	181	335	529	0	440	79
Heavy Vehicles (%)	2%	11%	24%	10%	7%	18%
Turn Type	Perm	NA	NA		Prot	Perm
Protected Phases		2	6		4	
Permitted Phases	2					4
Actuated Green, G (s)	64.0	64.0	64.0		44.0	44.0
Effective Green, g (s)	64.0	64.0	64.0		44.0	44.0
Actuated g/C Ratio	0.53	0.53	0.53		0.37	0.37
Clearance Time (s)	6.0	6.0	6.0		6.0	6.0
Lane Grp Cap (vph)	313	892	817		584	490
v/s Ratio Prot		0.20	c0.34		c0.28	
v/s Ratio Perm	0.31					0.06
v/c Ratio	0.58	0.38	0.65		0.75	0.16
Uniform Delay, d1	18.9	16.3	20.0		33.3	25.6
Progression Factor	1.00	1.00	1.00		1.00	1.00
Incremental Delay, d2	7.6	1.2	3.9		8.7	0.7
Delay (s)	26.5	17.5	23.9		42.0	26.3
Level of Service	C	B	C		D	C
Approach Delay (s)		20.7	23.9		37.5	
Approach LOS		C	C		D	
Intersection Summary						
HCM 2000 Control Delay			27.9		HCM 2000 Level of Service	C
HCM 2000 Volume to Capacity ratio			0.69			
Actuated Cycle Length (s)			120.0		Sum of lost time (s)	12.0
Intersection Capacity Utilization			74.7%		ICU Level of Service	D
Analysis Period (min)			15			
c Critical Lane Group						

06-20-2022

												
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Traffic Volume (veh/h)	0	428	264	5	380	0	0	0	0	10	0	127
Future Volume (Veh/h)	0	428	264	5	380	0	0	0	0	10	0	127
Sign Control		Free			Free			Stop			Stop	
Grade		0%			0%			0%			0%	
Peak Hour Factor	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91
Hourly flow rate (vph)	0	470	290	5	418	0	0	0	0	11	0	140
Pedestrians												
Lane Width (m)												
Walking Speed (m/s)												
Percent Blockage												
Right turn flare (veh)												
Median type	None			None								
Median storage veh												
Upstream signal (m)	301											
pX, platoon unblocked												
vC, conflicting volume	418			760			1038	898	470	898	1188	418
vC1, stage 1 conf vol												
vC2, stage 2 conf vol												
vCu, unblocked vol	418			760			1038	898	470	898	1188	418
tC, single (s)	4.1			4.1			7.1	6.5	6.2	7.1	6.5	6.6
tC, 2 stage (s)												
tF (s)	2.2			2.2			3.5	4.0	3.3	3.5	4.0	3.6
p0 queue free %	100			99			100	100	100	96	100	75
cM capacity (veh/h)	1152			861			158	279	598	261	189	566
Direction, Lane #	EB 1	EB 2	WB 1	WB 2	SB 1							
Volume Total	470	290	5	418	151							
Volume Left	0	0	5	0	11							
Volume Right	0	290	0	0	140							
cSH	1700	1700	861	1700	522							
Volume to Capacity	0.28	0.17	0.01	0.25	0.29							
Queue Length 95th (m)	0.0	0.0	0.1	0.0	9.5							
Control Delay (s)	0.0	0.0	9.2	0.0	14.7							
Lane LOS			A		B							
Approach Delay (s)	0.0		0.1		14.7							
Approach LOS					B							
Intersection Summary												
Average Delay	1.7											
Intersection Capacity Utilization	38.1%			ICU Level of Service					A			
Analysis Period (min)	15											

Queues

2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Lane Group	EBL	EBT	WBT	SBL	SBR
Lane Configurations					
Traffic Volume (vph)	165	337	307	410	170
Future Volume (vph)	165	337	307	410	170
Lane Group Flow (vph)	181	370	585	451	187
Turn Type	Perm	NA	NA	Prot	Perm
Protected Phases		2	6	4	
Permitted Phases	2				4
Minimum Split (s)	26.2	26.2	26.2	38.2	38.2
Total Split (s)	70.0	70.0	70.0	50.0	50.0
Total Split (%)	58.3%	58.3%	58.3%	41.7%	41.7%
Yellow Time (s)	5.0	5.0	5.0	5.0	5.0
All-Red Time (s)	1.0	1.0	1.0	1.0	1.0
Lost Time Adjust (s)	0.0	0.0	0.0	0.0	0.0
Total Lost Time (s)	6.0	6.0	6.0	6.0	6.0
Lead/Lag					
Lead-Lag Optimize?					
v/c Ratio	0.63	0.41	0.70	0.77	0.32
Control Delay	31.4	18.6	24.4	44.1	7.7
Queue Delay	0.0	0.0	0.0	0.0	0.0
Total Delay	31.4	18.6	24.4	44.1	7.7
Queue Length 50th (m)	30.2	52.7	95.8	97.9	4.8
Queue Length 95th (m)	60.6	76.9	140.9	141.1	21.3
Internal Link Dist (m)		189.0	277.4	195.6	
Turn Bay Length (m)	30.0				56.0
Base Capacity (vph)	289	892	840	584	590
Starvation Cap Reductn	0	0	0	0	0
Spillback Cap Reductn	0	0	0	0	0
Storage Cap Reductn	0	0	0	0	0
Reduced v/c Ratio	0.63	0.41	0.70	0.77	0.32

Intersection Summary

Cycle Length: 120

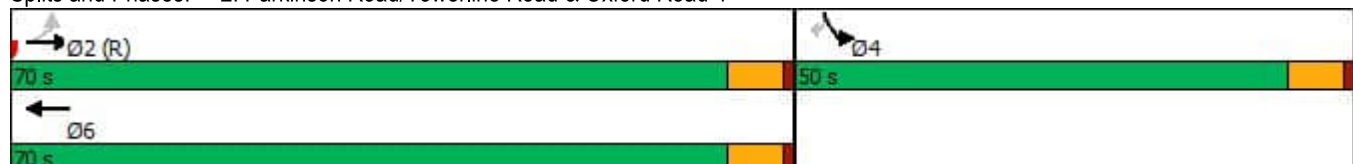
Actuated Cycle Length: 120

Offset: 0 (0%), Referenced to phase 2:EBTL, Start of Green

Natural Cycle: 80

Control Type: Pretimed

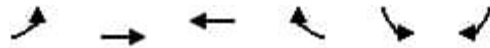
Splits and Phases: 2: Parkinson Road/Towerline Road & Oxford Road 4



HCM Signalized Intersection Capacity Analysis


















2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Movement	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (vph)	165	337	307	226	410	170
Future Volume (vph)	165	337	307	226	410	170
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Lane Width	3.4	3.4	3.7	3.7	3.1	3.4
Total Lost time (s)	6.0	6.0	6.0		6.0	6.0
Lane Util. Factor	1.00	1.00	1.00		1.00	1.00
Frt	1.00	1.00	0.94		1.00	0.85
Flt Protected	0.95	1.00	1.00		0.95	1.00
Satd. Flow (prot)	1730	1674	1534		1593	1338
Flt Permitted	0.30	1.00	1.00		0.95	1.00
Satd. Flow (perm)	544	1674	1534		1593	1338
Peak-hour factor, PHF	0.91	0.91	0.91	0.91	0.91	0.91
Adj. Flow (vph)	181	370	337	248	451	187
RTOR Reduction (vph)	0	0	22	0	0	99
Lane Group Flow (vph)	181	370	563	0	451	88
Heavy Vehicles (%)	2%	11%	24%	10%	7%	18%
Turn Type	Perm	NA	NA		Prot	Perm
Protected Phases		2	6		4	
Permitted Phases	2					4
Actuated Green, G (s)	64.0	64.0	64.0		44.0	44.0
Effective Green, g (s)	64.0	64.0	64.0		44.0	44.0
Actuated g/C Ratio	0.53	0.53	0.53		0.37	0.37
Clearance Time (s)	6.0	6.0	6.0		6.0	6.0
Lane Grp Cap (vph)	290	892	818		584	490
v/s Ratio Prot		0.22	c0.37		c0.28	
v/s Ratio Perm	0.33					0.07
v/c Ratio	0.62	0.41	0.69		0.77	0.18
Uniform Delay, d1	19.6	16.8	20.6		33.6	25.8
Progression Factor	1.00	1.00	1.00		1.00	1.00
Incremental Delay, d2	9.7	1.4	4.7		9.6	0.8
Delay (s)	29.3	18.2	25.3		43.1	26.6
Level of Service	C	B	C		D	C
Approach Delay (s)		21.9	25.3		38.3	
Approach LOS		C	C		D	
Intersection Summary						
HCM 2000 Control Delay			28.9		HCM 2000 Level of Service	C
HCM 2000 Volume to Capacity ratio			0.72			
Actuated Cycle Length (s)			120.0		Sum of lost time (s)	12.0
Intersection Capacity Utilization			76.8%		ICU Level of Service	D
Analysis Period (min)			15			
c Critical Lane Group						

06-20-2022

												
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Traffic Volume (veh/h)	0	458	264	5	415	0	0	0	0	10	0	127
Future Volume (Veh/h)	0	458	264	5	415	0	0	0	0	10	0	127
Sign Control		Free			Free			Stop			Stop	
Grade		0%			0%			0%			0%	
Peak Hour Factor	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91
Hourly flow rate (vph)	0	503	290	5	456	0	0	0	0	11	0	140
Pedestrians												
Lane Width (m)												
Walking Speed (m/s)												
Percent Blockage												
Right turn flare (veh)												
Median type		None			None							
Median storage veh												
Upstream signal (m)		301										
pX, platoon unblocked												
vC, conflicting volume	456			793			1109	969	503	969	1259	456
vC1, stage 1 conf vol												
vC2, stage 2 conf vol												
vCu, unblocked vol	456			793			1109	969	503	969	1259	456
tC, single (s)	4.1			4.1			7.1	6.5	6.2	7.1	6.5	6.6
tC, 2 stage (s)												
tF (s)	2.2			2.2			3.5	4.0	3.3	3.5	4.0	3.6
p0 queue free %	100			99			100	100	100	95	100	74
cM capacity (veh/h)	1115			837			139	254	573	234	171	538
Direction, Lane #	EB 1	EB 2	WB 1	WB 2	SB 1							
Volume Total	503	290	5	456	151							
Volume Left	0	0	5	0	11							
Volume Right	0	290	0	0	140							
cSH	1700	1700	837	1700	491							
Volume to Capacity	0.30	0.17	0.01	0.27	0.31							
Queue Length 95th (m)	0.0	0.0	0.1	0.0	10.3							
Control Delay (s)	0.0	0.0	9.3	0.0	15.5							
Lane LOS			A		C							
Approach Delay (s)	0.0		0.1		15.5							
Approach LOS					C							
Intersection Summary												
Average Delay			1.7									
Intersection Capacity Utilization			39.2%		ICU Level of Service					A		
Analysis Period (min)			15									

Queues

2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Lane Group	EBL	EBT	WBT	SBL	SBR
Lane Configurations					
Traffic Volume (vph)	165	373	340	422	182
Future Volume (vph)	165	373	340	422	182
Lane Group Flow (vph)	181	410	622	464	200
Turn Type	Perm	NA	NA	Prot	Perm
Protected Phases		2	6	4	
Permitted Phases	2				4
Minimum Split (s)	26.2	26.2	26.2	38.2	38.2
Total Split (s)	70.0	70.0	70.0	50.0	50.0
Total Split (%)	58.3%	58.3%	58.3%	41.7%	41.7%
Yellow Time (s)	5.0	5.0	5.0	5.0	5.0
All-Red Time (s)	1.0	1.0	1.0	1.0	1.0
Lost Time Adjust (s)	0.0	0.0	0.0	0.0	0.0
Total Lost Time (s)	6.0	6.0	6.0	6.0	6.0
Lead/Lag					
Lead-Lag Optimize?					
v/c Ratio	0.69	0.46	0.74	0.79	0.34
Control Delay	36.9	19.4	26.7	45.6	8.2
Queue Delay	0.0	0.0	0.0	0.0	0.0
Total Delay	36.9	19.4	26.7	45.6	8.2
Queue Length 50th (m)	31.8	60.4	107.4	101.9	5.9
Queue Length 95th (m)	#72.4	86.9	157.5	#149.8	23.4
Internal Link Dist (m)		189.0	277.4	195.6	
Turn Bay Length (m)	30.0				56.0
Base Capacity (vph)	263	892	838	584	593
Starvation Cap Reductn	0	0	0	0	0
Spillback Cap Reductn	0	0	0	0	0
Storage Cap Reductn	0	0	0	0	0
Reduced v/c Ratio	0.69	0.46	0.74	0.79	0.34

Intersection Summary

Cycle Length: 120

Actuated Cycle Length: 120

Offset: 0 (0%), Referenced to phase 2:EBTL, Start of Green

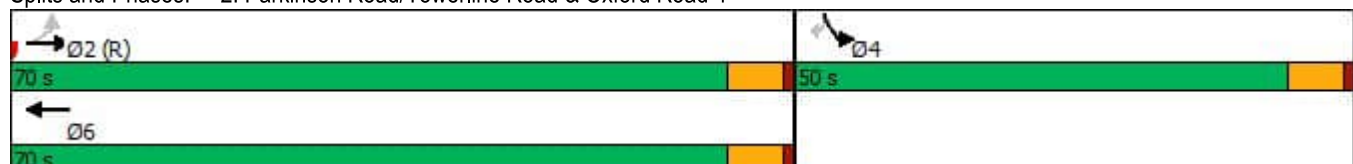
Natural Cycle: 80

Control Type: Pretimed

95th percentile volume exceeds capacity, queue may be longer.

Queue shown is maximum after two cycles.

Splits and Phases: 2: Parkinson Road/Towerline Road & Oxford Road 4



HCM Signalized Intersection Capacity Analysis













2: Parkinson Road/Towerline Road & Oxford Road 4

06-20-2022



Movement	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (vph)	165	373	340	226	422	182
Future Volume (vph)	165	373	340	226	422	182
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Lane Width	3.4	3.4	3.7	3.7	3.1	3.4
Total Lost time (s)	6.0	6.0	6.0		6.0	6.0
Lane Util. Factor	1.00	1.00	1.00		1.00	1.00
Frt	1.00	1.00	0.95		1.00	0.85
Flt Protected	0.95	1.00	1.00		0.95	1.00
Satd. Flow (prot)	1730	1674	1535		1593	1338
Flt Permitted	0.27	1.00	1.00		0.95	1.00
Satd. Flow (perm)	494	1674	1535		1593	1338
Peak-hour factor, PHF	0.91	0.91	0.91	0.91	0.91	0.91
Adj. Flow (vph)	181	410	374	248	464	200
RTOR Reduction (vph)	0	0	20	0	0	103
Lane Group Flow (vph)	181	410	602	0	464	97
Heavy Vehicles (%)	2%	11%	24%	10%	7%	18%
Turn Type	Perm	NA	NA		Prot	Perm
Protected Phases		2	6		4	
Permitted Phases	2					4
Actuated Green, G (s)	64.0	64.0	64.0		44.0	44.0
Effective Green, g (s)	64.0	64.0	64.0		44.0	44.0
Actuated g/C Ratio	0.53	0.53	0.53		0.37	0.37
Clearance Time (s)	6.0	6.0	6.0		6.0	6.0
Lane Grp Cap (vph)	263	892	818		584	490
v/s Ratio Prot		0.24	c0.39		c0.29	
v/s Ratio Perm	0.37					0.07
v/c Ratio	0.69	0.46	0.74		0.79	0.20
Uniform Delay, d1	20.6	17.3	21.5		34.0	25.9
Progression Factor	1.00	1.00	1.00		1.00	1.00
Incremental Delay, d2	13.8	1.7	5.8		10.7	0.9
Delay (s)	34.4	19.0	27.4		44.6	26.8
Level of Service	C	B	C		D	C
Approach Delay (s)		23.7	27.4		39.3	
Approach LOS		C	C		D	
Intersection Summary						
HCM 2000 Control Delay			30.4		HCM 2000 Level of Service	C
HCM 2000 Volume to Capacity ratio			0.76			
Actuated Cycle Length (s)			120.0		Sum of lost time (s)	12.0
Intersection Capacity Utilization			79.2%		ICU Level of Service	D
Analysis Period (min)			15			
c Critical Lane Group						

06-20-2022

												
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations		↑	↗	↖	↑						↕	
Traffic Volume (veh/h)	0	491	264	5	454	0	0	0	0	10	0	127
Future Volume (Veh/h)	0	491	264	5	454	0	0	0	0	10	0	127
Sign Control		Free			Free			Stop			Stop	
Grade		0%			0%			0%			0%	
Peak Hour Factor	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91	0.91
Hourly flow rate (vph)	0	540	290	5	499	0	0	0	0	11	0	140
Pedestrians												
Lane Width (m)												
Walking Speed (m/s)												
Percent Blockage												
Right turn flare (veh)												
Median type		None			None							
Median storage veh												
Upstream signal (m)		301										
pX, platoon unblocked				0.97			0.97	0.97	0.97	0.97	0.97	
vC, conflicting volume	499			830			1189	1049	540	1049	1339	499
vC1, stage 1 conf vol												
vC2, stage 2 conf vol												
vCu, unblocked vol	499			811			1180	1036	512	1036	1334	499
tC, single (s)	4.1			4.1			7.1	6.5	6.2	7.1	6.5	6.6
tC, 2 stage (s)												
tF (s)	2.2			2.2			3.5	4.0	3.3	3.5	4.0	3.6
p0 queue free %	100			99			100	100	100	95	100	72
cM capacity (veh/h)	1075			801			118	225	550	205	150	507
Direction, Lane #	EB 1	EB 2	WB 1	WB 2	SB 1							
Volume Total	540	290	5	499	151							
Volume Left	0	0	5	0	11							
Volume Right	0	290	0	0	140							
cSH	1700	1700	801	1700	458							
Volume to Capacity	0.32	0.17	0.01	0.29	0.33							
Queue Length 95th (m)	0.0	0.0	0.2	0.0	11.4							
Control Delay (s)	0.0	0.0	9.5	0.0	16.7							
Lane LOS			A		C							
Approach Delay (s)	0.0		0.1		16.7							
Approach LOS					C							
Intersection Summary												
Average Delay			1.7									
Intersection Capacity Utilization			40.9%		ICU Level of Service					A		
Analysis Period (min)			15									

APPENDIX D

SimTraffic Queueing Assessment Results

SimTraffic Simulation Summary

Future Total Conditions 2036

06-16-2022

Summary of All Intervals

Run Number	1	2	3	4	5	Avg
Start Time	7:05	7:05	7:05	7:05	7:05	7:05
End Time	8:15	8:15	8:15	8:15	8:15	8:15
Total Time (min)	70	70	70	70	70	70
Time Recorded (min)	60	60	60	60	60	60
# of Intervals	2	2	2	2	2	2
# of Recorded Intervals	1	1	1	1	1	1
Vehs Entered	1666	1754	1660	1664	1727	1695
Vehs Exited	1666	1745	1672	1683	1686	1689
Starting Vehs	65	60	61	72	56	63
Ending Vehs	65	69	49	53	97	67
Travel Distance (km)	2059	2209	2097	2093	2146	2121
Travel Time (hr)	55.4	78.0	58.0	59.9	71.1	64.5
Total Delay (hr)	19.9	39.6	21.3	23.5	33.5	27.6
Total Stops	1603	2202	1638	1776	1974	1842
Fuel Used (l)	191.7	218.3	194.5	197.2	207.1	201.8

Interval #0 Information Seeding

Start Time	7:05
End Time	7:15
Total Time (min)	10
Volumes adjusted by Growth Factors.	
No data recorded this interval.	

Interval #1 Information Recording

Start Time	7:15
End Time	8:15
Total Time (min)	60
Volumes adjusted by Growth Factors.	

Run Number	1	2	3	4	5	Avg
Vehs Entered	1666	1754	1660	1664	1727	1695
Vehs Exited	1666	1745	1672	1683	1686	1689
Starting Vehs	65	60	61	72	56	63
Ending Vehs	65	69	49	53	97	67
Travel Distance (km)	2059	2209	2097	2093	2146	2121
Travel Time (hr)	55.4	78.0	58.0	59.9	71.1	64.5
Total Delay (hr)	19.9	39.6	21.3	23.5	33.5	27.6
Total Stops	1603	2202	1638	1776	1974	1842
Fuel Used (l)	191.7	218.3	194.5	197.2	207.1	201.8

SimTraffic Performance Report
Future Total Conditions 2036

06-16-2022

2: Parkinson Road/Towerline Road & Oxford Road 4 Performance by movement

Movement	EBL	EBT	WBT	WBR	SBL	SBT	SBR	All
Denied Del/Veh (s)	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.0
Total Del/Veh (s)	181.0	89.7	24.7	19.5	36.4	1.1	8.4	45.8

Queuing and Blocking Report
Future Total Conditions 2036

06-16-2022

Intersection: 2: Parkinson Road/Towerline Road & Oxford Road 4

Movement	EB	EB	WB	SB	SB
Directions Served	L	T	TR	L	R
Maximum Queue (m)	37.4	197.9	147.8	78.5	63.5
Average Queue (m)	34.6	123.2	76.4	42.2	16.6
95th Queue (m)	44.3	240.9	134.7	67.5	42.4
Link Distance (m)		194.1	282.1	201.6	
Upstream Blk Time (%)		19			
Queuing Penalty (veh)		61			
Storage Bay Dist (m)	30.0				56.0
Storage Blk Time (%)	64	16		3	0
Queuing Penalty (veh)	113	20		4	0

SimTraffic Simulation Summary

Future Total Conditions 2036

06-16-2022

Summary of All Intervals

Run Number	1	2	3	4	5	Avg
Start Time	4:20	4:20	4:20	4:20	4:20	4:20
End Time	5:30	5:30	5:30	5:30	5:30	5:30
Total Time (min)	70	70	70	70	70	70
Time Recorded (min)	60	60	60	60	60	60
# of Intervals	2	2	2	2	2	2
# of Recorded Intervals	1	1	1	1	1	1
Vehs Entered	2047	2023	2133	2069	1977	2051
Vehs Exited	2036	1977	2116	2113	1951	2037
Starting Vehs	84	54	91	124	72	84
Ending Vehs	95	100	108	80	98	92
Travel Distance (km)	2627	2565	2667	2719	2504	2616
Travel Time (hr)	86.2	96.7	86.3	100.5	118.1	97.6
Total Delay (hr)	35.8	47.2	35.2	48.9	70.0	47.4
Total Stops	2248	2356	2299	2591	2413	2381
Fuel Used (l)	240.9	247.6	242.4	260.4	261.5	250.6

Interval #0 Information Seeding

Start Time	4:20
End Time	4:30
Total Time (min)	10
Volumes adjusted by Growth Factors.	
No data recorded this interval.	

Interval #1 Information Recording

Start Time	4:30
End Time	5:30
Total Time (min)	60
Volumes adjusted by Growth Factors.	

Run Number	1	2	3	4	5	Avg
Vehs Entered	2047	2023	2133	2069	1977	2051
Vehs Exited	2036	1977	2116	2113	1951	2037
Starting Vehs	84	54	91	124	72	84
Ending Vehs	95	100	108	80	98	92
Travel Distance (km)	2627	2565	2667	2719	2504	2616
Travel Time (hr)	86.2	96.7	86.3	100.5	118.1	97.6
Total Delay (hr)	35.8	47.2	35.2	48.9	70.0	47.4
Total Stops	2248	2356	2299	2591	2413	2381
Fuel Used (l)	240.9	247.6	242.4	260.4	261.5	250.6

SimTraffic Performance Report
Future Total Conditions 2036

06-16-2022

2: Parkinson Road/Towerline Road & Oxford Road 4 Performance by movement

Movement	EBL	EBT	WBT	WBR	SBL	SBT	SBR	All
Denied Del/Veh (s)	0.0	0.4	0.0	0.0	0.1	0.0	0.9	0.2
Total Del/Veh (s)	161.0	87.3	29.8	22.1	42.0	5.2	22.8	55.7

Queuing and Blocking Report
Future Total Conditions 2036

06-16-2022

Intersection: 2: Parkinson Road/Towerline Road & Oxford Road 4

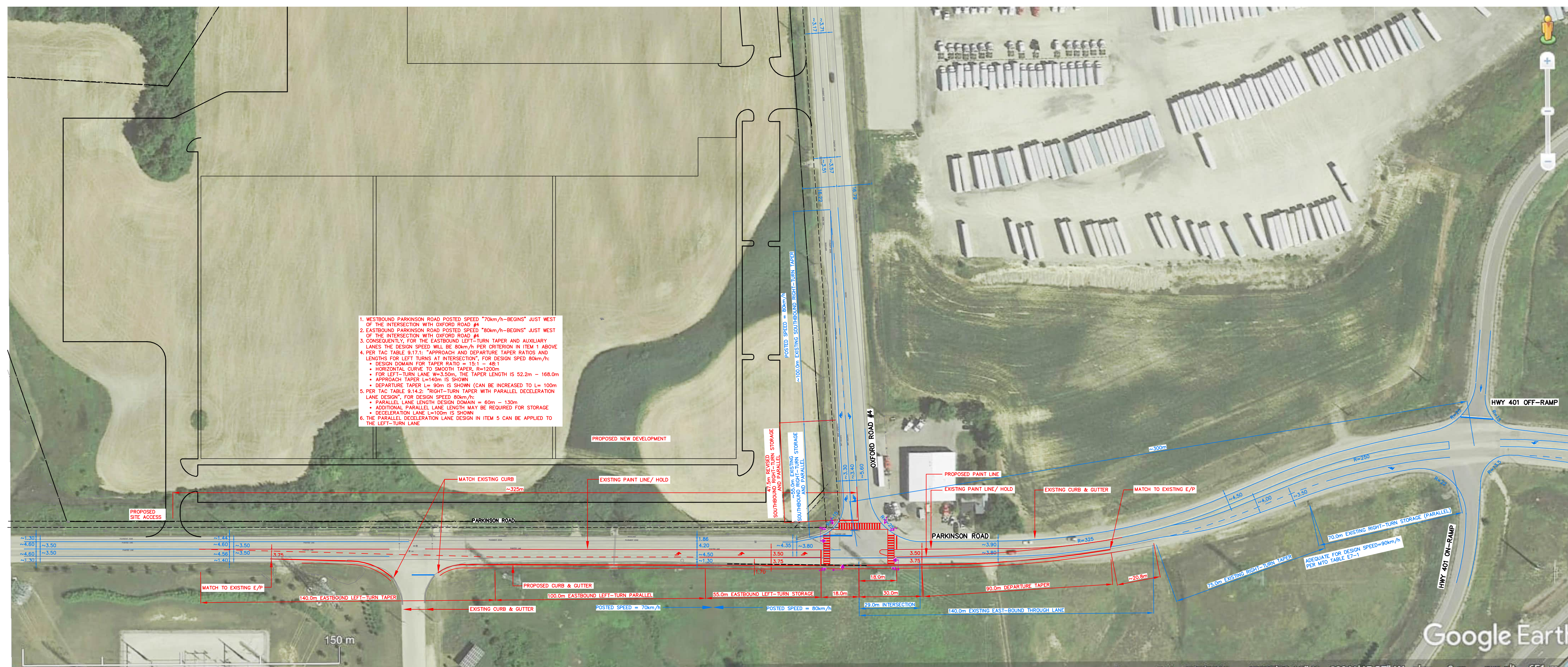
Movement	EB	EB	WB	SB	SB
Directions Served	L	T	TR	L	R
Maximum Queue (m)	37.4	198.6	156.7	168.4	63.5
Average Queue (m)	35.8	152.0	93.0	88.8	40.6
95th Queue (m)	42.3	244.2	140.3	154.3	77.8
Link Distance (m)		194.1	282.1	201.6	
Upstream Blk Time (%)		22		0	
Queuing Penalty (veh)		127		0	
Storage Bay Dist (m)	30.0				56.0
Storage Blk Time (%)	60	25		23	0
Queuing Penalty (veh)	222	42		42	2

APPENDIX E

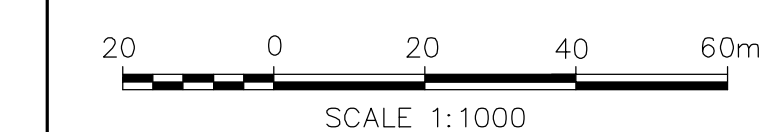
Preliminary Design Drawings and Cost Estimates

-

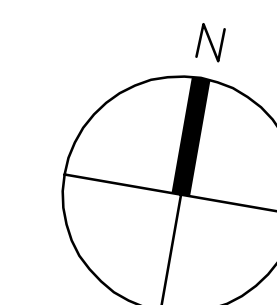
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REV.	Drawn	Date	Description



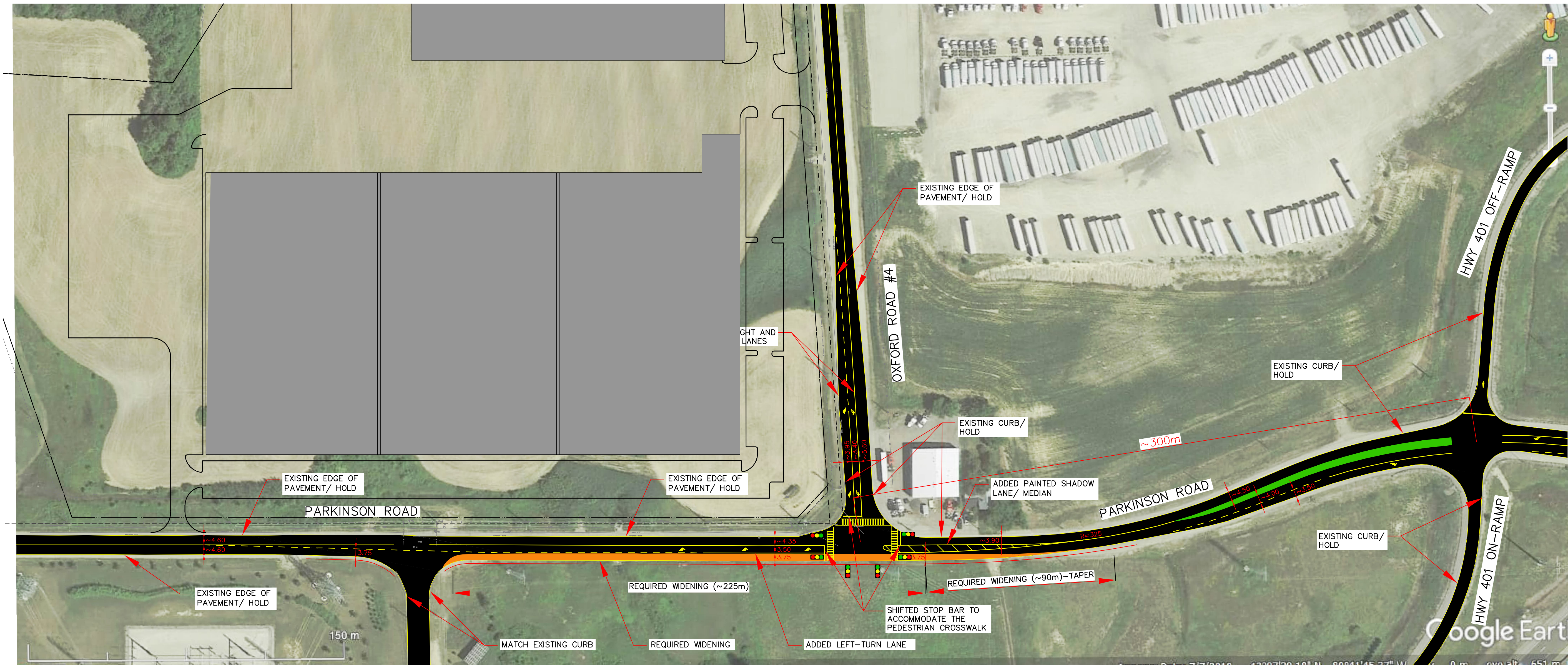
LEA Consulting Ltd.
Consulting Engineers
and Planners
www.LEA.ca



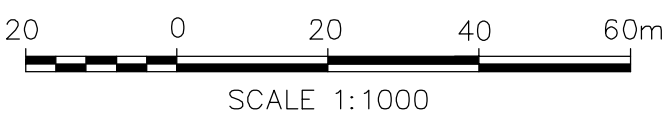
OXFORD ROAD #4 x
PARKINSON ROAD
(PROPOSED NEW
DEVELOPMENT)

PROPOSED SIGNALIZED INTERSECTION

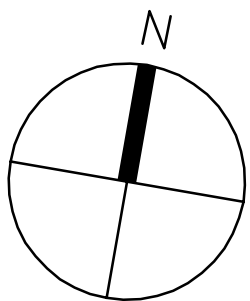
Design By L.N.S.	Date AUG. 01, 2023
Drawn By L.N.S.	Checked By
Project No. 22185.02	Drawing No. WF02A



REV.	Drawn	Date	Description



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and Planners
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OXFORD ROAD #4 x
PARKINSON ROAD
(PROPOSED NEW
DEVELOPMENT)

PROPOSED SIGNALIZED
INTERSECTION

Design By	L.N.S.	Date	SEP. 14, 2023
Drawn By	L.N.S.	Checked By	
Project No.	22185.02	Drawing No.	WF02B

Intersection of Parkinson Road x Oxford Road #4- Woodstock
Preliminary Construction Cost Estimate
Proposed Signalized Intersection
(Drawings 22185WF02A.dwg)
(Rev. Dated July 27, 2023)

DESCRIPTION	UNIT	QUANTITY	UNIT PRICE	TOTAL
<u>Removals</u>				
Imported Suitable Fill Material	m ³	1200	30	36,000
Major Excavation for Disposal	m ³	1500	40	60,000
Remove Curb/ Curb & Gutter	m		60	0
Remove Subdrain	m		10	0
Saw-Cut Existing Pavement	m	500	30	15,000
Saw-Cutting Existing Pavement, Remove and Replace Asphalt/ Pavement Full Depth	m	500	110	55,000
Grind Asphalt Wearing Course, W=0.3m	m ²	500	20	10,000
Remove Concrete Sidewalk	m ²		30	0
Remove CB	ea.		800	0
Protect Hydro Pole Tower Bases & Hydro Pole	L.S.		4,000	0
Adjust CB	ea.		1,500	0
Adjust MH	ea.	1	650	700
Adjust Utilities Boxes	ea.	1	2,000	2,000
Extend Existing Culvert	ea.	2	3,000	6,000
Remove Sod & Top Soil	m ²	4000	10	40,000
Remove Paint Lines	m	400	15	6,000
Remove Paint Symbols	ea.	2	200	400
Remove/ Relocate Signs	ea.	2	400	800
<u>New</u>				
Curb/ Curb & Gutter	m	500	150	75,000
Subdrain	m	500	30	15,000
Asphalt Pavement, Full Depth/ Public Road	m ²	1200	125	150,000
Asphalt Pavement, Top Asphalt Layers/ Public Road	m ²	150	65	9,800
Granular Shoulder	m ²	700	40	28,000
Concrete Sidewalk	m ²		150	0
Tactile Surface Indicators	ea.	2	800	1,600
CB	ea.	6	6,000	36,000
Spillway and Riprap	ea.	6	1,500	9,000
Pavement Markings- Paint Lines	m	1800	20	36,000
Pavement Markings- Symbols	ea.	5	400	2,000
Traffic Signs	ea.	2	800	1,600
Sod and Top Soil	m ²	1600	25	40,000
Traffic Signal	L.S.			200,000
Traffic Management	L.S.			8,000
SUBTOTAL 1				844,000
Contingency Allowance (30%)				253,000
SUBTOTAL 2				1,097,000
HST (13%)				143,000
TOTAL				1,240,000

Note 1 : Costs do not include underground utilities relocation, if required.

Note 2 : High Level Cost Estimate



October 24, 2023

The Honourable Todd A. Smith,
Minister of Energy, Ontario
Send electronically via email
MinisterEnergy@ontario.ca

Re: Leave to Construct Threshold

Dear Minister Smith,

On October 13, 2023, the WOWC passed a resolution in favour of the Government of Ontario updating the LTC cost threshold from \$2M to \$20M for hydrocarbon lines (by amending Ontario Regulation O.Reg.328/03) while maintaining current requirements and expectations for Indigenous consultation and environmental review for projects greater than \$2M and less than \$10M.

Western Ontario has seen significant growth in the past decade with pressures to build out the gas pipeline network. Many municipalities in our region have lost major investment opportunities because of the delays in getting natural gas to development sites. Any person or company planning to construct hydrocarbon transmission facilities within Ontario, must apply to the OEB for authorization, if the projected cost to build the pipeline is over \$2 million, a threshold that was set in 1998.

Industry proposes updating the LTC cost threshold from \$2M to \$10M for hydrocarbon lines (by amending Ontario Regulation O.Reg.328/03) while maintaining current requirements and expectations for Indigenous consultation and environmental review for projects greater than \$2M and less than \$10M. Increasing the cost threshold to \$10M would closer align Ontario with other Canadian jurisdictions (e.g., in B.C., these thresholds are \$15M for electricity and \$20M for natural gas). The WOWC is recommending a \$20M threshold for our Province to be competitive with other Canadian jurisdictions.

Ontario's outdated regulations are causing the LTC to apply far more broadly than intended when it was established over 20 years ago. Due to increased regulatory and cost pressures, as well as inflation, virtually all gas pipeline projects are now greater than \$2M rendering the threshold meaningless. Roughly 0.5 KM pipe in urban settings now often exceed the \$2M threshold.

Examples of businesses lost in the region due to the regulation include;

- EV Battery Manufacturer, investment of \$1 Billion
- New Distillery
- 2 New Agricultural processing plants - \$140 million total investment
- New Agricultural plant - \$225 million USD investment

Modernizing these outdated regulations would reduce delays and costs for economic development initiatives including new industries seeking to locate in Ontario and create jobs (or existing seeking to expand), transit projects, community expansion projects, housing developments, connections for low carbon fuel blending (e.g. renewable natural gas, hydrogen) as well as residential and business customer connections.

The WOWC supports an increase in the Leave to Construct threshold to \$20M.

Sincerely,

A handwritten signature in black ink that reads "Glen McNeil". The signature is written in a cursive, flowing style.

Glen McNeil
Chair, Western Ontario Wardens' Caucus

cc.

Western Ontario MPPs
WOWC Members
WOWC Local Municipalities



October 24, 2023

Premier R. Ford
Premier of Ontario
premier@ontario.ca

and

The Honourable Paul Calandra
Minister of Municipal Affairs and Housing
Send electronically via email
minister.mah@ontario.ca

Re: Strong Mayor Powers

Dear Premier Ford and Minister Calandra

Please be advised at the regular meeting of the Western Ontario Wardens' Caucus held on October 13, 2023, the following resolution was passed:

Moved by M. Ryan, seconded by B. Milne:

THAT item of correspondence 7-1(b) be received; and

WHEREAS the Western Ontario Wardens Caucus Inc. (WOWC) is a not-for-profit organization representing 15 upper and single tier municipalities in Southwestern Ontario with more than one and a half million residents;

AND WHEREAS the purpose of WOWC is to enhance the prosperity and overall wellbeing of rural and small urban communities across the region;

AND WHEREAS the Strong Mayors, Building Homes Act, 2022, S.O. 2022, c. 18, for select municipalities, transfers legislative responsibility from the deliberative body of the Council to the Head of Council;

AND WHEREAS the Better Municipal Governance Act, 2022, S.O. 2022, c. 24 provides for provincially appointed facilitators to assess the regional governments to determine the mix of roles and responsibilities between the upper and lower-tier municipalities;

AND WHEREAS the Building Faster Fund arbitrarily ties housing supportive funding to municipalities that establish a housing target based solely on population size;

AND WHEREAS "responsible and accountable governments with respect to matters within their jurisdiction;

AND WHEREAS overcoming the housing and affordability crisis in Ontario requires sustained, strategic, and focused efforts from all levels of government, informed from the expertise of all levels of government.

NOW THEREFORE BE IT RESOLVED THAT WOWC calls on the provincial government to work with municipalities in Ontario, as a responsible and accountable level of government, to focus all efforts on tackling the housing and affordability crisis in Ontario by:

Revoking existing 'strong mayor powers' and not implementing legislation that transfers legislative responsibility from the body of Council to the Head of Council.

Respecting spheres of jurisdiction, recognizing that municipalities are best positioned to determine the mix of roles and responsibilities between upper and lower-tier municipalities and only conduct structural and service delivery reviews of municipalities or regions where a majority of municipalities included within the region, request the same.

Recognizing rural and small urban municipalities are critical to overcoming the housing and affordability crisis in Ontario and not allocating the majority of scarce provincial housing supportive funding to a limited subset of large urban municipalities in Ontario.

AND THAT WOWC calls upon the provincial government to provide all municipalities with the financial resources to tackle the housing and affordability crisis in Ontario that is pricing too many people, especially young families and newcomers, out of home ownership, while amplifying socio-economic disparities and reliance on municipally provided human services;

AND THAT this resolution be forwarded to the Association of Municipalities of Ontario for support so that the future governance of our communities is in the hands of its constituents;

AND THAT this resolution be forwarded to: the Minister of Municipal Affairs and Housing and the Premier of Ontario; WOWC Members; the EOWC, and all WOWC area MPs and MPPs. - **CARRIED**

Please contact Kate Burns Gallagher, Executive Director, Western Ontario Warden' Caucus, kate@wowc.ca should you have any questions regarding this matter.

Sincerely,



Glen McNeil
Chair, Western Ontario Wardens' Caucus



cc.

Hon. Rob Flack, Associate Minister of Housing

Rob.Flack@pc.ola.org

Matthew Rae, Parliamentary Assistant to the Minister of Municipal Affairs and Housing

Matthew.Rae@pc.ola.org

WOWC MPPs

WOWC MPs

Eastern Ontario Wardens' Caucus

Municipal Council of the County of Oxford
Council Meeting - Oxford County

Date: Wednesday, August 9, 2023

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: Motion Carried *Chloe Senior*

Township of Blandford-Blenheim - Council Resolution

Agenda Item 9. a. i.
Resolution No. 10

September 6, 2023

Moved by 

Seconded by 

Be it hereby resolved that the resolution regarding Strong Mayor Powers be received from the County of Oxford Council;

And further that the Township of Blandford-Blenheim Council supports the resolution to not 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.

From: [Will Jaques](#)
To: [Chloe Senior](#)
Subject: Strong Mayors Resolution
Date: Friday, September 15, 2023 4:20:56 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)

Hi Chloe,

At it September 6, 2023, meeting, Township Council considered and passed the following resolution:

Moved by: Jeremy SMITH

Seconded by: Brad SMITH

Resolved that Council support the resolution of the County of Oxford regarding their desire to not 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. *CARRIED*.

Thank you Chloe,

Will Jaques

Corporate Services Manager/Clerk
Township of East Zorra-Tavistock
90 Loveys Street, Box 100, Hickson ON N0J 1L0
519-462-2697 x 7825
Fax: 519-462-2961
wjaques@ezt.ca
www.ezt.ca





TOWN OF INGERSOLL
Town Centre

Corporation of the Town of Ingersoll
Office of the Town Clerk
130 Oxford St. 2nd Floor, Ingersoll ON N5C 2V5

September 18, 2023

SENT VIA EMAIL

Attn: Chloe Senior, Clerk, Oxford County,

Please be advised that at their regular meeting on September 11, 2023, Council of the Corporation of the Town of Ingersoll passed the following resolution:

Re: Strong Mayors, Building Homes Act, 2022, S.O. 2022, c. 18 - Bill 3

Moved by Councillor Hutson; seconded by Councillor Van Kooten-Bossence

THAT the Council of the Corporation of the Town of Ingersoll receive the resolution from Oxford County regarding Strong Mayor Powers as information.

Moved by Mayor Petrie; seconded by Councillor Van Kooten-Bossence

THAT Council supports the resolution circulating this support to Oxford County, all Oxford County municipalities, and Ernie Hardeman, Oxford County MPP.

CARRIED

Main motion

CARRIED

In accordance with Council's direction, I am forwarding you a copy of the resolution for your reference.

Regards,

Danielle Richard
Town Clerk

cc: Oxford County Municipalities
The Honourable Ernie Hardeman



THE CORPORATION OF THE TOWNSHIP OF NORWICH

September 15, 2023

Sent Via Email

Chloe Senior - Clerk
Oxford County
21 Reeve Street, P.O Box 1614
Woodstock, ON N4S 7Y3

Dear Ms. Senior,

Re: Oxford County Council Strong Mayors Resolution

At their meeting held Tuesday September 12, 2023, the Council of the Township of Norwich received a copy of the resolution passed by Oxford County Council regarding their intention not to be considered for the implementation of either "Strong Mayor" powers or any restructuring that is not requested by Oxford County with its area municipal partners. The Council of the Township of Norwich agrees that the future governance and the provision of services within Oxford County should remain in the control of its residents.

Oxford County Council's initiative is appreciated. The Council of the Township of Norwich looks forward to the Province's serious consideration of the matter.

Yours Truly,

Sean McCoy
Deputy Clerk / Planning Coordinator

CC:

Hon. Doug Ford, Premier of Ontario

premier@ontario.ca

Hon. Paul Calandra, Minister of Municipal Affairs and Housing –

minister.mah@ontario.ca

Ernie Hardeman, MPP Oxford

Ernie.Hardemanco@pc.ola.org

Oxford County Area Municipalities



Letter from Mayor Mayberry to Premier Ford re: Expanding Strong Mayor Powers

Posted Thursday, September 07, 2023

September 6th, 2023

Office of the Premier
Legislative Building
Queens Park
Toronto, ON M7A 1A1

Dear Premier Ford:

At the September 5th, 2023 Council meeting of the Township of South-West Oxford, Council raised grave concerns about the recent decisions by your government to expand "Strong Mayor" powers. South-West Oxford Council is unanimously opposed to this direction because it fundamentally undermines the role of elected Councils. While the "Mayor" is elected as the head of council, with the responsibilities that entails, that individual should not have the power to disregard or reject the direction of the majority of Council on any issue when acting as the mayor.

The public elect councils for the collective wisdom of the group to make decisions that affects their daily lives, which is always better informed than the wisdom of an individual. Giving any mayor extraordinary powers that reduce the ability of the majority of council to make decisions that impact the citizens is in our opinion wrong and dangerous. Any mayor that needs extra power to move forward their agenda for the community should be seen as a weak and ineffective leader. This is not the person one should ever enable with more power. If a mayor is unable to facilitate the actions and policies that are required in the community, then that mayor should consider another line of service.

At this time, when the public perception of politicians and public trust in the democratic institutions are already at an all-time low (thanks mainly due to

politicians themselves) we should not be doing anything that further undermines public trust in, and accountability of, all elected persons at all levels of governance.

The Township of South-West Oxford strongly encourages you to rescind your legislation (Bill 3, Strong Mayors, Building Homes Act, 2022), as it relates to Strong Mayor powers, that allows this dangerous degradation of our municipal governance model.

Thank you,
Mayor David Mayberry
Township of South-West Oxford

cc. Oxford MPP Hon. Ernie Hardeman

Oxford MP Hon. Arpan Khanna

Hon. Paul Calandra, Ministry of Municipal Affairs and Housing

[View and Print a Copy of the Letter](#) - alternate versions available [upon request](#).

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Designed by [eSolutionsGroup](http://www.esolutionsgroup.ca) (<http://www.esolutionsgroup.ca>)



Town of Tillsonburg
Office of the Clerk

10 Lisgar Avenue, Tillsonburg, ON N4G 5A5

Tel: (519) 688-3009

Fax: (519) 842-9431

October 13, 2023

Chloe Senior, Clerk
Oxford County
21 Reeve Street
Woodstock, ON N4S 7Y3

SENT BY E-MAIL

RE: Town of Tillsonburg Council Support for Oxford County Resolution regarding Strong Mayors

Dear Chloe,

At the October 10th, 2023 meeting of Town of Tillsonburg Council, a motion was passed to support Oxford County Council's Resolution regarding Strong Mayor powers.

Resolution # 2023-440

Moved By: Councillor Parker

Seconded By: Deputy Mayor Beres

WHEREAS Tillsonburg Town Council supports the resolution from Oxford County Council regarding Strong Mayor powers, as outlined below:

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", 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.

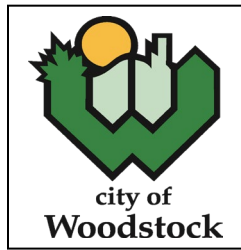
Carried

Please note that Council chose to strike the following wording from the original motion
“.....or any restructuring that is not requested by Oxford with its area municipal partners.”

Sincerely,

Julie Ellis

Julie Ellis
Deputy Clerk
Town of Tillsonburg



September 7, 2023

Oxford County Council
c/o Chloe Senior, Clerk
County of Oxford
P.O. Box 1614
21 Reeve St.
Woodstock, ON N4S 7Y3

Via e-mail - csenior@oxfordcounty.ca

Re: Strong Mayors, Building Homes Act, 2022 - Bill 3 and Restructuring Correspondence

At the Woodstock City Council meeting held on Thursday, September 7, 2023 the following resolution was passed in response to your correspondence:

"That Woodstock City Council support the resolution received from Oxford County Council opposing the Strong Mayors, Building Homes Act, 2022 and any possible restructuring within Oxford;

And further that this resolution of support be sent to Oxford County to be included with the correspondence forwarded to the Oxford MPP, the Minister of Municipal Affairs and Housing, and the Premier of Ontario."

Yours Truly,

Amelia Humphries,
City Clerk/Deputy Chief Administrative Officer



TOWNSHIP OF ZORRA

274620 27th Line, PO Box 306 Ingersoll, ON, N5C 3K5
Ph. 519-485-2490 • 1-888-699-3868 • Fax 519-485-2520
Website www.zorra.ca • Email admin@zorrra.ca

September 8, 2023

Chloe Senior, Clerk
County of Oxford
Via email: csenior@oxfordcounty.ca

Re: Strong Mayor Powers

At our Council meeting on September 6, 2023, the following resolution was passed:

Resolution No. 22-09-2023

Moved by: Katie Grigg Seconded by: Kevin Stewart

“THAT Zorra Township Council supports the resolution from Oxford County Council regarding Strong Mayor Powers;

AND FURTHER THAT Zorra 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 Zorra Township;

AND THAT this resolution be forwarded to Oxford County, the Oxford MPP, the Minister of Municipal Affairs and Housing, and the Premier of Ontario.”

Disposition: Carried

Yours truly,

Karen Martin
Director of Corporate Services/Clerk

Copy to: Hon. Ernie Hardeman MPP ernie.hardeman@pc.ola.org; Hardeman@execulink.com
Hon. Steve Clark, Minister of Municipal Affairs and Housing minister.mah@ontario.ca
Hon. Doug Ford, Premier of Ontario doug.fordco@pc.ola.org

23-047

REPORT TO COUNTY COUNCIL

Application for Official Plan Amendment OP 23-09-8 – City of Woodstock

To: Warden and Members of County Council

From: Director of Community Planning

RECOMMENDATIONS

1. That Oxford County Council approve Application No. OP 23-09-8, initiated by the City of Woodstock, to amend the policies of the Low Density Residential District to broaden the permissions for ARUs within the City of Woodstock, in accordance with Provincial direction;
2. And further, that Council approve Amendment No. 307 to the County of Oxford Official Plan and the necessary By-law be raised.

REPORT HIGHLIGHTS

- The proposed Official Plan Amendment would amend the policies of the Low Density Residential Areas to provide additional opportunities for ARUs to be developed within the City of Woodstock.
- Planning staff recommend that the application be approved to implement the changes introduced to the Planning Act through Bill 23 and Bill 97, and to provide an additional housing choice and opportunity for current and future residents of the City.

IMPLEMENTATION POINTS

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

Financial Impact

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

Report CP 2023-368
COMMUNITY PLANNING
Council Date: November 8, 2023

Communications

The City of Woodstock has initiated an amendment to the Official Plan to implement policies to facilitate the development of ARUs more broadly throughout the City.

Notice of complete application and notice of public meeting were published in the Oxford Review and Woodstock Sentinel Review newspapers on September 29, 2023 in accordance with the requirements of the Planning Act.




For Council's information, the City of Woodstock held a public meeting to consider the proposed Official Plan Amendment on October 16, 2023 and City Council recommended support of the amendment and approved amendments to the City's Zoning By-law 'in-principle' at their meeting of October 19, 2023.

2023-2026 STRATEGIC PLAN

Oxford County Council approved the **2023-2026 Strategic Plan** on September 13, 2023. The Plan outlines 39 goals across three strategic pillars that advance Council's vision of "Working together for a healthy, vibrant, and sustainable future." These pillars are: (1) *Promoting community vitality*, (2) *Enhancing environmental sustainability*, and (3) *Fostering progressive government*.

The recommendations in this report supports the following strategic goals.

Strategic Plan Pillars and Goals

PILLAR 1	PILLAR 2	PILLAR 3
		
Promoting community vitality	Enhancing environmental sustainability	Fostering progressive government
Goal 1.1 – 100% Housed Goal 1.2 – Sustainable infrastructure and development Goal 1.3 – Community health, safety and well-being Goal 1.4 – Connected people and places	Goal 2.2 – Preserve and enhance our natural environment	Goal 3.2 – Collaborate with our partners and communities Goal 3.4 – Financial sustainability

See: [Oxford County 2023-2026 Strategic Plan](#)

DISCUSSION

Background

Applicant: City of Woodstock
 500 Dundas Street, Woodstock, ON N4S 0A7

Location:

The proposed Official Plan Amendment would apply broadly to all lands within the City of Woodstock.

County of Oxford Official Plan:

The proposed amendments to the Official Plan will modify the policies for Low Density Residential areas and the Entrepreneurial District designation respecting Additional Residential Units.

City of Woodstock Zoning By-Law 8626-10:

The proposed amendments to the City's Zoning By-Law will amend Section 5.2.8 of the Zoning By-Law respecting the provisions for ARUs, and further, would amend Section 6.1 (R1), 8.1 (R3), 10.1 (HD) and 13.1.1 (C3) to permit an ARU as a permitted use.

Proposal:

Applications to amend the Official Plan and City Zoning By-Law have been initiated to expand the permissions for Additional Residential Units (ARUs) throughout the City of Woodstock.

Woodstock City Council initiated amendments to the Official Plan and the City Zoning By-law in 2020 which came into effect in 2021 respecting Additional Residential Units. The amendments introduced Official Plan policies permitting additional residential units in areas designated Low Density Residential and Entrepreneurial District in the City and permitted ARUs in the R2 zone (and the C3 Zone).

Since that time, the Planning Act has been amended through Bills 97, 109 and Bill 23 to more broadly permit ARUs in serviced settlement areas, such as the City of the Woodstock. As such, it is appropriate to revise the Official Plan policies and zoning provisions to reflect the legislative changes and to facilitate the development of ARUs to provide additional housing choices and housing supply for residents of the City.

Comments

2020 Provincial Policy Statement

The policies of Section 1.1 of the Provincial Policy Statement direct that sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected needs for the planning period. Within settlement areas, sufficient land shall be made available through intensification and redevelopment and, if necessary, designated growth areas.

Report CP 2023-368
COMMUNITY PLANNING
Council Date: November 8, 2023

Section 1.1.1 states 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, and accommodating an appropriate affordable and market-based range and mix of residential types (including single-detached, additional residential units, multi-unit housing, affordable housing and housing for older persons), employment (including industrial and commercial), institutional (including places of worship, cemeteries and long-term care homes), recreation, park and open space, and other uses to meet long-term needs.

The policies of Section 1.1.3 direct that settlement areas shall be the focus of growth and development, and their vitality and regeneration shall be promoted. Section 1.1.3.3 states that planning authorities shall identify appropriate locations and promote opportunities for intensification and redevelopment where this can be accommodated taking into account existing building stock or areas, including brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected needs.

The policies of Section 1.1.3.5 state that planning authorities shall establish and implement minimum targets for intensification and redevelopment within built-up areas based on local conditions.

Further, Section 1.4.3 directs that planning authorities shall provide for an appropriate range and mix of housing types and densities to meet projected requirements 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 required to meet the social, health 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 Official Plan contains policies respecting ARUs in Low Density Residential Areas in Section 7.2.4.3. The development of additional residential units within the Low Density Residential Districts shall be encouraged, where appropriate, with the goal/objective of increasing the range and availability of affordable housing options while maintaining the low density residential character of the housing and neighbourhoods comprising such districts.

Report CP 2023-368
COMMUNITY PLANNING
Council Date: November 8, 2023

The general intent is to allow for the establishment of such units in existing and newly developing residential areas, subject to complying with applicable zone provisions and development standards, where the City has deemed it to be appropriate based on such considerations as the location, nature and character of existing development, existing level of services and presence of natural hazards and/or other constraints.

To this end, City Council shall establish appropriate zones and zoning provisions to permit the establishment of an additional residential unit in a single detached, semi-detached or row townhouse dwelling and/or a structure ancillary to such dwellings where they are satisfied that the following criteria can be addressed:

- A maximum of two additional residential units are permitted on a lot, consisting of two units in the principal dwelling or one in a principal dwelling and one in a structure ancillary to the principal dwelling;
- An additional residential unit shall generally not be permitted on a lot that contains a boarding or lodging house, garden suite, converted dwelling unit, group home, mobile home/park model trailer, bed and breakfast establishment, or other similar use;
- The additional residential unit(s) shall be clearly secondary and subordinate to the principal dwelling and limited in size to maintain affordability and minimize potential impacts on neighbourhood character and on infrastructure and public service facilities;
- The gross floor area of the additional residential unit(s) shall not total greater than 50% of the gross floor area of the principal dwelling. The City may establish lower maximum floor area limits and/or floor area caps in zoning, if deemed appropriate.
- Existing dwellings and lots are of sufficient size to accommodate the creation of additional residential unit(s) and to provide for adequate parking, landscaping and outdoor amenity areas, without detracting from the visual character of the lot or area;
- Any new or expanded structures and/or exterior alterations (e.g. new parking areas, doors, windows, stairways, decks) to accommodate an additional residential unit will maintain the general built form and architectural character of the principal dwelling and the surrounding residential neighbourhood;
- The principal dwelling must have direct, individual vehicular access to a public street. New additional driveways will generally not be permitted;
- To the extent feasible, existing trees and other desirable vegetation are preserved to assist in maintaining the character of the lot and area;
- The existing infrastructure and public service facilities serving the area are adequate to accommodate the establishment of additional residential unit(s);
- Stormwater run-off will be adequately controlled and will not negatively affect adjacent properties;
- Any potential increase in on-street parking demand can be adequately accommodated and/or managed;
- Land use compatibility concerns (e.g. due to proximity to industrial areas or on major facilities) will not be created or intensified;
- The potential effects on environmental and/or heritage resources, and the avoidance or mitigation of environmental constraints can be addressed in accordance with the policies of Section 3.2.;
- All other municipal requirements (e.g. servicing, emergency access, bylaws, standards, etc.) can be adequately addressed.

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COMMUNITY PLANNING
Council Date: November 8, 2023

The following additional criteria shall apply to the establishment of an additional residential unit in a structure ancillary to a single detached, semi-detached or row townhouse dwelling:

- The ancillary structure must be located in a rear or interior side yard;
- The siting, design and orientation of the ancillary structure/dwelling unit, parking area and outdoor amenity area (s) will allow for optimal privacy for the occupants of the additional residential unit, principal dwelling and abutting residential properties and minimize potential visual and shadowing impacts on adjacent residential yards;
- Landscaping, privacy screening, fencing and other appropriate measures may also be required to minimize potential visual and privacy impacts on abutting residential properties; and
- All other municipal requirements (e.g. servicing, emergency access, bylaws, standards, etc.) can be adequately addressed.

Additional residential units must be located on the same lot as the principal dwelling and may not be severed from such lot or converted into a separately transferable unit through plan of condominium.

The City's Zoning By-law shall establish the specific zoning provisions that must be met for an additional residential unit to be established on a lot. These zoning provisions will address the policy requirements of this subsection and any other matters deemed necessary by the City including, but not limited to, lot frontage and area; type of unit permitted; unit size and location; building height; location and setbacks; landscaping and amenity areas; parking and access, etc.

To assist in maintaining the built form character of the principal dwelling and surrounding residential area, and minimizing potential impacts on abutting residential properties, the Zoning By-law may also limit the location and extent of structural additions, alterations and/or features (e.g. building additions, doorways, windows, stairways, decks, etc.) that are permitted.

The zoning provisions for additional residential units will be implemented through a comprehensive, City initiated amendment to the Zoning By-law, or through the proposed zoning for new residential subdivisions. Site specific amendments to the Zoning By-law to permit the establishment of an additional residential unit will generally not be permitted.

Where deemed necessary and/or appropriate, the City may implement other supplementary tools and measures to assist with tracking and regulating additional residential units including, but not limited to, registration and/or licensing requirements, design guidelines, property standards by-laws, etc.

[Agency Comments](#)

The City of Woodstock Engineering Department (Development Division) has provided the following comments:

- The Building Department receives many inquiries daily respecting the establishment of ARUs throughout the City.
- It is noted that a building permit is required for the works required to create an ARU, and all work must comply with the Ontario Building Code.

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COMMUNITY PLANNING
Council Date: November 8, 2023

- Building staff support the reduced minimum lot area for ARUs in detached ancillary structures.

Oxford County Public Works has reviewed these applications and has the following comments:

1. Each application for a Building Permit to establish an ARU within in a settlement serviced by County water or sewage systems must be circulated to the County to confirm capacity. A formal process, forms, templates, etc. should be developed in consultation with the Area Municipalities. This process should occur prior to an application for Building Permit being deemed complete and the City may amend their 'Building By-law' or equivalent document to incorporate this process.
2. The County Allocation Protocol, which forms an internal protocol/agreement between Public Works, Community Planning and Area Municipalities, should be amended to address ARUs and other infill development (e.g., to include the process described above and establish unit caps for specific systems).

Planning Analysis

As indicated, the purpose of the application for Official Plan amendment is to more broadly permit ARUs in low density residential areas throughout the City, in-keeping with the recent legislative changes that have been enacted by the Provincial government.

The proposed amendments are consistent with the Provincial Policy Statement's direction to promote intensification within existing building stock, efficiently use land and resources, provide for an appropriate range and mix of housing types and densities to meet the requirements of current and future residents of the City by permitting additional units.

The proposed Official Plan Amendment can be considered appropriate as it will broadly permit 2 ARUs per lot (excluding the principal dwelling) within a single detached dwelling, semi-detached dwelling, or townhouse dwelling (or a structure accessory thereto), subject to a number of review criteria to ensure that the ARUs remain appropriately sized, front on public streets and are not located in areas that are not subject to natural hazards or servicing constraints. The existing policies, while remaining largely appropriate, have been amended to increase the number of permitted units from 2 to 3, and to expand the areas and zones where ARUs are permitted to include all areas that contain a single detached, semi-detached or townhouse dwelling.

The City of Woodstock approved the accompanying zoning amendment (ZN 8-23-15) 'in-principle' to update Section 5.2.8 of the Zoning By-Law to introduce the following changes:

- Number of ARUs per lot - increase this to two ARUs per lot, either two in the principal dwelling or one in the principal dwelling and one within an accessory building.
- Increase the maximum ARU size to 50% of gross floor area of the principal dwelling, to a max of 100 m². The ARU may occupy the whole of a basement of an existing dwelling.
- Reduce the minimum required lot area for an ARU in an accessory building from 1000 m² to 540 m² (the minimum lot size for a corner lot in the R1 zone).

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COMMUNITY PLANNING
Council Date: November 8, 2023

- An ARU would also be permitted within a single detached dwelling, semi-detached dwelling or townhouse dwelling in a R1, R2, R3, C3 or HD zone;
- Provide for an increased permitted parking area for an ARU, to a maximum of 65% of lot frontage.

Together, the proposed changes to the Official Plan and the City Zoning By-Law will provide greater housing variety, choice, and supply for current and future residents of the City.

CONCLUSIONS

Planning staff recommend that County Council approve the proposed revisions to the Official Plan policies that implement Provincial direction regarding ARUs.

SIGNATURES

Report author:

Original signed by _____
Eric Gilbert, MCIP, RPP
Manager of Development Planning

Departmental approval:

Original signed by _____
Gordon K. Hough, RPP
Director of Community Planning

Approved for submission:

Original signed by _____
Benjamin R. Addley
Chief Administrative Officer

ATTACHMENTS

Attachment 1 - Official Plan Changes
Attachment 2 - OPA 307

County of Oxford Official Plan

MUNICIPAL SERVICES	<ul style="list-style-type: none"> existing municipal services and community facilities will be adequate to accommodate the <i>development</i> and its residents;
PARKING	<ul style="list-style-type: none"> adequate off-street parking and outdoor amenity areas will be provided;
BROWNFIELDS	<ul style="list-style-type: none"> redevelopment proposals within a designated Community Improvement Project Area as identified on Schedule W-6 will satisfy the requirements of Section 10.4, as appropriate;
ENVIRONMENT	<ul style="list-style-type: none"> the effect of the proposed <i>development</i> on environmental resources or the potential effects of any environmental constraints on the proposed <i>development</i> will be addressed and mitigated in accordance with Section 3.2;
HERITAGE	<ul style="list-style-type: none"> conversions which result in the preservation and/or upgrading of buildings considered by City Council to be of architectural or historical significance may be permitted to exceed the density limitations of Low Density Residential Districts if the policies of Section 10.3.10 are satisfied.
ADDITIONAL RESIDENTIAL UNITS AMENDMENT No. 271	<p>7.2.4.3 <i>Additional Residential Units and Converted Dwellings</i></p> <p>The development of <i>additional residential units</i> within the Low Density Residential Districts shall be encouraged, where appropriate, with the goal/objective of increasing the range and availability of affordable <i>housing options</i> while maintaining the low density residential character of the housing and neighbourhoods comprising such districts.</p>

County of Oxford Official Plan

The general intent is to allow for the establishment of such units in existing and newly developing residential areas, subject to complying with applicable zone provisions and development standards, where the City has deemed it to be appropriate based on such considerations as the location, nature and character of existing development, existing level of services and presence of natural hazards and/or other constraints.

To this end, City Council shall establish appropriate zones and zoning provisions to permit the establishment of an additional residential unit in a single detached, semi-detached or row townhouse dwelling and/or a structure ancillary to such dwellings where they are satisfied that the following criteria can be addressed:

- a maximum of two additional residential units are permitted on a lot, in addition to the principal dwelling. The ARUs may consist of up to one unit in the principal dwelling and/or one in the principal dwelling and/or one in a structure ancillary to the principal dwelling;
- an additional residential unit shall generally not be permitted on a lot that contains a boarding or lodging house, garden suite, converted dwelling unit, group home, mobile home/park model trailer, bed and breakfast establishment, or other similar use;
- the additional residential unit(s) shall be clearly secondary and subordinate to the principal dwelling and limited in size to maintain affordability and minimize potential impacts on neighbourhood character and on infrastructure and public service facilities;
- the gross floor area of the additional residential unit(s) shall not total greater than 50% of the gross floor area of the principal dwelling. The City may establish lower maximum floor area limits and/or floor area caps in zoning, if deemed appropriate.

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- existing dwellings and lots are of sufficient size to accommodate the creation of additional residential unit(s) and to provide for adequate parking, landscaping and outdoor amenity areas, without detracting from the visual character of the lot or area;
- any new or expanded structures and/or exterior alterations (e.g. new parking areas, doors, windows, stairways, decks) to accommodate an additional residential unit will maintain the general built form and architectural character of the principal dwelling and the surrounding residential neighbourhood;
- the principal dwelling must have direct, individual vehicular access to a public street. New additional driveways will generally not be permitted;
- to the extent feasible, existing trees and other desirable vegetation are preserved to assist in maintaining the character of the lot and area;
- the existing infrastructure and public service facilities serving the area are adequate to accommodate the establishment of additional residential unit(s);
- stormwater run-off will be adequately controlled and will not negatively affect adjacent properties;
- any potential increase in on-street parking demand can be adequately accommodated and/or managed;
- ~~• any potential increase in on-street parking demand can be adequately accommodated and/or managed;~~
- land use compatibility concerns (e.g. due to proximity to industrial areas or on major facilities) will not be created or intensified; and

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- the potential effects on environmental and/or heritage resources, and the avoidance or mitigation of environmental constraints can be addressed in accordance with the policies of Section 3.2.

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- all other municipal requirements (e.g. servicing, emergency access, bylaws, standards, etc.) can be adequately addressed.

ADDITIONAL RESIDENTIAL UNITS IN AN ANCILLARY BUILDING

The following additional criteria shall apply to the establishment of an additional residential unit in a structure ancillary to a single detached, semidetached or row townhouse dwelling:

- the ancillary structure must be located in a rear or interior side yard;
- the siting, design and orientation of the ancillary structure/dwelling unit, parking area and outdoor amenity area (s) will allow for optimal privacy for the occupants of the additional residential unit, principal dwelling and abutting residential properties and minimize potential visual and shadowing impacts on adjacent residential yards;
- landscaping, privacy screening, fencing and other appropriate measures may also be required to minimize potential visual and privacy impacts on abutting residential properties; and
- all other municipal requirements (e.g. servicing, emergency access, bylaws, standards, etc.) can be adequately addressed.

SEVERANCE

Additional residential units must be located on the same lot as the principal dwelling and may not be severed from such lot, or converted into a separately transferable unit through plan of condominium.

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ZONING

The City's Zoning By-law shall establish the specific zoning provisions that must be met for an *additional residential unit* to be established on a lot. These zoning provisions will address the policy requirements of this subsection and any other matters deemed necessary by the City including, but not limited to, lot frontage and area; type of unit permitted; unit size and location; building height; location and setbacks; landscaping and amenity areas; parking and access, etc.

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To assist in maintaining the built form character of the principal dwelling and surrounding residential area, and minimizing potential impacts on abutting residential properties, the Zoning By-law may also limit the location and extent of structural additions, alterations and/or features (e.g. building additions, doorways, windows, stairways, decks, etc.) that are permitted.

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The zoning provisions for *additional residential units* will be implemented through a comprehensive, City initiated amendment to the Zoning By-law, or through the proposed zoning for new residential subdivisions. Site specific amendments to the Zoning By-law to permit the establishment of an *additional residential unit* will generally not be permitted.

OTHER TOOLS AND MEASURES

Where deemed necessary and/or appropriate, the City may implement other supplementary tools and measures to assist with tracking and regulating *additional residential units* including, but not limited to, registration and/or licensing requirements, design guidelines, property standards by-laws, etc.

CONVERTED DWELLINGS

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In addition, City Council may zone areas within the city to permit the conversion of a principal dwelling for more than two dwelling units in accordance with the following criteria:

- the area is characterized by a mixture of residential dwelling types including detached, semi-detached, townhouse and existing converted dwellings;

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- lot sizes are generally sufficient to accommodate the required off-street parking without detracting from the visual character of the area;
- existing dwelling units are generally of a size sufficient to accommodate the creation of additional dwelling units.

NO FURTHER CONVERSION

Where an *additional residential unit* has been established within a principal dwelling, the conversion of the said dwelling to include additional units will generally not be permitted.

ZONING

The Zoning By-Law may limit the number of units that may be contained in a converted dwelling and specify minimum lot or dwelling size requirements for conversion. To maintain the external character of the dwelling the Zoning By-Law may also limit the extent of structural additions or changes that would be permitted.

SITE PLAN CONTROL AMENDMENT No. 271

~~Such converted dwellings may be subject to site plan control.~~

7.2.4.4 Specific Development Policies

In specified areas the nature, scale, location and design criteria of the Low Density Residential District designation may be varied to meet specific policy objectives or to accommodate the unique characteristics of the area. Low Density Residential Districts where specific policies apply, in addition to the relevant policies of this section, are identified as follows:

LIMIT OF DESIGNATION

7.2.4.4.1 Springbank Avenue South at Parkinson Road

The location of lands designated Low Density Residential on Schedule W-3, Residential Development Plan which are adjacent to the Brick Wetlands Complex, is more precisely defined in the Brick Wetlands Environmental Impact Study modified and adopted by City Council on February 17, 1994 and shown in Appendix 3 attached to this Plan.

THE COUNTY OF OXFORD

BY-LAW NO. **6579-2023**

BEING a By-Law to adopt Amendment Number 307 to the County of Oxford Official Plan.

WHEREAS, Amendment Number 307 to the County of Oxford Official Plan has been recommended by resolution of the Council of the City of Woodstock and the County of Oxford has held a public hearing and has recommended the Amendment for adoption.

NOW THEREFORE, the County of Oxford pursuant to the provision of the Planning Act, R.S.O. 1990, as amended, enacts as follows:

1. That Amendment Number 307 to the County of Oxford Official Plan, being the attached explanatory text, is hereby adopted.
2. This By-Law shall come into force and take effect on the day of the final passing thereof.

READ a first and second time this 8th day of November, 2023.

READ a third time and finally passed this 8th day of November, 2023.

MARCUS RYAN, WARDEN

CHLOÉ J. SENIOR, CLERK

AMENDMENT NUMBER 307
TO THE COUNTY OF OXFORD OFFICIAL PLAN

The following text attached hereto constitutes
Amendment Number 307 to the County of Oxford Official Plan.

1.0 PURPOSE OF THE AMENDMENT

The purpose of this amendment is to amend the policies of Section 7.2.4.3 of the Official Plan respecting Additional Residential Units and Converted Dwellings, to reflect legislative changes made to the Planning Act to permit Additional Residential Units broadly throughout residential areas of serviced settlements.

2.0 LOCATION OF LANDS AFFECTED

This amendment will generally apply to all lands within the City of Woodstock.

3.0 BASIS FOR THE AMENDMENT

Bill 23, *More Homes Built Faster Act* received Royal Assent on November 28, 2022 and made a number of amendments to the *Planning Act* and the *Development Charges Act* intended to increase the availability and affordability of housing. One of the amendments to the *Planning Act* requires municipal Official Plans to contain policies that permit the use of up to three residential units on a residential lot within a settlement serviced by both municipal drinking water and wastewater disposal services, and any policies that have the effect of prohibiting such units will have no effect. The additional units may be in the form of two units within (and in addition to) the principal single detached dwelling, semi-detached dwelling or street townhouse dwelling or one additional units within the principal single detached dwelling, semi-detached dwelling or street townhouse dwelling and one additional unit in an ancillary building.

This Official Plan amendment modifies the existing policies for the City of Woodstock respecting Additional Residential Units that were introduced through OPA 271, adopted on February 23, 2022 and introduces clarifications that a maximum of three residential units may be permitted on a lot containing a single detached, semi-detached or townhouse dwelling, and that two ARUs may be permitted within the principal dwelling.

It is the opinion of Council that the proposed Official Plan Amendment is consistent with the Provincial Policy Statement and implements the legislative changes enacted by the Province regarding Additional Residential Units, and further, the amendment supports the objectives and strategic initiatives of the Official Plan.

4.0 DETAILS OF THE AMENDMENT

- 4.1 That Chapter 7 - CITY OF WOODSTOCK LAND USE POLICIES, Section 7.2.4.3, is hereby amended by deleting the first bullet point in subsection 7.2.4.3, Additional Residential Units and Converted Dwellings, and replacing it with the following:

- A maximum of two *additional residential units* are permitted on a lot, in addition to the principal dwelling. The *additional residential units* may consist of up to two units in the principal dwelling or one in the principal dwelling and/or one in a structure ancillary to the principal dwelling;

- 4.2 That Chapter 7 - CITY OF WOODSTOCK LAND USE POLICIES, Section 7.2.4.3, is hereby amended by deleting the following duplicate bullet point in subsection 7.2.4.3 Additional Residential Units and Converted Dwellings:

- Any potential increase in on-streeting parking demand can be adequately accommodated and/or managed;

- 4.3 That Chapter 7 - CITY OF WOODSTOCK LAND USE POLICIES, is hereby amended by deleting the paragraph in subsection 7.2.4.3, Additional Residential Units and Converted Dwellings, corresponding with the side bar title SITE PLAN CONTROL in subsection 7.2.4.3:

Such converted dwellings may be subject to site plan control.

5.0 IMPLEMENTATION

This Official Plan Amendment shall be implemented in accordance with the implementation policies of the Official Plan.

6.0 INTERPRETATION

This Official Plan Amendment shall be interpreted in accordance with the interpretation policies of the Official Plan.

REPORT TO COUNTY COUNCIL

Internal Diversity, Equity, and Inclusion (DEI) Action Plan 2024-2025

To: Warden and Members of County Council

From: Director of Human Resources

RECOMMENDATION

1. That Council receive Report HR 2023-08 entitled “Internal Diversity, Equity, and Inclusion Action Plan 2024-2025” as information.

REPORT HIGHLIGHTS

- The purpose of this report is to present the County's internal DEI Action Plan for 2024 to 2025 (Attachment 1), which outlines our organizational commitment to several strategic actions under 4 key priorities – a diverse workforce, an inclusive workplace, increased understanding through education and awareness, and inclusive and accessible internal communications.
- The plan was developed based on consultation with and input from the internal DEI staff committee, including our DEI Officer, as well as overall DEI organizational best practices.

IMPLEMENTATION POINTS

Implementation work is underway on some of the strategic actions outlined in the plan, with all strategic actions to be advanced over the coming years.

Financial Impact

The recommendation contained in this report has no financial impact. Any strategic actions that require financial resources, will be proposed through our annual budget and business plan process.

Communications




The Strategic Communication and Engagement team will support the development of an effective communication strategy so that all employees are aware of the internal DEI action plan.

2023-2026 STRATEGIC PLAN

Oxford County Council approved the **2023-2026 Strategic Plan** on September 13, 2023. The Plan outlines 39 goals across three strategic pillars that advance Council's vision of "Working together for a healthy, vibrant, and sustainable future." These pillars are: (1) *Promoting community vitality*, (2) *Enhancing environmental sustainability*, and (3) *Fostering progressive government*.

The recommendation in this report supports the following strategic goals.

Strategic Plan Pillars and Goals

PILLAR 1	PILLAR 2	PILLAR 3
		
Promoting community vitality	Enhancing environmental sustainability	Fostering progressive government
		Goal 3.3 – Attract, retain and engage staff

See: [Oxford County 2023-2026 Strategic Plan](#)

DISCUSSION

Background

Diversity, equity, and inclusion has become a key priority for all progressive organizations. Oxford County established an internal DEI committee in July 2021 and is comprised of 16 staff members from all departments. This committee has coordinated several DEI opportunities and

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initiatives already but recognized the need for a focused and cohesive overall action plan to guide their work over the coming years.

The County's recently approved Strategic Plan, identified DEI as a value and specifically references Goal 3.3, as developing and implementing an internal DEI framework and action plan for the County. The work on this action plan was well underway upon adoption of the strategic plan, resulting in immediate advancement of this strategic goal. However, plan development is only the first step, with implementation to occur over the coming years.

Comments

As our communities become more diverse, it is crucial that Oxford County, as an employer, work towards recruiting and retaining a diverse workforce, and creating a work environment where diversity, equity, and inclusion are reflected, valued, and embedded in policy and practice.

To work towards achieving this goal, the internal action plan sets out 4 key priorities – 1. A diverse workforce, 2. An inclusive workplace, 3. Increased understanding through education and awareness, and 4. Inclusive and accessible internal communications. Under each priority are several strategic actions, for example, reviewing applicable County policies to ensure practices are fair, equitable, and inclusive; consider DEI and accessibility needs in the design or re-design of County spaces, such as reflection rooms; determine education related to DEI and provide necessary education; and developing an internal DEI website with links to relevant information, training, and resources.

It is recognized that we have much work to do in our DEI efforts, and this is our first action plan that must be accomplished within our current resources. As we work to accomplish the actions set out in this initial plan, we know new priorities will emerge and we expect another iteration of this plan in a few years, which sets out new goals and necessary actions.

CONCLUSIONS

The Internal DEI Action Plan represents a crucial step in outlining our organizational commitment to DEI by setting out strategic actions to be achieved over the next few years to work towards being a diverse, equitable, and inclusive organization. This work will positively impact our ability to attract, retain, and engage staff.

SIGNATURES

Departmental Approval:

Original signed by Amy Smith

Amy Smith
Director of Human Resources

Approved for submission:

Original signed by Ben Addley

Benjamin R. Addley
Chief Administrative Officer

ATTACHMENT

Attachment 1 - Internal Diversity, Equity, and Inclusion Action Plan 2024-2025, November 8, 2023



INTERNAL



**action
plan**

Oxford County's commitment to
Diversity, Equity & Inclusion

2024-2025

OCTOBER 2023





***Oxford's DEI Task Force** is comprised of staff members from across various departments within the County, each of whom has a strong passion for DEI work.*

Introduction

Diversity, Equity and Inclusion -- *Fostering a culture where everyone is welcomed, valued, and celebrated*—is identified as a value in Oxford County's new Strategic Plan.

In support of the County's commitment to diversity, equity, and inclusion (DEI) as a fundamental principle, an internal DEI Committee was established in July 2021. This internal committee comprised 16 staff members from various departments within the County, each drawing on relevant personal experiences with DEI and a strong passion for this work. This group continues to meet to ensure effective coordination, planning, and rollout of DEI initiatives across the organization.

To date, the committee has coordinated a number of learning opportunities, including a focus on the National Day for Truth and Reconciliation and the use of gender pronouns. It has also curated a calendar of DEI awareness days and brought attention to many events, such as Black History Month, International Women's Day and Pride Month, and their role in increasing public awareness and understanding.

A key milestone identified in Goal 3.3 of the Strategic Plan, which aims to attract, retain, and engage staff, is the development of an Internal DEI Action Plan. This document is a pledge that our organization will continue to address diversity, equity and inclusion strategically.

VISION

DEI is at the core of who we are, and we work diligently to promote a sense of belonging and inclusion for all County employees. Oxford County aims to create a work environment and culture where diversity, equity and inclusion are not only reflected and valued but embedded in policy and practice.



SCOPE

This DEI Action Plan applies to Oxford County as an organization.



Definitions

DIVERSITY refers to each individual person who brings with them a various set of skills, perspectives, work and life experiences, and conditions, as well as religious and cultural beliefs, expressions, sexual orientation, and many other unique attributes.

EQUITY refers to the quality of being fair and impartial. It involves treating every person according to their needs.

INCLUSION refers to creating environments where any individual or group can be and feel welcomed, respected, supported, and valued to participate fully.

UNDER-REPRESENTED GROUP (URG) refers to a group of people whose representation within a given subgroup of society is lower than its representation in the general population. Because of systemic discrimination, people from this group face barriers that prevent them from having the same access to the resources and opportunities available to other members of society, which are necessary to attain just outcomes. Groups generally considered under-represented include women, people with disabilities, Indigenous people, members of LGBTQ2+ communities, and racialized groups.



Priorities

Through consultation with the internal DEI Task Force and using evidence-informed best practices, the following priorities were developed.

Priority 1: A diverse workforce

Implement various best practices and inclusive strategies to eliminate barriers in recruitment, hiring and promotion processes and make strides toward diversifying our workforce.

STRATEGIC ACTION	TIMELINE
1.1 Complete a workforce survey to understand the diversity of our current workforce.	2024
1.2 Create a strategy to expand the diverse candidate pool by enhancing community connections with under-represented groups (URGs) and attracting individuals from URGs through focused recruiting efforts.	2024
1.3 Develop a self-identification survey for all applicants and pilot as part of the County's recruitment process.	2024
1.4 Review and assess whether there are current barriers to professional development opportunities for staff.	2024-2025
1.5 Seek staff feedback: Incorporate DEI and accessibility-related questions into a new employee feedback form to be completed approximately six months after hire. Explore the most effective ways to gather DEI-related feedback from all staff, such as employee engagement surveys, online feedback forms, and other means.	2024-2025 Ongoing

Priority 2: An inclusive workplace

All staff feel heard, respected, and valued by their colleagues and leadership.

STRATEGIC ACTION	TIMELINE
2.1 Review applicable County policies to ensure the employment and workplace practices are fair, equitable, and inclusive, with consideration for the best practices under the proposed DEI Guide/Handbook.	2024-2025
2.2 Consider incorporating a DEI impacts section into Council Reports to ensure consistency with the DEI component of the County's Strategic Plan.	2024
2.3 Consider DEI and accessibility needs in the design or re-design of County spaces, such as reflection rooms.	Ongoing
2.4 Continue to look at ways to create an inclusive workplace, such as safe space stickers and an annual DEI calendar.	Ongoing
2.5 Review current policies and practices that address patron/customer behaviour, such as Harassment and Discrimination in the Workplace Policy, to ensure adequate measures are in place so staff feel respected when dealing with the public and that there are tools and resolution procedures in place to address incidents if they occur.	2024

Priority 3: Increased understanding through education & awareness

Provide knowledge, skills and learning opportunities for all staff to increase their understanding of DEI.

STRATEGIC ACTION	TIMELINE
3.1 Determine education gaps related to DEI and provide mandatory DEI education and training for all staff.	2024 and Ongoing
3.2 Provide mandatory education and training specific to the extended and senior management teams and those moving into a leadership role.	2024
3.3 Provide role and job-specific mandatory training, e.g., unconscious bias training, for human resources and leadership staff participating in the recruitment process.	2024
3.4 Review new employee orientation and onboarding processes to ensure education and awareness about diversity, equity, and inclusion are onboarding requirements.	2024
3.5 Recognize staff who advance DEI initiatives through formal recognition programs, such as introducing a new award of excellence category for staff who advance DEI-specific initiatives.	2024
3.6 Develop a DEI Best Practices Handbook/Guide for staff, respecting best practices and general knowledge of DEI.	2024

Priority 4: Inclusive and accessible internal communications

Staff feel represented and included in Oxford County's communication and initiatives.

STRATEGIC ACTION	TIMELINE
4.1 Develop an internal DEI website with links to DEI-related training, resources, information, and toolkits.	2024-2025
4.2 Ensure equitable and inclusive access to County communications, including the addition of QR codes, printed materials, and other methods, as appropriate.	Ongoing
4.3 Ensure any internal information and/or communication complies with the AODA.	Ongoing
4.4 Ensure any visual or written portrayals of individuals or groups are inclusive, written in plain language, and portray positive and inclusive images.	Ongoing
4.5 Introduction of Google translator on the County's website.	2024
4.6 Investigate the feasibility of developing a multi-lingual database for staff.	2024



REPORT TO COUNTY COUNCIL

2024 Business Plans and Budget

To: Warden and Members of County Council

From: Director of Corporate Services

RECOMMENDATION

1. That the 2024 Draft Business Plan and Budget be received for discussion purposes.

REPORT HIGHLIGHTS

- 2024 County general levy \$81.6 million – 15.3% increase over 2023
- 2024 Library levy \$5.2 million – 21.8% increase over 2023
- 2024 Court Security Grant levy – \$82,936 – 707.1% increase from 2023
- \$104.1 million financed capital plan – 23.8% increase over 2023
- 17 new initiatives to advance the Strategic Plan
- \$59.4 million contributions to capital reserves for Asset Management purposes

IMPLEMENTATION POINTS

The proposed schedule for presentations of draft 2024 business plans and budgets is set out in Table 1.

Table 1 – 2024 Budget Meeting Schedule

Budget Meeting	Date	Time	
Special Council Meeting 1	Wednesday, November 15, 2023	9:30am - 2:30pm	
Special Council Meeting 2	Wednesday, November 29, 2023	9:30am - 2:30pm	
Regular Council Meeting	Wednesday, December 13, 2023	9:30am -	*

* Budget meeting falls on a regular Council meeting date.

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Special Council meetings have been scheduled with a goal to adopt the 2024 Business Plans and Budget on **Wednesday, December 13, 2023** at the regular scheduled Council meeting. The budget by-law will be presented at the following the regular meeting of Council scheduled for January 10, 2024.

The Senior Management Team will present the business plans and budgets as outlined in Table 2.

Table 2 – 2024 Budget Meeting Objectives

Wednesday, November 15, 2023 – Special Meeting
Process overview/Budget Summary
Capital budget
Departmental budgets
Wednesday, November 29, 2023 – Special Meeting
Departmental budgets continued
Council discussion and deliberations
Wednesday, December 13, 2023 – Regular Council Meeting
Final deliberations and consideration of amending motions

Budget deliberations are planned to take place during an open session of Council to allow Council the opportunity to present motions to facilitate the budget approval process. These motions may resolve, but not necessarily limited to the following, or may be variations of the following:

That Oxford County 2024 Business Plans be adopted as amended;

1. **And further, that Oxford County Council approves the 2024 Budget with a general purpose levy of \$_____;**
2. **And further, that Oxford County Council approves a 2024 special levy for Library purposes in the amount of \$_____, levied against all area municipalities with the exception of the City of Woodstock;**
3. **And further, that Oxford County Council approves a 2024 special levy to fund a Woodstock Police Services Grant for court security and prisoner transportation services in the amount of \$_____, levied against all area municipalities with the exception of the City of Woodstock;**
4. **And further, that Oxford County Council approves the following 2024 grant requests, totalling \$_____;**

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5. And further, that following grant requests, totalling \$ _____, be funded under the Oxford County Youth Initiatives grant of \$ _____:
6. And further, that a by-law to adopt the 2024 water and wastewater rates as set out in Report CS 2023-XX effective January 1, 2024, be presented to Council for enactment at their regular meeting scheduled for January 10, 2024;
7. And further, that a by-law to adopt the estimated expenditures for the year 2024 as set out in Report CS 2023-XX__ be presented to Council for enactment at their regular meeting scheduled for January 10, 2024;
8. And further, that staff be authorized to proceed with implementing the incremental full-time equivalent positions as presented in the Full-time Equivalent Plan as part of the 2024 Preliminary Budget Information and further explained in Report No. CS (CS) 2023-42.

Financial Impact

The financial impacts as presented in this report are reflected in more detail in the 2024 Draft Business Plan and Budget attached as Attachment 1.

Communications

The release of the Draft 2024 Business Plan and Budget, and information about how residents can stay informed throughout the budget process, will be promoted through media channels, social media and the County website. Residents will be invited to watch special budget meetings online as they are taking place. After each special budget meeting, presentations and video recordings will be posted on the County website and promoted through social media. Residents will also have the option to ask a question through *Speak Up, Oxford!* over the course of the budget deliberation process.




2023-2026 STRATEGIC PLAN

Oxford County Council approved the *2023-2026 Strategic Plan* on September 13, 2023. The Plan outlines 39 goals across three strategic pillars that advance Council's vision of "Working together for a healthy, vibrant, and sustainable future." These pillars are: (1) *Promoting community vitality*, (2) *Enhancing environmental sustainability*, and (3) *Fostering progressive government*.

The recommendations in this report supports the following strategic goals.

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Strategic Plan Pillars and Goals

PILLAR 1	PILLAR 2	PILLAR 3
		
Promoting community vitality	Enhancing environmental sustainability	Fostering progressive government
<p>Goal 1.1 – 100% Housed</p> <p>Goal 1.2 – Sustainable infrastructure and development</p> <p>Goal 1.3 – Community health, safety and well-being</p> <p>Goal 1.4 – Connected people and places</p>	<p>Goal 2.1 – Climate change mitigation and adaptation</p> <p>Goal 2.2 – Preserve and enhance our natural environment</p>	<p>Goal 3.1 – Continuous improvement and results-driven solutions</p> <p>Goal 3.2 – Collaborate with our partners and communities</p> <p>Goal 3.3 – Attract, retain and engage staff</p> <p>Goal 3.4 – Financial sustainability</p> <p>Goal 3.5 – Advocate for Oxford County</p>

See: [Oxford County 2023-2026 Strategic Plan](#)

DISCUSSION

Background

The 2024 Draft Budget proposes a levy requirement of \$81,604,262 for general purposes; a levy requirement of \$5,223,742 for library - benefitting seven of the eight Area Municipalities (excluding Woodstock); and, a special levy of \$82,936 for court security and prisoner transportation for seven of the eight Area Municipalities (excluding Woodstock) to fund a grant for the City of Woodstock. The 2024 proposed levies represent increases of 15.3% for general purposes, 21.8% for libraries, and an increase of 707.1% for court security and prisoner transportation.

Comments

Overview

The 2024 draft budget process begins with the preparation of business plans by each department. Finance staff then provides assistance to each department in developing the base budget reflecting non-discretionary adjustments to service levels approved by Council in the prior year. Staff then consider the goals and objectives proposed within their respective business plans and determine the following impacts: one-time items; service level impacts;

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operating impacts of capital; and new initiatives that will affect the base budget. In addition to the foregoing are non-discretionary budget impacts, including changes in provincial funding.

Senior Management Team (SMT) then peer reviews the draft business plan and budget submissions of all departments, including proposed service level changes, FTE changes, new initiatives and their respective impacts on taxation.


Table 3 identifies the funding sources for the budget impacts that are included in the draft budget and how they impact the base budget. The illustration indicates that the base budget levy requirement represents a 5.0% increase over the prior year's levy. Although the year over year consumer price index increase as of September 2023 was 3.8%, there were seven months within the last 18 that met or exceeded 5% increases. Refer to pages 69 to 76 of the 2024 Draft Business Plan and Budget for more details on the table below.

Table 3 – 2024 Budget Impact Funding Sources (consolidated budget)







	Total	Reserves	Other	Rates	Taxation	Levy %
Levy/Rate increase over prior year				\$2,374,930	\$11,853,162	15.8%
Non-recurring	\$3,664,438	\$3,160,500	\$183,500	\$130,350	\$190,088	0.2%
Service Level	8,555,920	789,329	1,207,466	647,580	5,911,545	7.9%
New Initiatives	5,144,922	1,225,350	2,334,091	252,531	1,332,950	1.8%
Initiative Gapping	(1,128,323)	(741,600)	-	(78,551)	(308,172)	(0.4%)
In-year Approval/Carryover	1,111,467	500,899	830,193	(40,000)	(179,625)	(0.3%)
Minor Capital	1,072,900	657,500	120,000	4,000	291,400	0.4%
Infrastructure Capital	8,671,000	6,240,000	1,754,500	-	676,500	0.9%
Budget Impacts	27,092,324	11,831,978	6,429,750	915,910	7,914,686	10.5%
Prior year non-recurring items and initiative gapping				115,575	220,066	0.3%
Base Budget increase				\$1,343,445	\$3,718,410	5.0%

Table 3 identifies the accumulative impact of New Initiatives proposed in the 2024 draft budget and the overall funding sources. Each of the New Initiatives as listed in Table 4 are further explained in the Draft 2024 Business Plan and Budget by page number.

Table 4 – 2024 New Initiatives

	New Initiative	Strategic Plan	Investment	Page
1	OCAB Space Optimization		\$60,000	109

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	New Initiative	Strategic Plan	Investment	Page
2	Woodland Planter Attachment		\$4,600	114
3	Builterra Construction Inspection Software		\$13,850	126
4	Emergency Road Closed Trailers		\$37,600	137
5	Waste Management Heavy Equipment Loader		\$1,052,090	159
6	Sanitary Inflow and Infiltration Reduction		\$334,501	208
7	Office Renovations at 59 George Johnson Blvd Ingersoll		\$96,200	215
8	Forklift for George Johnson Blvd Ingersoll		\$66,530	218
9	Ingersoll WWTP: Construction of a Wastewater Treatment Foreperson Office		\$50,650	220
10	Homelessness Response Strategy		\$2,800,000	254
11	MealSuite - Food Management System (Woodstock)		\$35,401	286
12	Corporate Services – FOI Solutions		\$6,500	299
13	Customer Relationship Management Software		\$84,000	306

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CORPORATE SERVICES
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	New Initiative	Strategic Plan	Investment	Page
14	Payroll and Scheduling Software		\$283,000	331
15	Community Well-Being Survey		\$100,000	355
16	Library Technology Review		\$35,000	432
17	Library Facilities Plan		\$85,000	434

Capital Plans

The 2024 proposed capital plan expenditures amount to \$104.1 million compared to \$84.1 million in 2023. Of the \$104.1 million in capital projects \$7.5 million are carryover projects from 2023, \$10.1 million relates to prior projects being financed in 2024, with \$86.5 million representing new 2024 budget requests. Some project highlights include:

- Woodingford Lodge – Buildings – Renewal - **\$756,250**
- Housing - Buildings – Renewal - **\$1,722,650**
- Transitional Housing – Expansion - **\$2,100,000**
- Bridge and Culvert Rehabilitation / Replacement - Renewal - **\$14,495,000**
- SCADA Master Plan - Replacement and expansion - **\$530,000**
- Tillsonburg Wastewater, WWTP Upgrade – Expansion - **\$600,000**
- Drumbo Wastewater, WWTP Expansion – Expansion - **\$650,000**
- Woodstock Wastewater, Lansdowne Pumping Station – Expansion - **\$3,750,000**
- Woodstock Water, Bowerhill Booster Pumping Station – Expansion - **\$4,500,000**
- Ingersoll Water, Cast iron pipe replacement – Replacement - **\$1,225,000**

The 2023 Capital Plan, which includes multi-year and developer controlled projects, is expected to be 88.3% (70.0% in 2022) complete by year end. The Plan projects the unfinanced capital balance by project which represents the project expenses incurred, but not yet financed. In addition, the previous years' approved budget that has not yet been spent is added, as well as the requested budget for new and ongoing projects to arrive at the accumulated amount representing the 2024 Financed Capital Budget. The funding sources proposed for each capital project are also illustrated in the 2024 Capital Plan. See page 38 of the 2024 Draft Business Plan and Budget for more details.

The Long Term Capital Plan presents the planned projects for ten consecutive years beginning in 2024. The report also presents a year over year summary of the sources of funding for each of the respective capital budgets. Further details regarding the long term capital plan start on page 47 of the 2024 Draft Business Plan and Budget.

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Interdepartmental Allocations

Interdepartmental allocations include Finance, Customer Service, Human Resources, Information Technology, Facilities and Fleet. The year over year increase in the overall interdepartmental charges is 11.8%, of which Finance and Human Resources has the most significant increases of \$626,082 and \$351,662 or 30.5% and 24.8% respectively, largely due to costs to support new initiatives and FTEs. The cumulative net increase of the remaining interdepartmental budgets amount to \$1,350,715 for an overall interdepartmental budget increase of \$2,328,459. More information regarding the interdepartmental charges can be found on page 80 of the 2024 Draft Business Plan and Budget .

Full-time Equivalent Analysis

The County's full-time equivalent (FTE) staffing complement is proposed to increase by 41.1 FTEs in 2024, 11.0 of which are funded by grants for a total of 683.1 FTEs. The overall increase in FTEs is largely driven by an 11.4 FTE increase in Paramedic Services to address the staffing needs to meet the increased call volume and Paramedicine program. Further details are explained in Table 5.

Table 5 – 2024 Proposed Full-time Equivalent Plan Changes

	County Levy	Library Levy	Water & Wastewater Rates	Grant	Total
2023 Approved FTE Plan					649.0
2023 Temporary FTE					(11.9)
2023 In-year FTE changes					4.9
2023 Base FTE Plan					642.0
Facilities	1.0	-	-	-	1.0
Engineering and Construction	1.0	-	-	-	1.0
Transportation Services	(0.2)	-	-	-	(0.2)
Waste Management	2.4	-	-	-	2.4
Water and Wastewater	-	-	2.0	-	2.0
Community Services	-	-	-	0.7	0.7
Housing	1.0	-	-	1.7	1.7
Woodingford Lodge	0.3	-	-	7.6	7.9
Customer Service	1.0	-	-	-	1.0
Information Technology	1.0	-	-	-	1.0
Finance	1.0	-	-	-	1.0
CAO Office	1.0	-	-	-	1.0

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	County Levy	Library Levy	Water & Wastewater Rates	Grant	Total
Communications	0.7	-	-	-	0.7
Paramedic Services	9.4	-	-	-	9.4
Community Paramedicine	-	-	-	2.0	2.0
Human Resources	2.0	-	-	-	2.0
Community Planning	3.0	-	-	-	3.0
Oxford County Library	-	3.5	-	-	3.5
2024 Draft budget increase	24.6	3.5	2.0	11.0	41.1
Draft 2024 FTE Plan					683.1

Information regarding the 2024 FTE Plan can be found on page 77 of the attached 2024 Draft Business Plan and Budget .


Alignment with Strategic Plan

The strategic plan ensures alignment between Council priorities; the County's corporate and departmental business plans and processes; and the County's Business Plan and Budget. The 2024 Draft Business Plan and Budget demonstrates alignment to Council's 2024-2026 Strategic Plan with 120 notable goals, initiatives and resource allocations to fulfill the respective strategic goals.

Table 6 – 2024 Budget Strategic Plan Alignment

Pillars of Focus	Business Plan Goal	New Initiatives	Staffing (FTE Reports)
 Promoting community vitality	30	3	4
 Enhancing environmental sustainability	11	1	1

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 Fostering progressive government	39	13	18
Total	80	17	23

Five Year Projections

Five year forecasts have been prepared by each department taking into account any planned projects, foreseen changes to services as well as cost of living increases. These reports are incorporated into each department's detailed budget summary of the 2024 Draft Business Plan and Budget.

Reserve Continuity Report

The reserve continuity schedule includes Reserve Policy target balances and projected surplus or shortfall balances for each reserve as of December 31, 2024, providing an indication of availability for future funding sources – details available on page 81.

In the Budget Highlights section of the Draft Business Plan and Budget (page 20) is a graphic illustration of the capital contributions to reserves that are included in the 2024 budget - totalling \$59.4 million, an increase of \$6.3 million from 2023. Capital contributions to reserve include interest revenues, capital grants, development charges and budget allocations funded by both property taxes and water and wastewater rates.

Debt Repayment

Future years' debt requirement projections are incorporated with current debt obligations in the debt repayment schedule covering years 2024 to 2033, which is largely driven by the long term capital plan. Details available on page 86 indicate the County's projected debt jumps in 2025 from \$40.6 million to \$50.3 million, peaking at \$78.8 million in 2031. These projections are predicated on ongoing investment in accordance with our Asset Management Plan to most effectively fund our infrastructure needs.

Assessment

As announced in the 2021 Fall Budget Statement published on November 4, 2021, the reassessment that was scheduled to be conducted for the 2021 tax year was postponed. On August 16, 2023, the Ontario government filed a regulation to amend the Assessment Act, extending the postponement of a province-wide reassessment through the end of the 2021-2024 assessment cycle. Property assessments for the 2023 and 2024 property tax years will continue to be based on fully phased-in January 1, 2016 current values.

Further analysis regarding tax shifts caused by assessment growth will be presented under a separate report.

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Library Board

The Oxford County Library Board's recommendation for the Library's 2024 levy is further explained under Report CS 2023-40.

Conservation Authorities

At the time of publishing this report, the Conservation Authorities' 2024 draft budgets have not been received. For those Conservation Authorities who have not yet submitted draft budget figures, levies have been based on their historical average. The resulting estimated total levy for Conservation Authorities is \$1.7 million with an increase of \$50,496 or 3.0% over the 2023 approved County budget. New regulations with respect to recent changes to the Conservation Authorities Act will come into effect in 2024 which may result in budget impacts going forward.

The Conservation Authorities' 2024 draft budgets will be included on Council agendas as they are received. The Board meetings to consider the budgets are typically held in January and February of the budget year.

Grants

Community grants have been included in the 2024 Draft Budget based on the 2023 Approved budget and those grant requests received to date by Council for consideration during the 2024 budget deliberation process.

Local community agencies seeking grants in 2024 have all delegated before Council seeking the same request as the prior year with the exception of:

- Physician Recruitment requesting \$7,500, down \$22,500 from 2023;
- New request from Oxford Health Team of \$30,000; and
- New request from Ingersoll Pipe Band of \$10,000.

Total grants included in the 2024 Draft Budget is \$327,000 or 5.6% increase. Additional details can be found on page 38 of the 2024 Draft Business Plan and Budget .

PSAB Budget

In accordance with Ontario Regulation 284/09 the 2024 Draft Business Plan and Budget is presented with a schedule in the PSAB format – see page 64 of the 2024 Draft Business Plan and Budget .

Budget Survey

An online survey was launched June 14, 2023 through a Speak Up, Oxford! Engagement campaign for the 2024 Business Plan and Budget process. When the survey closed 1,009 responses were received. 68% rated the value received for tax dollars as fair or good. Specific areas where respondents requested enhanced service levels were related to Long-term Care, Paramedic Services, and Housing.

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The detailed survey results, including all responses, were presented to Council on September 27, 2023 through Report CS 2023-31. A summary of the survey highlights is also provided on page 8 of the 2024 Draft Business Plan and Budget .

Safe Restart Agreement and Provincial COVID-19 Recovery Funding

On March 17, 2020, Ontario's Premier declared a provincial emergency through the authority granted under the *Emergency Management and Civil Protection Act* (EMCPA). Due to measures that had to be taken to mitigate the impact of this pandemic on our health and financial well-being, all levels of government, nationally and internationally stepped up to provide assistance. In consideration of all financial relief initiatives, protection of the overall supply chain is paramount in order to mitigate economic loss and secure successful recovery.

The 2023 year end projections includes a forecast closing balance of Safe Restart Agreement Reserve at \$2.6 million. Approved in the 2023 budget was a notice of motion to fund broadband initiative in the amount of \$1.4 million, utilizing the Federal Restart Funding which was not expended.

Considering the County's Broadband Expansion Reserve has a 2023 year-end balance of \$2.6 million, the 2024 Budget includes provisions to fund the one-time costs in NI 2024-10 (Homelessness Response) with Federal Restart funding, thereby reducing the carryover of the Broadband funding to \$0.25 million available in 2024. Based on the foregoing, the Federal Restart Funds would be fully spent by the end of 2024.

Public Health

At the time of publishing this report, the Southwestern Public Health (SWPH) 2024 draft budget has not been received. The resulting estimated total levy for Southwestern Public Health is \$3.3 million – an overall \$541,570 (19.4%) increase from 2023 County approved budget, or 5.0% from the 2023 actual (revised) levy.

The SWPH 2024 draft budget will be included on a Council agenda when it is received. Oxford proportionately shares the SWPH levy requirement with the City of St. Thomas and County of Elgin, with Oxford's portion being approximately 55%.

Rates Funded Budgets

Water and wastewater rates are funded most predominantly by user fees/rates, with the exception of capital funding received from senior levels of government and development charges. The total water and wastewater proposed budgets for 2024 totals \$92.5 million, representing a \$5.4 million (6.2%) increase over 2023 approved budget. There is no impact on the County levy to fund these budgets. Further analysis regarding Water and Wastewater Rates proposed will be presented under a separate report on November 18, 2023.

CONCLUSIONS

Included in the 2024 Draft Budget information package is an overview including a summary and outlook which provides a narrative synopsis of the draft budget that is before Council for consideration.

The County's Asset Management Plan provides valuable insight in preparing the five and ten-year capital forecasts, allowing more accurate planning for the associated reserve and debt financing requirements.

The 2024 Draft Budget information, including supplementary information provided to Council in electronic format, will be available for public access on the County's website at <https://speakup.oxfordcounty.ca/2024budget>

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

ATTACHMENTS

Attachment 1 – 2024 [Draft Business Plan and Budget \(link to document on County website\)](#)
Attachment 2 – 2024 Draft Business Plan and Budget Highlights Presentation

2024 BUSINESS PLAN AND BUDGET

REPORT NO. CS 2023-39
NOVEMBER 8, 2023



OVERVIEW

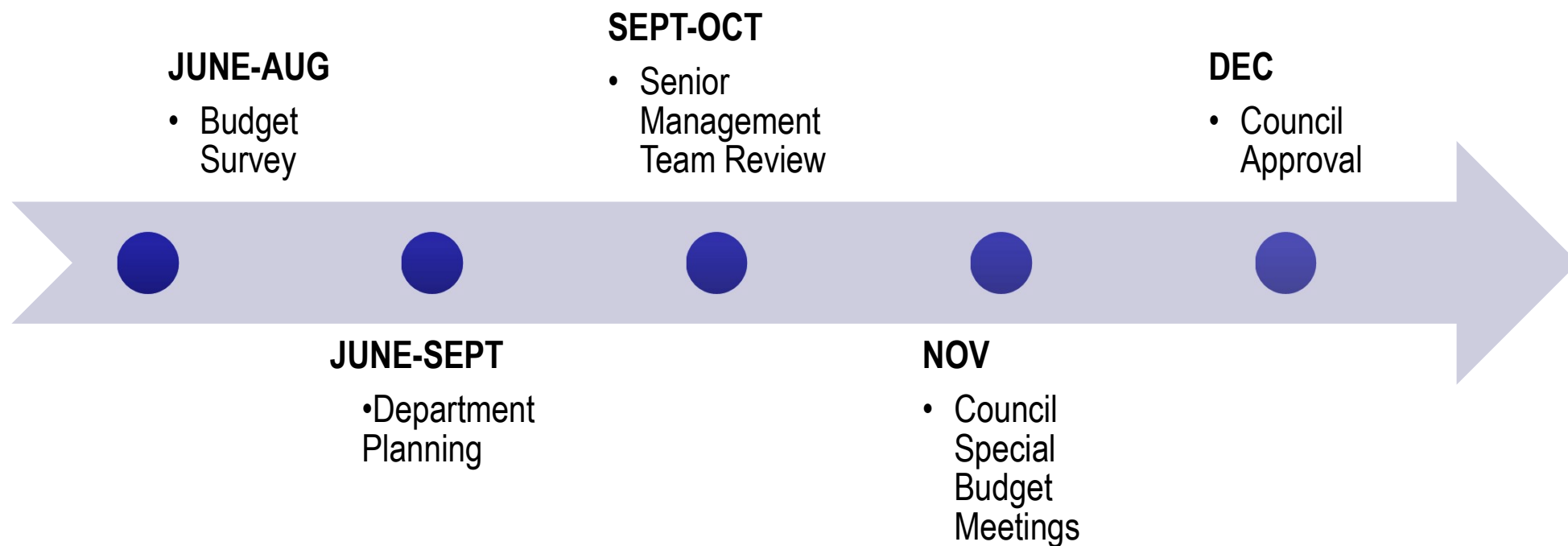
1. Budget process
2. Budget highlights
3. Pending budget adjustments
4. Special Budget Meeting



BUDGET PROCESS

BUDGET PROCESS

BUSINESS PLANNING AND BUDGET PROCESS



BUDGET PROCESS

BUDGET DEVELOPMENT

2023 Approved Budget

+/- Base budget	Maintain services at the level of the previous year's approved budget
+/- Non-Recurring	Items that are non-recurring in nature
+/- Service level	Changes in the services provided
+/- New initiatives	Significant new programs or services that are intended to have a lasting impact
+/- Initiative Gapping	Phased-in impacts of service level and new initiatives to be realized in future budget year
+/- In-year Approval/ Carryover	In-year approvals previously not included in the budget
+/- Minor Capital and Major Infrastructure	Expansion of capital assets and studies




= 2024 Draft Budget

BUDGET HIGHLIGHTS



PG. 9

STRATEGIC PRIORITIES (2023-2026)

	Business Plan	New Initiative	FTE
 Promoting Community Vitality	30	3	4
 Enhancing Environmental Sustainability	11	1	1
 Fostering Progressive Government	39	13	18

BUDGET HIGHLIGHTS

OVERVIEW

2024 Budget Levy: \$86.9 million

Gross expenditures:

\$349.0 million

- \$244.9 M Operating
- \$104.1 M Capital

Gross Revenues:

\$262.1 million

General revenue: **\$170.0** million

- \$84.6 M Federal and Provincial Grants
- \$44.3 M Water and Wastewater Rates
- \$34.5 M User fees and Charges
- \$6.6 M Other Income

Other sources: **\$92.1** million

- \$12.1 M Development Charges
- \$13.9 M Proceeds from Debentures
- \$63.6 M Reserve Funding
- \$2.4 M Supplemental and Payment In-Lieu Taxation

Property taxes:

\$86.9 million

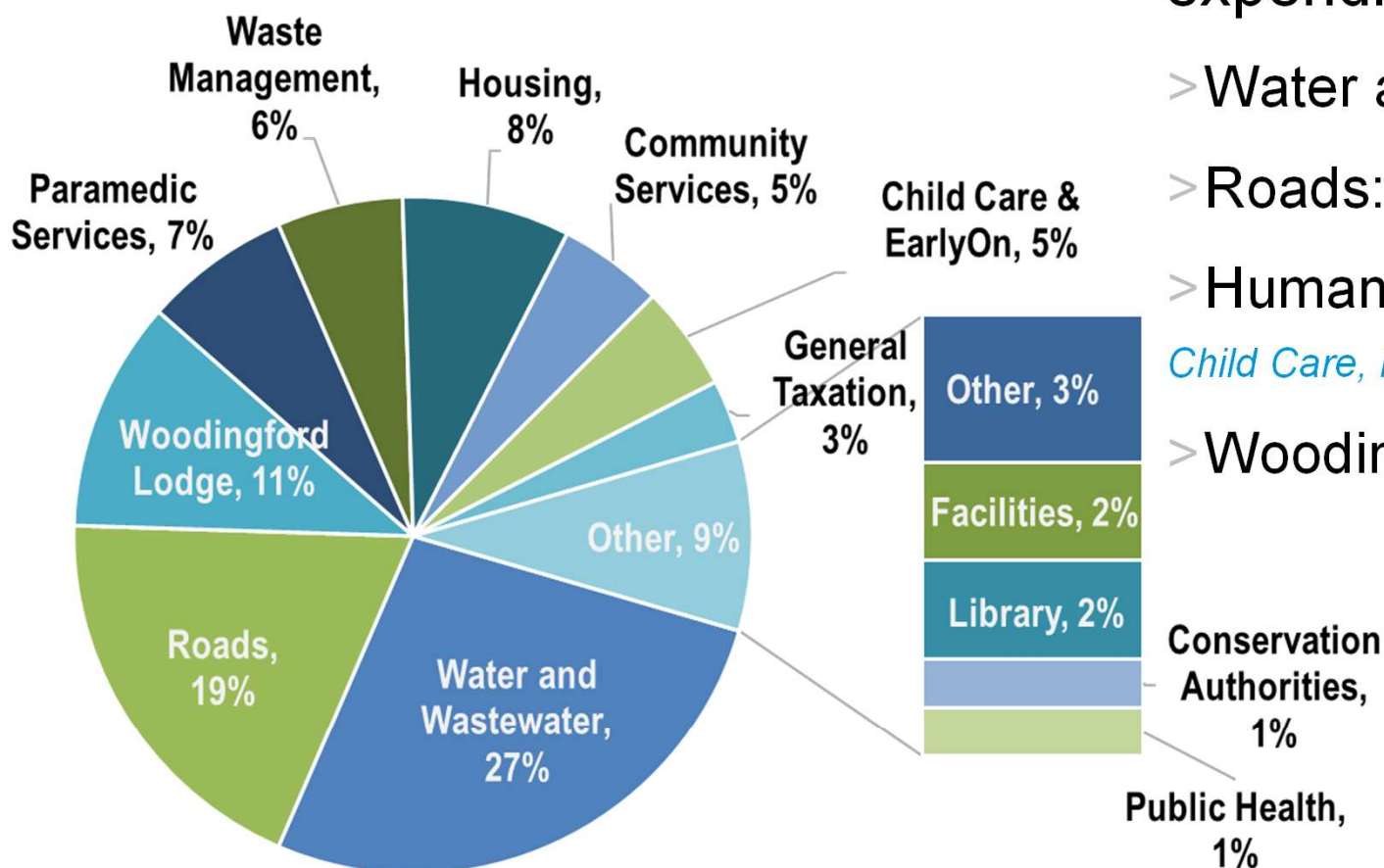
General (+15.3%) \$81.6 million

Library (+21.8%) \$5.2 million

Court Security (707.1%) \$0.08 million

BUDGET HIGHLIGHTS

TOTAL EXPENDITURE DISTRIBUTION



- Largest portion of County expenditures:
 - > Water and Wastewater: 27%
 - > Roads: 19%
 - > Human Services: 18%
 - Child Care, Housing, Community Services*
 - > Woodingford Lodge: 11%

BUDGET HIGHLIGHTS

DRAFT BUDGET IMPACTS

	Total	Reserves	Other	Rates	Taxation	%
Levy/Rate increase over prior year				\$2,374,930	\$11,853,162	15.8%
Non-recurring	\$3,664,438	\$3,160,500	\$183,500	\$130,350	\$190,088	0.2%
Service Level	8,555,920	789,329	1,207,466	647,580	5,911,545	7.9%
New Initiatives	5,144,922	1,225,350	2,334,091	252,531	1,332,950	1.8%
Initiative Gapping	(1,128,323)	(741,600)	-	(78,551)	(308,172)	(0.4%)
In-year Approval/ Carryover	1,111,467	500,899	830,193	(40,000)	(179,625)	(0.3%)
Minor Capital	1,072,900	657,500	120,000	4,000	291,400	0.4%
Infrastructure Capital	8,671,000	6,240,000	1,754,500	-	676,500	0.9%
Budget Impacts	27,092,324	11,831,978	6,429,750	915,910	7,914,686	10.5%
Prior year non-recurring items and initiative gapping				115,575	220,066	0.3%
Base Budget increase				\$1,343,445	\$3,718,410	5.0%

BUDGET HIGHLIGHTS

2023 COMMUNITY GRANT REQUESTS

Oxford Creative Connections	\$60,000
Social Planning Council Oxford	80,000
North Oxford Intercommunity Bus Transit*	22,500
Oxford County Youth Initiatives	15,000
Agricultural Award of Excellence	2,000
Economic Development [Oxford Connection]	50,000
Physician Recruitment	7,500
Small Business Centre	50,000
Oxford Health Team	30,000
Ingersoll Pipe Band	10,000
2024 REQUESTED GRANTS	\$327,000

* The North Oxford Intercommunity Bus Transit grant for 2022 was approved by Council under Report No. PW 2020-51 in the amount of \$120,000 along with ongoing grant commitments for years 2022 to 2026 inclusive in the amount of \$22,500.

BUDGET HIGHLIGHTS

FULL-TIME EQUIVALENT PLAN

2023 Approved FTE Plan	649.0
2023 Temporary FTE	(11.9)
2023 In-year	4.9
2024 FTE Plan	642.0
2024 Draft Budget increase	41.1
Draft 2024 FTE Plan	683.1



Facilities	1.0
Engineering and Construction	1.0
Transportation Services	(0.2)
Waste Management	2.4
Water and Wastewater	2.0
Community Services	0.7
Housing	1.7
Woodingford Lodge	7.9
Customer Service	1.0
Information Technology	1.0
Finance	1.0
CAO Office	1.0
Communications	0.7
Paramedic Services	9.4
Community Paramedicine	2.0
Human Resources	2.0
Community Planning	3.0
Library	3.5
2024 FTE Budget Increase	41.1



BUDGET HIGHLIGHTS

NEW INITIATIVES

#	New Initiative	Page
1	OCAB Space Optimization Design	109
2	Woodland Planter Attachment	114
3	Builterra Construction Inspection Software	126
4	Emergency Road Closed Trailers	137
5	Waste Management Heavy Equipment Loader	159
6	Sanitary Inflow and Infiltration Reduction	208
7	Office Renovations at 59 George Johnson Blvd Ingersoll	215
8	Forklift for George Johnson Blvd Ingersoll	218
9	Ingersoll WWTP: Construction of a Wastewater Treatment Foreperson Office	220

BUDGET HIGHLIGHTS

NEW INITIATIVES

#	New Initiative	Page
10	Homelessness Response Strategy	254
11	MealSuite - Food Management System (Woodstock)	286
12	FOI Solutions – Freedom of Information Software	299
13	Customer Relationship Management Software	306
14	Payroll and Scheduling Software	331
15	Community Well-Being Survey	355
16	Library Technology Review	432
17	Library Facilities Plan	434

BUDGET HIGHLIGHTS

CAPITAL PLAN PROJECTS

Projects	Budget
Studies and General Capital	\$4.5 million
Fleet, Equipment and Furnishings	9.1 million
Facilities	7.5 million
Road Network and Stormwater	27.9 million
Bridges and Culverts	14.6 million
Water and Wastewater	40.5 million
Total	\$104.1 million



PG. 29

BUDGET HIGHLIGHTS

2024 CAPITAL PLAN FUNDING

Taxation	\$1.7 million
Debentures	14.0 million
Other sources	2.4 million
W/WW rates/reserves	27.0 million
Reserves	32.5 million
Development charges	10.7 million
Grants (CCBF/OCIF)	15.8 million

Total capital budget \$104.1 million

23.8% increase over 2023 capital budget (\$84.1 million)

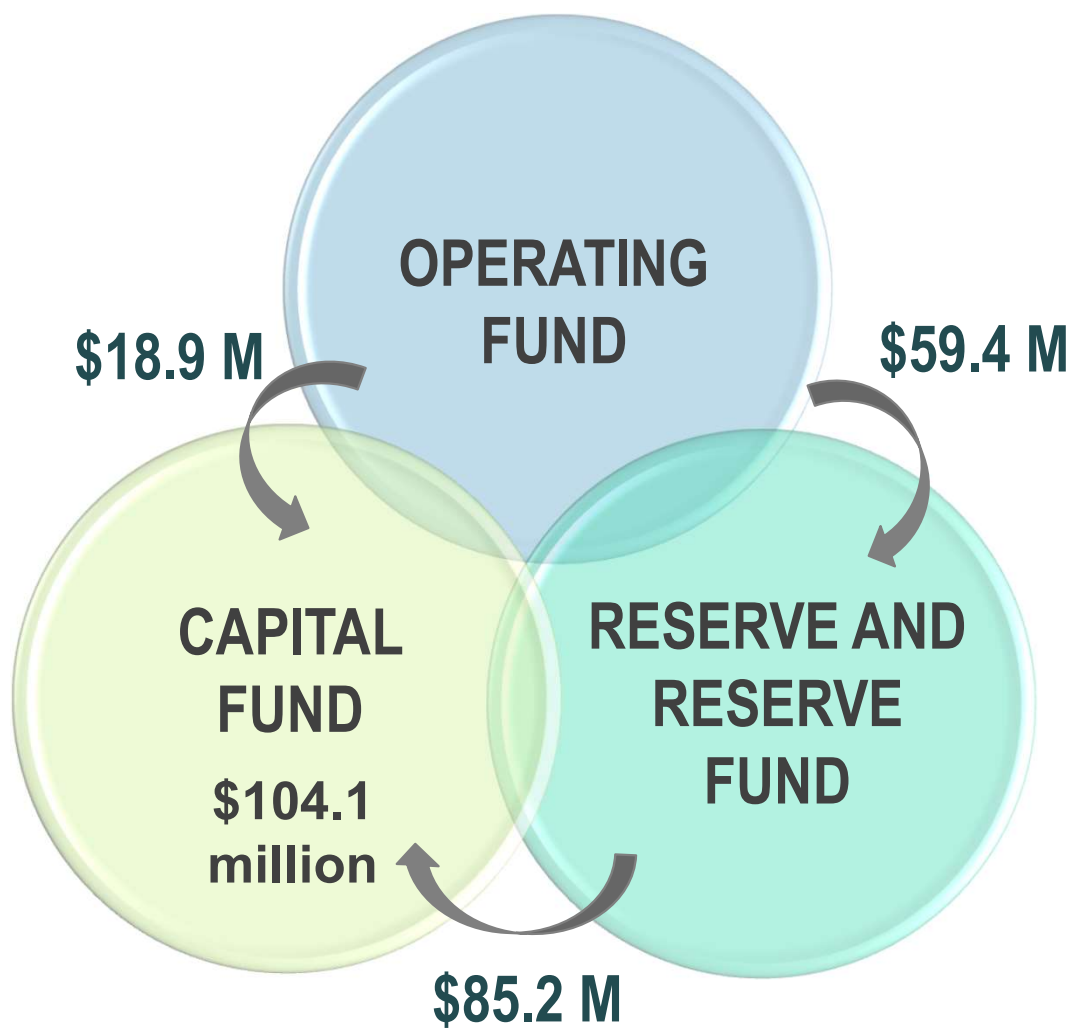


PG. 38

BUDGET HIGHLIGHTS

CAPITAL FUNDING MODEL

\$59.4 million in Capital Reserve Contributions



- General levy \$20.4M
- Library levy \$0.1M
- Water and Wastewater rates \$14.1M
- Interest Revenue \$8.1M
- Development charge exemptions \$0.9M

Plus:



- CCBF Grant \$3.7M
- OCIF Grant \$4.4M
- Development charge revenues \$7.7M






BUDGET HIGHLIGHTS

CAPITAL FUNDING MODEL

General Levy Asset Management Plan Capital Transfer:

- **\$210,618** Information Technology capital (interdepartmental funded) - \$14,113 
- **\$810,334** Facilities (interdepartmental and rent funded) - \$89,079 
- **\$3,226,300** Fleet (interdepartmental funded) - \$770,700 
- **\$9,573,000** Roads and Stormwater – \$949,000 
- **\$338,450** Waste Management - \$338,450 
- **\$2,640,000** Bridges and Structural Culverts – Unchanged
- **\$1,364,000** Woodingford Lodge - \$744,426 
- **\$1,045,000** Housing facilities (County-owned) – \$79,750 
- **\$1,104,500** Paramedic Services - \$164,700 

= **\$20,312,202** Total General Levy Asset Management Plan Contributions

- **\$126,520** Library Levy - facilities - \$9,520 
- **\$6,707,449** Wastewater (collected from rates) - \$220,503 
- **\$7,352,308** Water (collected from rates) - \$632,333 

BUDGET HIGHLIGHTS

Summary and Outlook

Investments

- 17 New initiatives to advance the Strategic Plan
- Capital Contributions
- Affordable Housing
- Attract and Retain Staff
- Maintain Service Level
- Safe Drinking Water
- Vulnerable and Unhoused Populations
- Traffic calming and Road Safety
- Asset Management Plan
- Community Paramedicine
- Municipal Blue Box Program

Challenges and Risks

- Inflation
- Insurance Costs
- Growth
- WSIB Costs
- Social Assistance Modernization
- Long-term Care – funding and new information

Summary

- **5.0%** Base budget increase
- **15.8%** overall levy increase

PENDING BUDGET ADJUSTMENTS

PENDING BUDGET ADJUSTMENTS

Potential Impacts

- **Conservation Authorities – Pending Draft Budget**
 - 2023 Budget estimated by County is **3%** overall increase 2023 Levy
- **Southwestern Public Health - Draft Budget**
 - 2024 Budget estimated by County **5%** increase over 2023 Revised Levy
- **Community Grants- Draft Budget**
 - 2024 Budget draft budget includes 2023 approved grants +/- requests received by Council
- **Future Oxford Legacy Fund- Annual Contribution**
 - 2024 Budget includes \$100,000 contribution to this fund
- **Economic Stimulus Fund**

FIRST BUDGET MEETING:

November 15, 2023 - 9:30 AM

REPORT TO COUNTY COUNCIL

2024 Oxford County Library Business Plan and Budget

To: Warden and Members of County Council

From: Director of Corporate Services

RECOMMENDATION

1. That the recommendation of the Oxford County Library Board dated October 23, 2023, that County Council approve the draft 2024 Oxford County Library Business Plan and Budget to provide a levy of \$5,223,742, as adjusted for minor interdepartmental charges, be referred to 2024 budget deliberations.

REPORT HIGHLIGHTS

- 2024 Library levy \$5.2 million – \$935,543 increase over 2023 (as adjusted for minor interdepartmental charges)
- Four goals and objectives to enrich our membership engagement strategy; and evaluate the Library's technology service delivery model and facilities' spaces
- Staffing impact – 2.3 FTE temporary positions for Ox on the Run pilot project; and an increase of 1.2 FTE in part-time hours to support an increase in Village Branch hours

IMPLEMENTATION POINTS

Upon County Council's approval, a County of Oxford by-law will be enacted to authorize the Oxford County Library Board special levy to be applied to the Towns of Tillsonburg and Ingersoll and the Townships of Blandford-Blenheim, East-Zorra Tavistock, Norwich, South-West Oxford and Zorra.

Financial Impact

The draft budget proposes a \$935,543 increase (as adjusted for minor interdepartmental charges) in the levy to be collected from property owners within the Area Municipalities that participate in the County library system. This represents a 21.8% increase over 2023 levy.

Report CS 2023-40
CORPORATE SERVICES
Council Date: November 8, 2023

Communications

The County's Communications and Strategic Engagement Team will facilitate the 2024 Business Plan and Budget communications strategy, including the Library Business Plan and Budget.

The communications plan includes public engagement through **SpeakUp Oxford!**. The 2024 Business Plan and Budget as released on November 8, 2023 and presentations delivered to Council at each of the budget meetings will be posted on the **SpeakUp Oxford!** site. The site also provides dates and times for each of the Council meetings with links to recordings if individuals are not able to attend the live meetings.

2023-2026 STRATEGIC PLAN

Oxford County Council approved the **2023-2026 Strategic Plan** on September 13, 2023. The Plan outlines 39 goals across three strategic pillars that advance Council's vision of "Working together for a healthy, vibrant, and sustainable future." These pillars are: (1) *Promoting community vitality*, (2) *Enhancing environmental sustainability*, and (3) *Fostering progressive government*.

The recommendation in this report supports the following strategic goals.

Strategic Plan Pillars and Goals

PILLAR 1	PILLAR 2	PILLAR 3
		
Promoting community vitality	Enhancing environmental sustainability	Fostering progressive government
Goal 1.3 – Community health, safety and well-being		Goal 3.1 – Continuous improvement and results-driven solutions Goal 3.2 – Collaborate with our partners and communities Goal 3.3 – Attract, retain and engage staff Goal 3.4 – Financial sustainability

See: [Oxford County 2023-2026 Strategic Plan](#)

DISCUSSION

Background

At the regular meeting of the Board held September 19, 2023, the Board considered the draft 2024 Library Business Plan and passed the following resolution:

“That the Library Board approve the 2024 Business Plan goals and objectives as set forth in Report No. 2023-28.”

On the basis of the approved 2024 Library Business Plan Goals and Objectives, the Board was presented with a draft 2024 budget at their October 23, 2023 meeting. In accordance with the *Public Libraries Act, R.S.O. 1990*, the Board adopted the following resolution:

“That the Board receive Report 2023-35 entitled “2024 Library Budget” and recommends that County Council approve the 2024 Oxford County Library Business Plan and budget to provide a levy of \$5,231,559, subject to possible minor adjustments to interdepartmental charges.”

Subsequent to the Board’s October 23, 2023 resolution, further review and updates to the County draft budget resulted in a reduction to the Library’s interdepartmental charges by \$7,817, effectively reducing the proposed Library levy to \$5,223,742.

Comments

The content of the 2024 Library Business Plan is incorporated in the County of Oxford 2024 Draft Business Plan and Budget information package which is to be presented to Council on November 15 and November 29, and further deliberated on December 13, 2023. The information package can also be found on the County’s website at [**SpeakUp Oxford!**](#).

In summary, the 2024 draft budget proposes a levy requirement of \$5,223,742 (\$4,288,199 – 2023) for libraries, representing an increase of \$935,543 or 21.8% over 2023 (5.6% increase - 2023). The total budget (gross expenditures) is \$6,088,694 (\$5,209,910 – 2023) which is a \$870,576 increase from 2023 or 16.7%.

The proposed budget increase of \$870,576 is largely the result of increase in salaries and benefits of \$367,066; interdepartmental charges - \$64,747 for IT and \$71,669 related to facilities; and a decrease in contribution from the Library General reserve in the amount of \$280,456, being the 2022 projected surplus. Further details are illustrated in the Business Plan under Budget Impact Details.

In addition to the four new initiatives the Board approved for 2024, the 2023 Business Plan included a new initiative - Ox on the Run Mobile Outreach which was approved as a two year pilot project. The 2024 budget for this initiative is \$185,899 and is proposed to be funded from the Library General reserve, resulting in no impact on the levy for its second year in service.

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CORPORATE SERVICES
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2024 Capital Projects

The capital budget of \$554,000 for 2024 is a \$480,600 increase over the 2023 capital budget. It is important to note that accounting treatment for physical book inventory has changed in 2024 and is now included in capital to better manage the growth related portion eligible for development charge funding. In 2023 the collections material budget was \$216,000, included under operating.

The 2024 capital project budget is comprised of:

- \$181,000 for Ingersoll branch representing the County's share to replace the elevator; carpeting in the children's area; and covert to LED lighting;
- \$91,000 for the Thamesford branch to replace roof top units, asphalt replacement, and signage;
- \$51,000 for the Tillsonburg Branch for exterior wall sealants, building signage and building condition improvements;
- \$2,000 to replace the building signage in Plattsville;
- \$10,000 for public use computer technologies;
- \$209,000 for annual investment of collection materials; and
- \$10,000 for replacing book drops and some staff chairs.

Funding sources for the 2024 capital budget includes \$229,000 from taxation; \$289,000 from reserves and \$36,000 from Zorra Township's share of the Thamesford branch capital projects.

2023 Forecast Surplus

The 2023 year-end library operating budget forecast is positioned for a balanced budget as of the date of this report – refer to Table 1 for details.

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Table 1 – 2023 Forecast Year-End Surplus

Revenue/Expense	Explanation	Amount
General revenues	Additional user fees and charges and investment income	\$15,600
Salaries and benefits	Less than 1% variance P/T optional OMERS deficit	(9,700)
Materials	Surplus in computer software, advertising/promotion, insurance, books – hardcopy and electronic offset by deficits in memberships, travel, tools/equipment and supplies	54,000
Contract Services	Miscellaneous expenses	4,000
Facilities	Tillsonburg \$27,000, Thamesford \$4,000, Norwich \$13,000, Ingersoll \$7,000, Otterville \$3,000	(54,000)
Fleet	Library delivery van	5,200
Development Charge	Exemption funding	(15,000)
Special Project	Healthy Community Initiatives – Community Garden – Town of Tillsonburg Partnership – fully grant funded	-
Special Project	Ox on the Run – rents \$11,500, fleet \$19,000 savings – offset by reduction in reserve transfer	-
Other	Miscellaneous savings and deficits	(100)
Forecast Year-End Variance		\$0

Reserves

Considering the 2023 year-end forecast is a balanced budget, this forecast does not include an allocation of a surplus to, or deficit from, the Library General (stabilization) Reserve. However, in the 2023 Budget there was a provision to bring the 2022 projected surplus of \$280,456 into revenue in order to mitigate the levy increase while the community continued to recover from the financial impacts of the pandemic exacerbated by new pressures from inflation. This approach reduced the 2023 levy by 6.9% and has the effect of presenting a 6.9% funding gap in the 2024 budget, in the absence of a prior year surplus.

Over the past three years, the Library generated surpluses during periods of restricted service in response to the pandemic that had generously contributed to the Library General (stabilization) Reserve, however with funding for Ox on the Run; the strategic plan process; security services for the Tillsonburg Branch; and the 2022 surplus (\$280,456) brought into revenue in the 2023

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budget to reduce the levy increase, collectively reduced the 2023 levy and the General Reserve by \$525,642.

The 2024 contribution from the General Reserve remains elevated with the second year of Ox on the Run; and Technology and Facilities Plans, representing another \$305,899 reduction in the reserve, in the absence of a projected 2023 surplus which is the sole source of revenue for this stabilization reserve. As a result the 2024 year end Library General Reserve balance is projected to be \$305,309, which is within a reasonable range of the target balance of \$262,000, designed to fund any unforeseen or emergent issues that may arise.

The Library Facilities Reserve remains sufficient to meet our mid-term asset management plans and potential contingencies.

Full-time Equivalent Analysis

Through the 2023-2026 Strategic Plan process, the consultants conducted a community and stakeholder engagement process that sought independent and objective views on how our libraries serve the community. One of the recommendations arising from those consultations was to consider enhancing hours of operation for Village Branches. In response, the Board approved an increase in Village Branch hours in the draft 2024 budget resulting in a provision of \$73,376, \$71,776 of which relates to 1.2 FTEs representing part-time staff to fulfill the increased hours.

The Library 2024 Business Plan and Budget also contains a full-time equivalent (FTE) proposal for 2.3 temporary FTEs in support of the Ox on the Run Mobile pilot program, representing an increase of \$40,675 due to those positions starting in the second quarter of 2023.

Debt Repayment

There are no debt obligation requirements in the 2024 budget and none proposed in the 10-year capital plan at this time.

CONCLUSIONS

The 2024 draft Oxford County Library Business Plan and Budget aligns with the Board's draft 2023-2026 Strategic Plan, expended for approval in November 2023.

SIGNATURES

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

REPORT TO COUNTY COUNCIL

2024 Court Security Grant Special Tax Levy

To: Warden and Members of County Council

From: Director of Corporate Services

RECOMMENDATION

1. That a special 2024 tax levy for a Court Security Grant for Woodstock Police Services in the amount of \$82,936, determined on the same basis as the 2018 to 2023 annual special tax levies, be considered during 2024 budget deliberations.

REPORT HIGHLIGHTS

- 2024 proposed Court Security Grant of \$82,936 (\$10,276 – 2023) to offset a portion of the costs incurred by the Woodstock Police Service – 707.1% increase from 2023
- Special Grant levy will be allocated to properties within each of the County's Area Municipalities with the exception of the City of Woodstock

IMPLEMENTATION POINTS

Upon approval of the recommendation contained in this report, County Council will give consideration of this matter as part of their deliberations in determining the 2023 County business plans and budget.

Financial Impact

The recommendation contained in this report infers sharing the Woodstock Police Service's net court security and prisoner transportation costs as they relate to the Oxford County Court House located in the City of Woodstock. The funding model is designed to share a portion of the court security and prisoner transportation cost incurred by the Woodstock Police Service based on prior year's actuals reported to the Solicitor General, net of the CSPT funding received from the Solicitor General for that year, shared 60% by the City and 40% by the remaining seven area municipalities.

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For the purposes of the County's 2024 budget, the figures as set out in Table 1 illustrate the calculation of the 2022 deficit to be shared on the basis of 60/40 with the City being responsible for 60% of the deficit and the County funding the remaining 40% by means of a special levy applied to seven of the area municipalities, excluding only the City of Woodstock.

Table 1 – Grant Funding Model Calculation

Municipality	2022			Wdsk Deficit	Wdsk 60% Funded	County 40% Funded
	Allocation	CSPT Net Costs	% Funded			
Blandford-Blenheim Tp	\$0					
East Zorra-Tavistock Tp	0					
Ingersoll T	0					
Norwich Tp	0					
South-West Oxford Tp	0					
Tillsonburg T	0					
Zorra Tp	0					
Woodstock C	435,152	642,493	68%	\$207,340	\$124,404	\$82,936
County	39,522	60,203	66%			
Totals	\$474,674	\$702,696	68%			
Net Costs to County and Area Municipalities		\$228,021				
% of CSPT Net Costs Covered by Allocation		68%				
Provincial Upload Commitment		100%				

Note: OPP allocations and CSPT Net Costs for 2022 are not yet available from the Ministry for the seven area municipalities served by OPP.

Communications

The County's Communications and Strategic Engagement Team will facilitate the 2024 Business Plan and Budget communications strategy, including the Court Security and Prisoner Transportation special grant levy for the Woodstock Police Services.

The communications plan includes public engagement through [SpeakUp Oxford!](#). The 2024 Business Plan and Budget as released on November 8, 2023 and presentations delivered to Council at each of the budget meetings will be posted on the [SpeakUp Oxford!](#) site. The site also provides dates and times for each of the Council meetings with links to recordings if individuals are not able to attend the live meetings.

2023-2026 STRATEGIC PLAN

Oxford County Council approved the [2023-2026 Strategic Plan](#) on September 13, 2023. The Plan outlines 39 goals across three strategic pillars that advance Council's vision of "Working together for a healthy, vibrant, and sustainable future." These pillars are: (1) *Promoting community vitality*, (2) *Enhancing environmental sustainability*, and (3) *Fostering progressive government*.

The recommendation in this report supports the following strategic goals.

Strategic Plan Pillars and Goals

PILLAR 1	PILLAR 2	PILLAR 3
		
Promoting community vitality	Enhancing environmental sustainability	Fostering progressive government
		Goal 3.4 – Financial sustainability

See: [Oxford County 2023-2026 Strategic Plan](#)

DISCUSSION

Background

In 1999, the Province initiated a “*Local Services Realignment*” exercise which included, among other services, the devolution of responsibility for the prosecution of offences and the collection of fines under Parts I, II and III of the *Provincial Offences Act* to upper tier and single tier municipalities. The revenues collected from fines related to Provincial Offences were intended to offset other public services downloaded to municipalities at the same time, being EMS, Ontario Works and Housing, to be revenue neutral in terms of budget/levy impact.

After almost a decade following that initiative, the Province completed the “*Provincial-Municipal Fiscal and Service Delivery Review*” (PMFSDR) to further assess the sharing of costs related to services deemed to be provincially significant. Included in that review were court security and prisoner transportation costs. This review determined that, starting in 2012, the Province would upload the costs of court security (including offender transportation) over seven years, by providing funding to municipalities to a maximum of \$125 million annually at maturity.

Being a two-tier municipal structure, the County of Oxford historically had three police services within its jurisdiction. That has since been reduced to two – one local police service serving the City of Woodstock and the OPP who serves the remaining seven municipalities.

The Oxford County Court House is geographically located in the City of Woodstock and, therefore is within the service area of the Woodstock Police Service (WPS). As such, the City is solely responsible for costs associated with delivering court security and prisoner transportation, net of the partial funding now apportioned to the City through the Court Security and Prisoner Transportation Program (CSPT). Unfortunately, there remains a significant cost burden that is funded by the residents of the City for a Court system that serves all of Oxford County, creating an inequity in local funding for this service. More specifically the CSPT net costs have increased over the years – from \$550,000 in 2012 to over \$882,465 in 2019 (pre-COVID), a 60% increase over eight years. The locally funded portion of costs in 2019 was approximately \$340,000 which will continue to rise over time as salaries, benefits and security costs increase,

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while the Provincial funding remains capped – notwithstanding the significant decrease in costs seen over the years 2020 to 2022 in which the Ministry paused court proceedings during the pandemic and is now rising in 2023 with more scheduled court sessions.

To address the growing inequitable funding for court service delivery for the Oxford County Court House, in 2017, County Council adopted a Terms of Reference for the appointment of a Local Court Security Advisory Committee with a composition consisting of the Warden as Chair and non-County Councillor members, represented by three appointees from Woodstock Council and one appointee from each of the remaining area municipal Councils.

At the time of establishing the Committee, County Council adopted the following mandate:

- Annually recommend to County Council the level of County funding for costs incurred by the Woodstock Police Service and the Ontario Provincial Police for Court Security and Prisoner Transportation services, having regard for the efficient use of resources; and
- Advocate for court security and prisoner transportation funding from the Province that achieves 100% of municipal costs by 2019 and thereafter.

Upon its inception in 2017, the Local Court Security Advisory Committee designed a funding formula that they determined to be equitable for all of the municipalities within the County which was subsequently adopted by Council and employed for each of the ensuing budget years. The funding model imposes a special levy on all of the area municipalities with the exception of the City of Woodstock and then grants that special levy to the City of Woodstock to offset a portion of their annual court security and prisoner transportation costs delivered specifically for the Oxford County Court House.

In addition to annually recommending the amount of special levy to be granted to the City of Woodstock, the Local Court Security Advisory Committee recommended that County Council continue to advocate for the Province to assume 100% of the cost of court security related to provincially operated court systems in order to eliminate the inequity that exists in a two tier municipal government structure. In response, County Council advocated to the Ministry on an annual basis through correspondence and attending delegations at Rural Ontario Municipal Association (ROMA) and Association of Municipalities of Ontario (AMO) conferences at every opportunity that they were given.

At the time the current Provincial Government took office in 2018 they initiated their “Platform for Modernizing the way Ontario Manages Provincial Expenditures” with a view to achieve efficiencies and improvements in service deliver modernization, cost efficiency, individual and business supports, and one-time savings.

Coming out of the aforementioned Provincial Government review, on January 21, 2022, the Ministry of the Solicitor General released the “Review of the Court Security and Prisoner Transportation Program – Final Report”, as prepared by Goss Gilvroy Inc. - summarized in **Report No. CS 2022-11** entitled “Court Security and Prisoner Transportation (CSPT) Program Agreement and CSPT Review Final Report”. In response to the Gilvroy Report, the Ministry has committed to continuing the CSPT Funding Program with no changes to the overall funding envelope, subject to the regular fiscal process. Instead, they set out a framework built on a phased approach to ensure a pathway for future planning and continuous improvement,

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founded on evidence that addresses gaps in the program to be identified through enhanced annual reporting on identified performance measures.

In spite of staff being generally supportive of the recommendations contained in the report, there was disappointment in the Minister's confirmation that the Court Security and Prisoner Transportation Funding Program will not be enhanced. On the basis of the foregoing, County Council deemed the mandate of the Local Court Security Advisory Committee to be redundant, therefore a Terms of Reference for this Advisory Committee was not renewed for the next term of Council and advocacy for increased funding ceased at that time.

Comments

The grant formula first established by the Local Court Security Advisory Committee in 2017 has been adopted by County Council for inclusion in the annual business plan and budget for the years from 2018 to 2023. The basis of the grant formula for the purpose of sharing the City of Woodstock's net court security and prisoner transportation costs as they relate to the Oxford County Court House located in the City of Woodstock is calculated based on prior year's actuals reported to the Ministry of the Solicitor General (SOLGEN) net of the CSPT funding received from the SOLGEN for that year. The resulting deficit is then shared on the basis of 60/40 with the City being responsible for 60% of the deficit and the County being responsible for the remaining 40% which would be levied against seven of the area municipalities, excluding the City of Woodstock. Staff are of the opinion that this model, designed in collaboration with all area municipalities, represents a fair and equitable solution for all taxpayers of Oxford County.

CONCLUSIONS

In the absence of a Provincial funding program that addresses the inequity in a two tier municipal government structure as it relates to funding the legislative requirements for the provision of court security, staff are of the opinion that the Court Security Grant special levy continues to be a fair and reasonable allocation of related costs to ensure that efficient and effective court security continues to be delivered for the Provincial court system serving the County of Oxford.

SIGNATURES

Departmental approval:

Original signed by

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

Report CS 2023-41
CORPORATE SERVICES
Council Date: November 8, 2023

Approved for submission:

Original signed by

Benjamin R. Addley
Chief Administrative Officer

REPORT TO COUNTY COUNCIL

Oxford County Community Housing – Maximum Rent Increase for 2024

To: Warden and Members of County Council

From: Director of Human Services

RECOMMENDATION

1. That County Council approve to increase the maximum rents for all Oxford County Community Housing buildings the maximum percentage allowable for 2024 of 2.5% as outlined in report HS 2023-18.

REPORT HIGHLIGHTS

- The province has established the rent control guidelines for 2024 at 2.5%, which is the maximum amount a landlord can increase rents in 2024.
- Oxford County Community Housing maximum rents have not been increased since 2012 and are well below current private rental market rents offering deeply affordable rents to residents.
- It is good practice to increase maximum rents annually by the rent control guidelines to establish rents that are competitive with local markets and the potential for additional revenue from rental units to help cover increasing operational costs.
- Oxford County Community Housing units are 100% rent-geared-to-income which means that tenants will never pay more than 30% of their income on rent regardless of the maximum rent amount.

IMPLEMENTATION POINTS

Upon County Council approval of the proposed rent increase for 2024 staff will make the changes in pertinent resources, documents and in our property management system. Tenant rents that would be impacted would be implemented at scheduled annual reviews throughout 2024.

Financial Impact

There will not be any impact to the 2023 budget as the proposed maximum rent increases will be implemented throughout 2024. If County Council approves the rent increase it is anticipated the potential additional rental revenue in 2024 would be approximately \$15,000 that can be used to offset increased costs for the operation of the Oxford County Housing buildings.

Communications




Information about Oxford County rents are posted on the County's website. Upon County Council approval, documents will be updated and posted on the website, circulated to staff and community partners to make them aware of maximum rent increases for 2024.

2023-2026 STRATEGIC PLAN

Oxford County Council approved the **2023-2026 Strategic Plan** on September 13, 2023. The Plan outlines 39 goals across three strategic pillars that advance Council's vision of "Working together for a healthy, vibrant, and sustainable future." These pillars are: (1) *Promoting community vitality*, (2) *Enhancing environmental sustainability*, and (3) *Fostering progressive government*.

The recommendation in this report supports the following strategic goals.

Strategic Plan Pillars and Goals

PILLAR 1	PILLAR 2	PILLAR 3
		
Promoting community vitality	Enhancing environmental sustainability	Fostering progressive government
Goal 1.1 – 100% Housed Goal 1.3 – Community health, safety and well-being		

See: [Oxford County 2023-2026 Strategic Plan](#)

DISCUSSION

Background

The Ministry of Municipal Affairs and Housing releases rent control guidelines each year that prescribes the maximum percentage landlords can increase the rent for a rental unit that is not exempt from rent control or the subject of an above-guideline rent increase application to the Landlord Tenant Board. For 2024, the maximum rent increase has been set at 2.5%, which is well below the average inflation rate of 5.9%. Rent may be increased once every 12 months and must be preceded by a proper written notice that is given a minimum of 90 days in advance of the increase. The rental increase cap does not apply to rental units first occupied after November 15, 2018.

The guideline is based on Ontario's Consumer Price Index, a measure of inflation calculated by Statistics Canada using data that reflects economic conditions over the past year. Under the *Residential Tenancies Act*, the guideline for 2024 is capped at 2.5 per cent to help protect tenants from rising interest rates that would result in higher rent. Without the cap, the recent rate of inflation would have resulted in an increase of 5.9 per cent in 2024.

Oxford County Community Housing units are 100% rent-geared-to-income (RGI) units which means that rents are determined based on a formula capping rents at 30% of income or for social assistance recipients a rent table based on household size determines rental amount. Oxford County units have maximum rents that are well below current private market rents as outlined in Table 1. Maximum rents have not been increased for Oxford County units since 2012.

Comments

Oxford County Community Housing buildings are all 100% RGI, therefore tenants are paying no more than 30% of their income towards rent. The housing portfolio consists of 493 family units and 135 bachelor/1 bedroom units.

Once a year, on a tenants move-in date, their household income is reviewed and – if applicable – adjustments to the tenants rent are applied. This could be either an increase or a decrease depending on the tenant's income, household size or other factors that may be applicable. If there are no changes to the tenant household or income, there are no changes to the rent in those situations.

Table 1 below outlines the current maximum rents for Oxford County Housing buildings and the impact of applying the 2.5% increase to the maximum rents in 2024. Approximately 68 tenants (or 10% of tenants) are paying maximum rent and would potentially see an increase to their monthly rental costs. Increases to RGI tenant rents would be no more than 30% of their total household income.

Social Housing providers such as Oxford County Community Housing are exempt from the rental control guidelines and can implement an above-guideline increase to the maximum rents

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by submitting a request to the Landlord and Tenant Board. Applications for above-guidelines increases must be approved by the Landlord and Tenant Board before implementing. It is being proposed to implement the 2.5% increase to the maximum rents for 2024. Social Housing units will typically have rents on the lower side of market rents to offer deeply affordable units to residents who need it. Oxford County Community Housing maximum rents are well below the private market rental rates.

Table 1: Maximum Rents for Oxford County Housing Buildings

Municipality	Unit size	2023 Maximum Rent	2024 Maximum Rents (2.5% increase applied)	Rent includes
Ingersoll	1 bedroom	\$636	\$652	utilities, fridge, stove
	2 bedroom	\$780	\$800	utilities
	3 bedroom	\$867	\$889	utilities
	4 bedroom	\$924	\$947	utilities
Norwich	bachelor	\$494	\$506	utilities, fridge, stove
	1 bedroom	\$636	\$652	utilities, fridge, stove
Tavistock	1 bedroom	\$636	\$652	utilities, fridge, stove
Thamesford	1 bedroom	\$636	\$652	utilities, fridge, stove
Tillsonburg	Bachelor	\$494	\$506	utilities, fridge, stove
	1 bedroom	\$659	\$675	utilities, fridge, stove
	2 bedroom	\$809	\$829	utilities
	3 bedroom	\$895	\$917	utilities
	4 bedroom	\$954	\$978	utilities
Woodstock	Bachelor	\$512	\$525	utilities, fridge, stove

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	1 bedroom	\$682	\$699	utilities, fridge, stove
	2 bedroom	\$838	\$859	utilities
	3 bedroom	\$924	\$947	utilities
	4 bedroom	\$983	\$1,008	utilities
	5 bedroom	\$983	\$1,008	utilities

The highest RGI amount a household can be charged for their unit is equivalent to the maximum rent for the unit. A household pays RGI equivalent to the maximum rent when their income increases resulting in an RGI equal to or above the maximum rent.

A household can pay the maximum rent for 24 consecutive months before losing their RGI eligibility. A household paying maximum rent during the 24-month period is still considered to be an RGI household and must comply with all RGI eligibility criteria. The household can receive RGI assistance again if their income decreases during the 24-month period. Once the household continues to pay market rent for 24 consecutive months and the household becomes ineligible for RGI, Oxford County staff must notify the household in writing of their ineligibility for RGI and their right to request a review 90 days before the end of the 24-month period.

The potential of increased revenue from applying the rent increase of 2.5% in 2024 can offset some of the costs for utilities which continue to increase each year. In 2024 budget planning it is projected that the hydro costs will increase by approximately 11.8% (or \$57,000) and heating costs by approximately 6.9% (or \$21,000). While the increase in maximum rents will not cover all of these costs it will be able to offset increases in the expenses for the housing portfolio.

CONCLUSIONS

It is being recommended to apply the 2024 rent control guideline increase of 2.5% to the maximum rent for the Oxford County Community Housing units. It is good practice to implement the rent control guideline each year to support increased operational costs for the housing buildings and to maintain alignment to lower end market rents. Oxford County housing tenants will never pay more than 30% of their income on rent based on the current requirements under the *Housing Services Act*, which maintains ongoing affordability for tenants.

SIGNATURES

Departmental approval:

Original signed by

Kelly Black
Director of Human Services

Approved for submission:

Original signed by

Benjamin R. Addley
Chief Administrative Officer

REPORT TO COUNTY COUNCIL

Oxford Road 19 Road Reconstruction Municipal Class Environmental Assessment Study

To: Warden and Members of County Council

From: Director of Public Works

RECOMMENDATIONS

1. That County Council authorize Public Works Staff to proceed with Alternative 5 – improve road structure, widen the Right-of-Way and implement widened, partially paved shoulders – as the preferred alternative solution for the Oxford Road 19 Reconstruction Class Environmental Assessment (Class EA) Study as summarized in Report No. PW 2023-43;
2. And further, that County Council authorize Public Works Staff to issue a Notice of Completion and post the Schedule C Environment Study Report for the Oxford Road 19 Reconstruction Class EA Study in the public record for 30 days in accordance with the requirements of the Municipal Class EA process.

REPORT HIGHLIGHTS

- The purpose of this report is to obtain Council approval of the preferred alternative solution for the Oxford Road 19 (OR 19) Reconstruction Class EA Study (from Highway 19 to Windham Line, excluding the Villages of Otterville and Springford) and to issue the Notice of Completion which triggers the mandatory 30-day public review period.
- The recommended preferred alternative solution includes property acquisition along the OR 19 corridor to accommodate the required widening of the Right-of-Way (ROW).

IMPLEMENTATION POINTS

Following Council's adoption of this report, a Notice of Study Completion will be published in the local newspapers and County website. The Notice will be mailed to the public, as well as groups of interest (property owners, review agencies, Area Municipalities, Councillors, Indigenous Communities, etc.).

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The Notice will inform the public and interested parties of the completion of the Class EA Study project and the start of the minimum 30-day public review period of the Class EA Study Environmental Study Report (ESR). If no Section 16 order requests are received during the 30-day review period, staff shall commence the process of formulating budgetary plans and executing future endeavours, including but not limited to land acquisition, design, and construction.

Financial Impact

The recommendations outlined in this report do not entail an immediate financial impact.

However, it is imperative for Council to remain cognizant of the prospective fiscal ramifications associated with the forthcoming project. Presently, preliminary high-level planning estimates suggest that the anticipated cost for the road improvement initiative, encompassing property acquisition, utility relocation, detailed design, and construction, is approximately \$30 million. These cost estimates are expected to undergo further refinement in the ensuing years as the detailed design and planning phase advances.

This project will be incorporated into the 2024 Development Charges (DC) Background Study to determine its eligibility for DC Funding. The estimated expenditures and funding sources for this project will be integrated into the 2024 business plan and budget, constituting an integral component of the long-term capital plan forecast.

Communications

Consultation with the public, property owners, review agencies and other impacted stakeholders early and often throughout the process is a key component of any Class EA Study. All interested parties were notified and consulted early and often throughout the development and evaluation of alternative solutions to recommend the preferred alternative solution.

The following is a summary of consultation activities:

- A Notice of Study Commencement (NOCm) was advertised in the *Oxford Review* (March 17 and 24, 2022). The NOCm was delivered to 317 property owners or occupants within the vicinity of the Study Area as well as to 46 agency contacts, organizations, local utility companies and Indigenous Communities who may have been interested in the project.
- A copy of the NOCm and Notice of Public Consultation Center 1 (June 9, 2022) and Public Consultation Center 2 (December 6, 2022) was provided to Area Municipal staff (Township of South-West Oxford, Township of Norwich).
- Meeting(s) and correspondence with Long Point Region Conservation Authority, Ministry of Environment, Conservation and Parks (MECP), Ministry of Natural Resources and Forestry (MNRF), Indigenous Communities and other stakeholders.
- A dedicated project website, <https://www.oxfordcounty.ca/en/news/oxford-road-19-corridor-improvements-class-ea-study.aspx>, was created to make information about the study publicly available and to provide the opportunity for members of the public who could not attend public meetings to see all documents presented and to advise of future consultation events.

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County staff reviewed and gave careful consideration to all public feedback including comment forms, e-mail and written correspondence. Staff will continue the communication efforts during the forthcoming planning, design and construction phases to effectively mitigate any potential impacts associated with the project. Ongoing discussions with the Area Municipalities (Township of South-West Oxford, Township of Norwich) will be maintained throughout the project.

Report No. PW 2023-43 will be circulated to Area Municipalities for information.

2023-2026 STRATEGIC PLAN

Oxford County Council approved the **2023-2026 Strategic Plan** on September 13, 2023. The Plan outlines 39 goals across three strategic pillars that advance Council's vision of "Working together for a healthy, vibrant, and sustainable future." These pillars are: (1) *Promoting community vitality*, (2) *Enhancing environmental sustainability*, and (3) *Fostering progressive government*.

The recommendations in this report supports the following Strategic Plan Pillars and Goals:

		
Promoting community vitality	Enhancing environmental sustainability	Fostering progressive government
Goal 1.4 – Connected people and places		Goal 3.1 – Continuous improvement and results-driven solutions

See: [Oxford County 2023-2026 Strategic Plan](#)

DISCUSSION

Background

As shown in Attachment 1, the Study Area includes approximately 16 km of OR 19 between Highway 19 (Plank Line – MTO right of way) and Windham Line (Norfolk County boundary). It is predominately bounded by both residential and agricultural properties to the north and south. OR 19 is also referred to as "Ostrander Road" in the Township of South-West Oxford and is referred to as "Otterville Road" in the Township of Norwich. The Study Area also skips over settlements within the area, Villages of Springford and Otterville, as road corridor improvements were implemented in these areas under previous projects.

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OR 19 presently bears seasonal load restrictions during the Spring season, posing challenges to the transportation of goods. At the southern boundary of the Township of Norwich, there exists a substantial expanse of industrial lands, largely untapped and underutilized, which would significantly benefit from the removal of these load constraints. Furthermore, the establishment of additional connections to Oxford Road 13, Oxford Road 59, Highway 19 and Tillsonburg would enhance accessibility and bolster economic prospects in the vicinity.

Additionally, the OR 19 corridor is home to several prominent agri-businesses and industrial facilities, all of which currently face limitations on road usage during the Spring due to load restrictions. The proposed improvements in connectivity would redress this issue, offering newfound accessibility and facilitating economic growth.

Furthermore, certain segments of the road exhibit sightlines that fall short of current safety standards. Consequently, the design for these enhancements will take into consideration potential adjustments to horizontal and vertical alignments to enhance safety along the corridor.

Lastly, it is worth noting that the current width of the road's ROW does not align with the County's stipulated guidelines, as delineated in the Official Plan. To improve connectivity within the local Townships surrounding OR 19 and support the neighbouring businesses, a comprehensive widening and reconstruction of the road and ROW are imperative. These measures are designed not only to conform to County standards but also to ensure the safe and efficient movement of both people and goods through the year 2046.

Comments

Study Process

The OR 19 Reconstruction Class EA Study was undertaken by County staff in the Spring of 2022 with the assistance of engineering and technical consultants (R.J. Burnside & Associates Limited; Archaeological Resources Inc.). The Class EA Study was carried out as a Schedule 'C' activity in full accordance with the Municipal Class EA process. Proponents planning to undertake Schedule 'C' activities are required to complete Phases 1 to 5 of the Municipal Class EA process as outlined in Attachment 2.

Evaluation of Alternative Solutions

The Class EA Study project team identified five preliminary alternative solutions to the problem statement, summarized in Attachment 3 and described in detail below:


























- **Alternative 1 – Do nothing:** This alternative would involve the continued operation of the existing roadway and ROW without any improvements or changes to the existing infrastructure.
- **Alternative 2 – Provide regular road maintenance:** This alternative would involve the maintenance of the road and shoulders to maintain acceptable surface conditions (i.e. crack sealing, gravel shouldering, resurfacing work). Under this alternative, the road will continue to operate as a two-way road fully open to the public with no major rehabilitation, reconstruction or widening. Routine operational maintenance will be performed as required. Half-load restrictions will continue to be applied in the Spring.

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- **Alternative 3 – Improve road structure within existing ROW:** This alternative would provide a two-lane road to County requirements with gravel shoulders. The pavement structure will be improved to remove half-load restrictions in the Spring. A minor amount of widening within the existing ROW is proposed on the travel lanes to improve safety.
- **Alternative 4 – Widen ROW, widen and partially pave shoulders:** This alternative would provide a two-lane road to County requirements with a paved/gravel shoulder. No improvement of pavement structure to remove half-load restrictions in the Spring is proposed. The ROW will be widened to meet the Official Plan requirement of 30.5m.
- **Alternative 5 – Improve road structure, widen ROW, widen and partially pave shoulders:** This alternative would provide a two-lane road to County requirements with a paved/gravel shoulder. The pavement structure will be improved to remove half-load restrictions in the Spring. The ROW will be widened to meet the Official Plan requirement of 30.5m.

The list of alternative solutions was generated by taking into consideration the Study Area conditions and County Road / ROW upgrade requirements. As shown in Table 1, an analysis of the list of alternative solutions was undertaken based on potential related impacts to the natural environment, cultural, social-economic, technical and financial criteria.

Table 1: Comparative Evaluation of Alternative Solutions

CRITERIA FOR EVALUATING ALTERNATIVES	Alternative 1: Do Nothing	Alternative 2: Provide regular road maintenance	Alternative 3: Improve road structure within existing ROW	Alternative 4: Widen the ROW and widen partially pave shoulders	Alternative 5: Improve road structure, widen the ROW and widen and partially pave shoulders
PROBLEM STATEMENT (POS)	Does not meet POS	Partially meets POS	Partially meets POS	Partially meets POS	Meets POS
Natural Environment					
Cultural Environment					
Socio-Economic Environment					
Technical Considerations					
Financial Considerations					
OVERALL SUMMARY	Not Carried Forward	Least Preferred	Moderately Preferred	Moderately Preferred	Most Preferred

ORDER OF PREFERENCE

- Most Preferred 
- More Preferred 
- Moderately Preferred 
- Less Preferred 
- Least Preferred 

Selection of Preferred Solution and Design

The overall objective of the evaluation was to identify a Preferred Solution among the five alternatives identified in Table 1 that provides the most favourable solution to the Project Opportunity Statement. Based on the above, the Preferred Solution was recommended for the following reasons:

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- Provides a two-lane road to County requirements with paved shoulder;
- Widened and partially paved shoulders to reduce maintenance and improve safety;
- Improvement of pavement structure to remove half-load restrictions in the spring.

In light of the preferred solution (Alternative 5), three design concepts (refer to Attachment 4) were then evaluated as shown in Table 2.

Table 2: Comparative Evaluation of Alternative Design Concepts

CRITERIA FOR EVALUATING ALTERNATIVES	Alternative 1: Moderately-wide paved shoulders	Alternative 2: Minimally-wide paved shoulders	Alternative 3: Maximally-wide paved shoulders
NATURAL ENVIRONMENT	●	●	●
SOCIO-CULTURAL ENVIRONMENT	●	●	●
TECHNICAL ENVIRONMENT	●	●	●
ECONOMIC ENVIRONMENT	●	●	●
OVERALL SUMMARY	Most Preferred	Least Preferred	Least Preferred

ORDER OF PREFERENCE

- Most Preferred ●
- More Preferred ●
- Moderately Preferred ●
- Less Preferred ●
- Least Preferred ○

The preferred design concept was recommended to be **Alternative 1: Moderately-wide paved shoulders** for the following reasons:

- Widening and structural improvements to remove the Spring half-load restrictions will help farms and businesses transport goods;
- Improves the safety for access to private properties and businesses through opportunities for smooth exit/entrance;
- Likely to reduce the frequency of preventive road maintenance treatments and gravel shoulder maintenance requirements;
- Paving of shoulders provides increased stabilization of the roadbed against adverse climatological events. Increased potential for active transportation can reduce the impacts of auto emissions on increasing greenhouse gases; and
- Meets the Official Plan ROW requirements and supports Active Transportation.

In accordance with the recommended preferred alternative solution, which entails the reconstruction and widening of OR 19, property acquisition (~11.75 hectares) will need to be undertaken as an integral component of this endeavour as shown in Attachment 5. Accordingly, all property owners have been duly informed of the proposed improvements for OR 19 and County staff members are actively engaged in ongoing dialogues to address any inquiries or feedback raised.

CONCLUSIONS

The Oxford Road 19 Reconstruction Class EA Study has fulfilled the requirements for Schedule 'C' activities under the Municipal Class EA process such that, with Council's approval, a Notice of Study Completion can now be issued and the mandatory 30-day public review period will be commenced.

Public Works staff believes that the recommended preferred solution and design for the OR 19 Reconstruction Class EA Study - to widen the road and ROW, partially (moderately wide) pave the shoulders and implement structural improvements (Alternative Solution 5) – is the best solution from an environmental, social, economic and technical perspective.

SIGNATURES

Report Author:

Original signed by:

Noah Brister, 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:

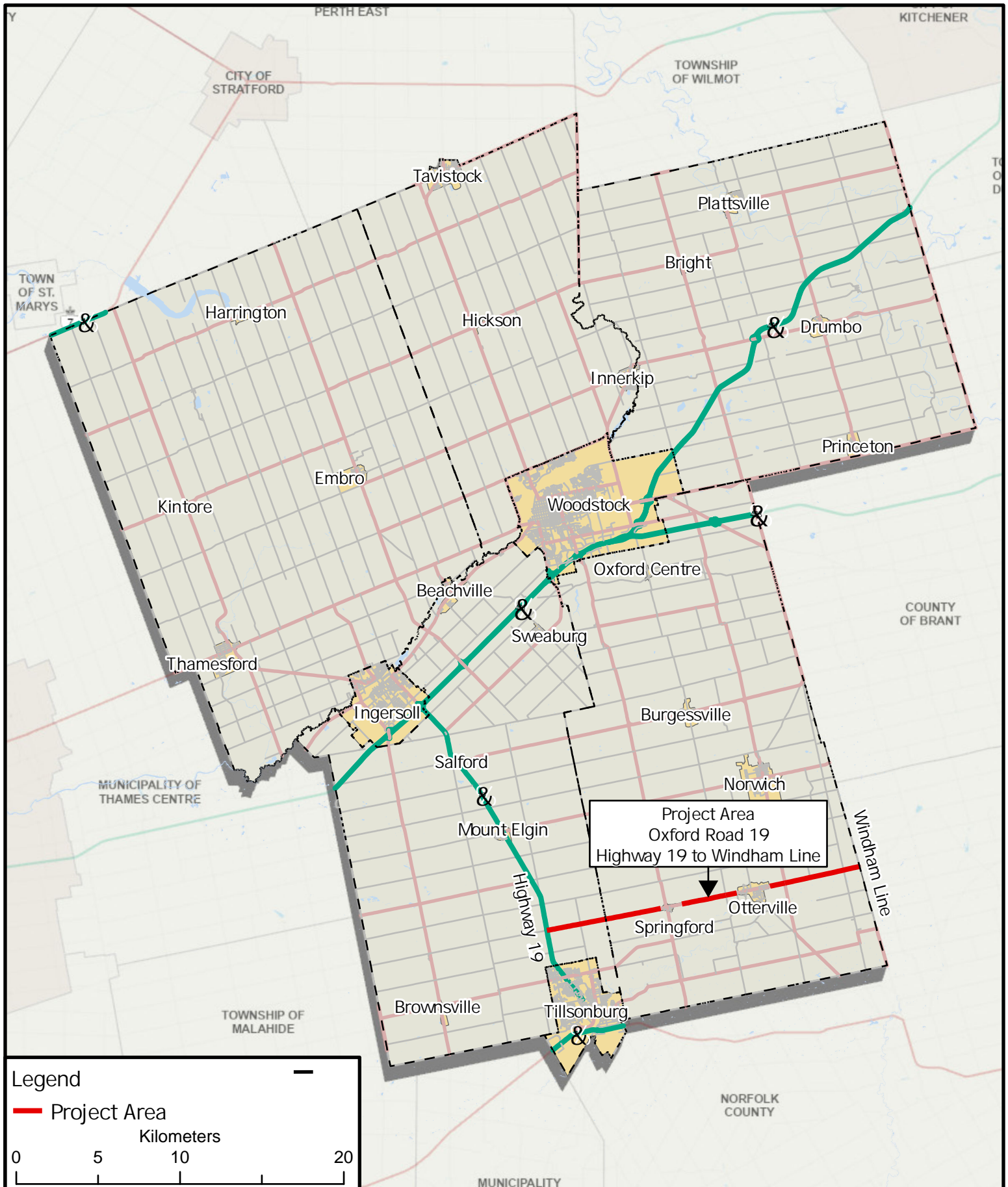
Ben Addley
Chief Administrative Officer

ATTACHMENTS

Attachment 1: Oxford County Key Plan
Attachment 2: Municipal Class EA Study Process for Schedule C Undertakings
Attachment 3: Alternative Solutions
Attachment 4: Alternative Design Concepts
Attachment 5: Proposed Property Acquisition

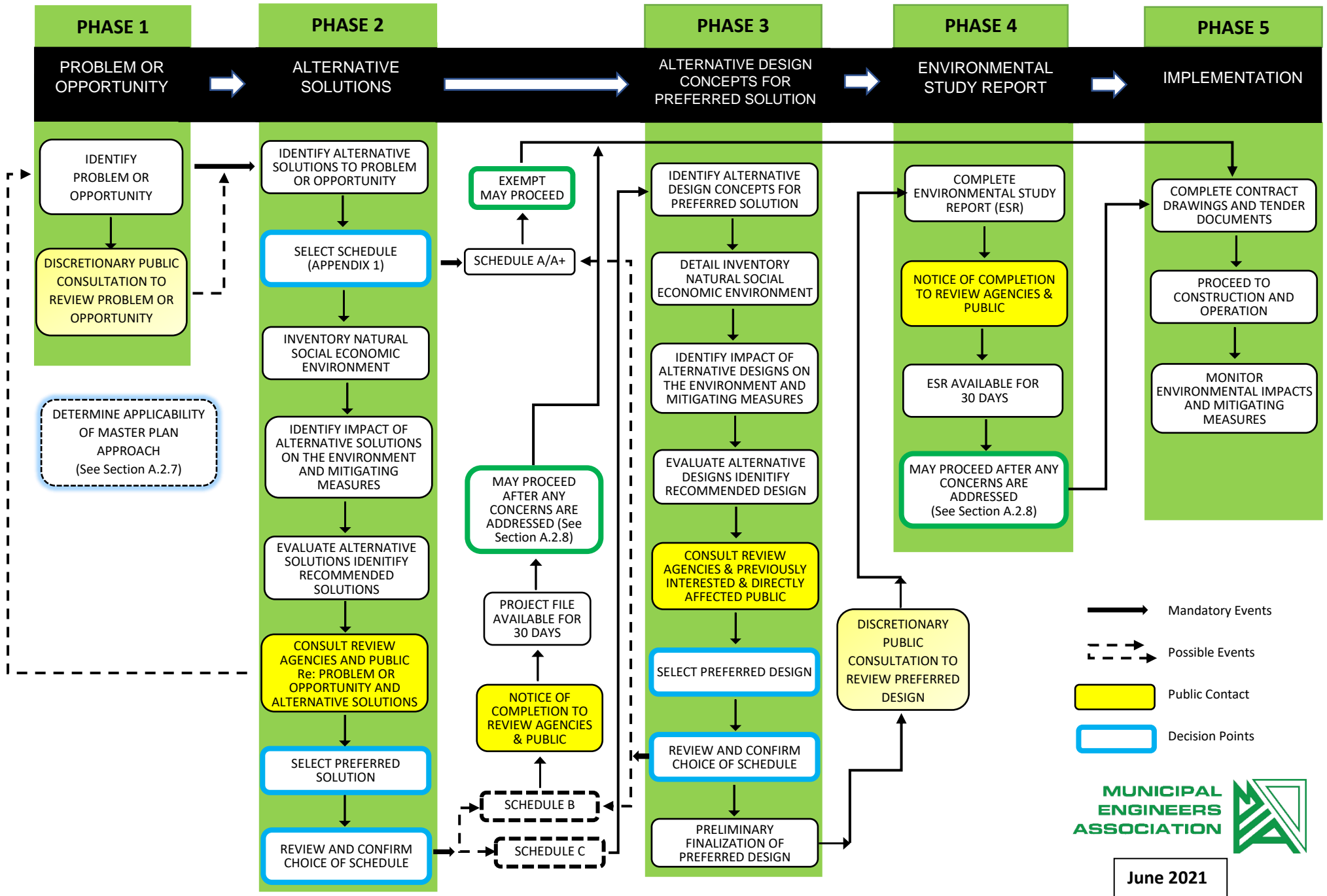


Oxford County Key Plan



MUNICIPAL CLASS EA PLANNING AND DESIGN PROCESS

NOTE: This flow chart is to be read in conjunction with Part A of the Municipal Class EA

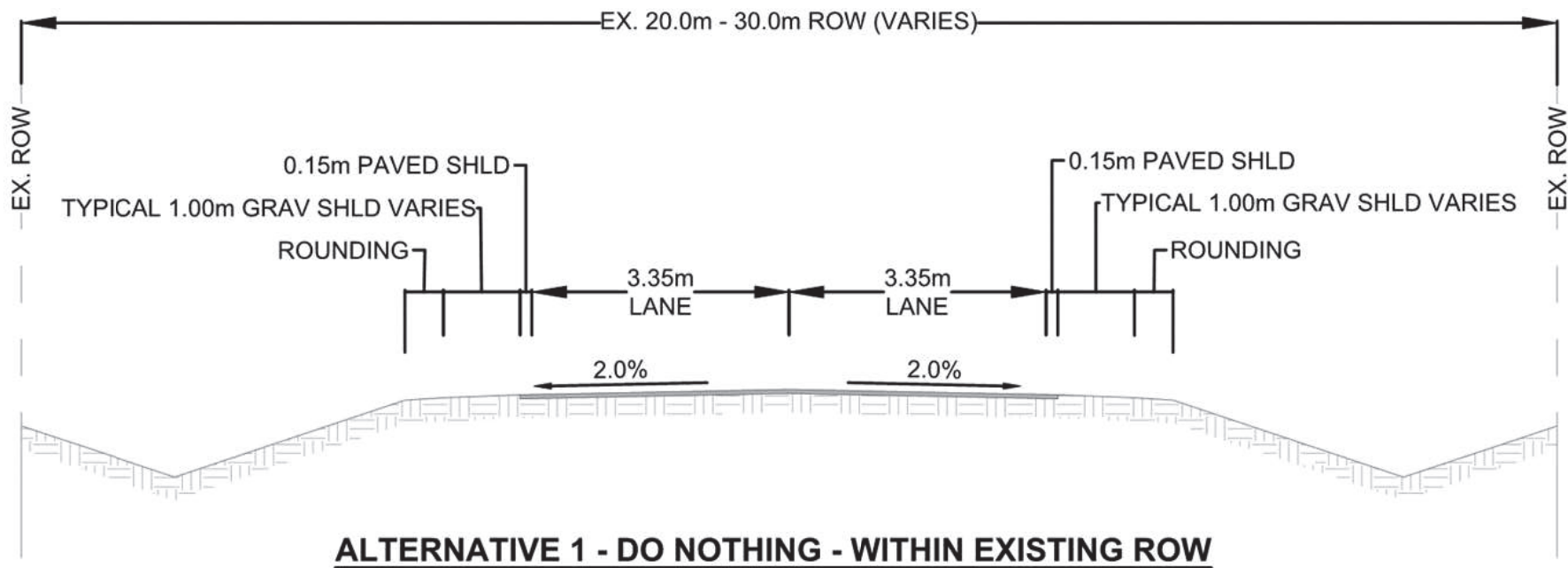


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Oxford County Road 19 Schedule C Environmental Assessment
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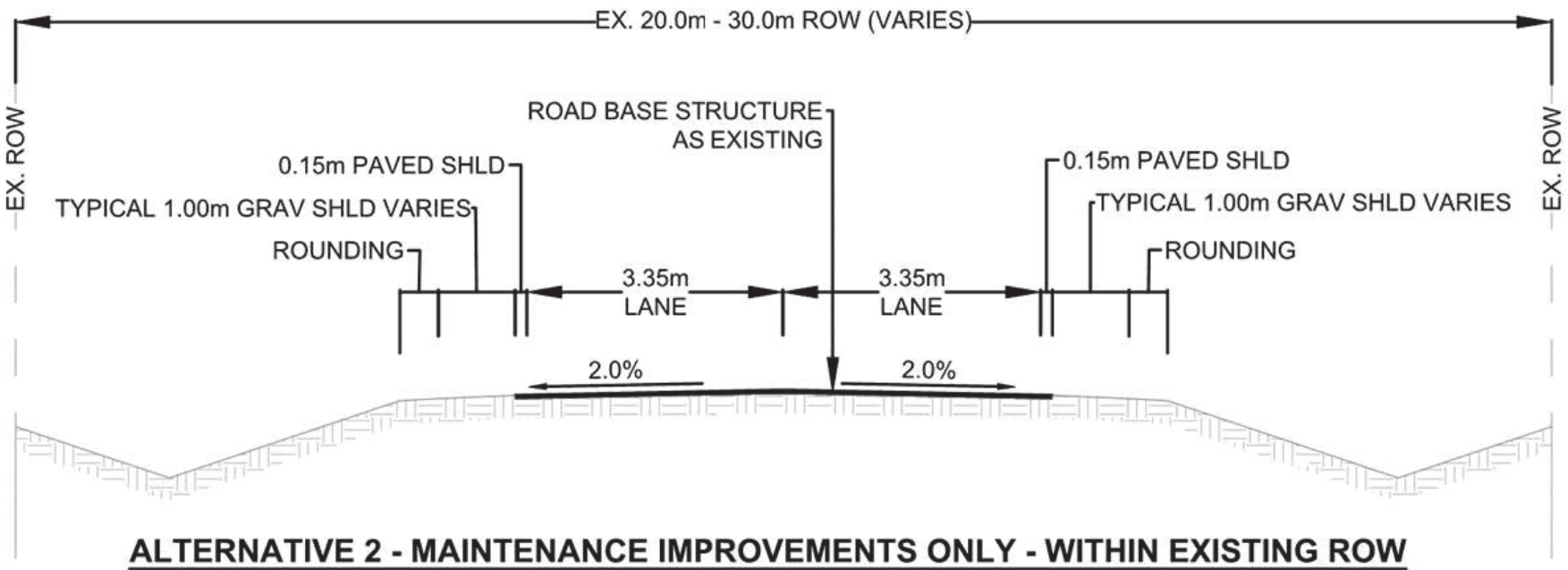
Figure 13: Alternative Solutions



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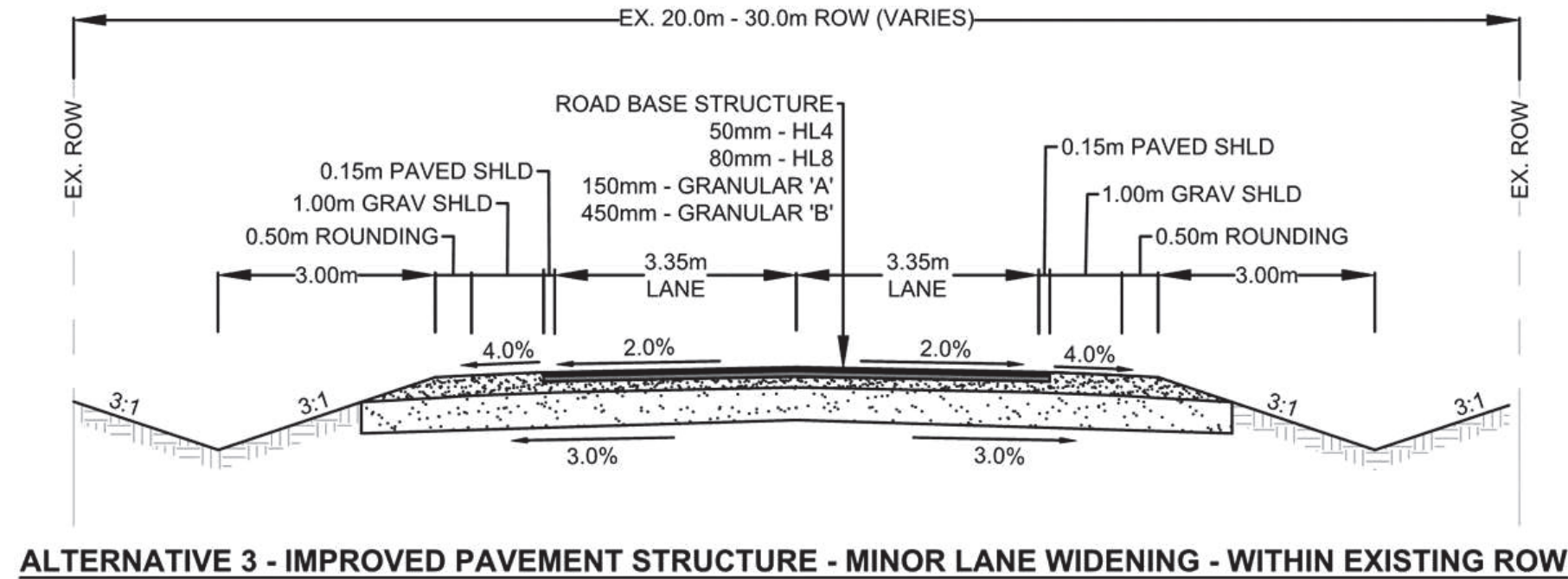
Oxford County Road 19 Schedule C Environmental Assessment
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County of Oxford

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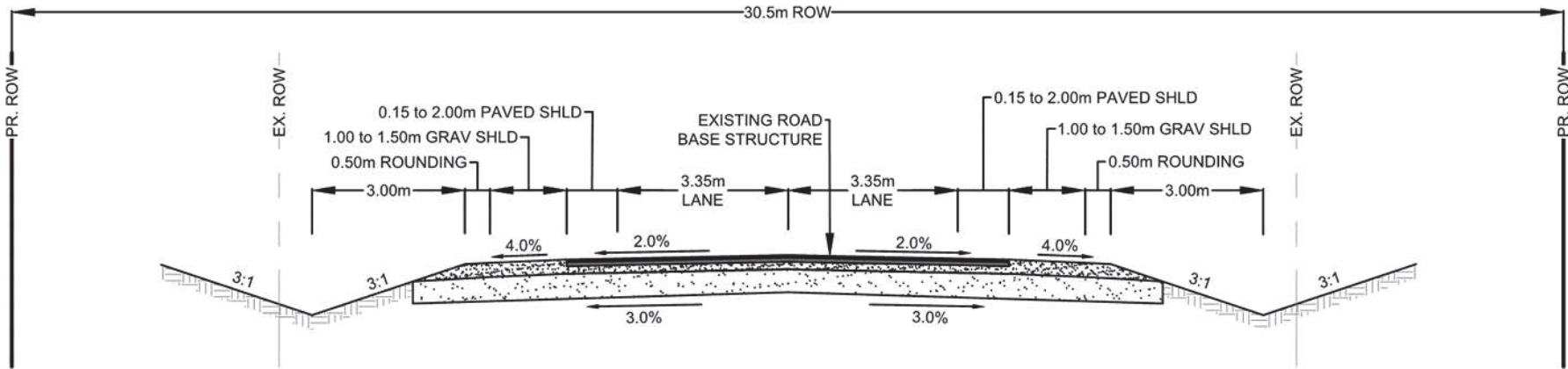
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County of Oxford

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Oxford County Road 19 Schedule C Environmental Assessment
September 2023



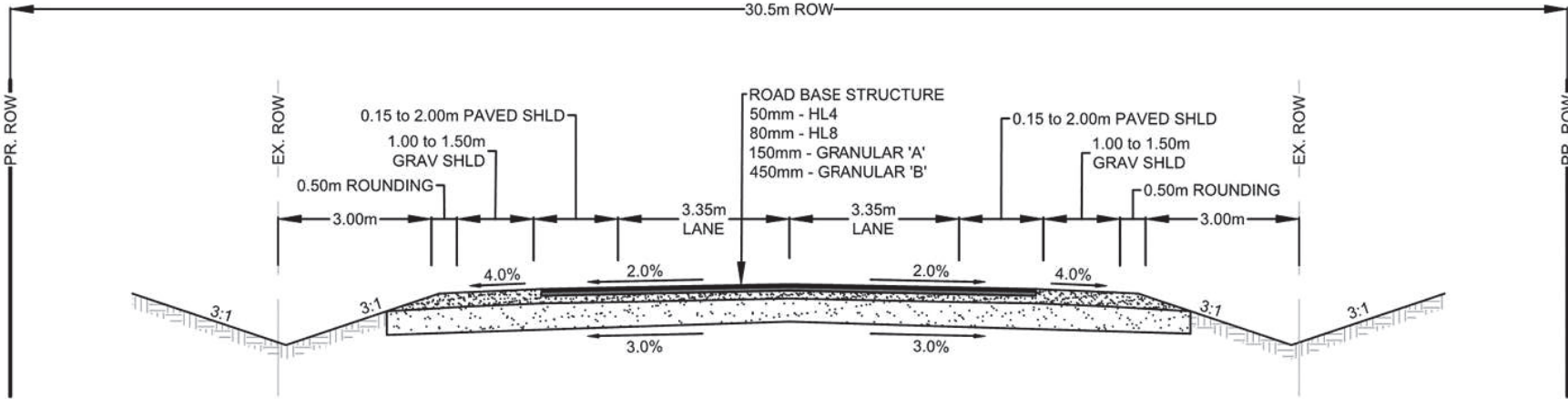
NOTE: WIDTH OF SHOULDER TO BE DETERMINED AS PART OF CONSIDERATION OF DESIGN ALTERNATIVES AND PURPOSE OF SHOULDER (e.g., TO REDUCE MAINTENANCE, TO IMPROVE SAFETY, TO PROVIDE UNBUFFERED BICYCLE ACCESSIBLE SHOULDER OR TO PROVIDE BUFFERED BICYCLE ACCESSIBLE SHOULDER).

ALTERNATIVE 4 - PARTIALLY PAVED SHOULDER - MAINTAIN EXISTING PAVEMENT STRUCTURE - WIDEN ROW TO MEET OFFICIAL PLAN REQUIREMENT

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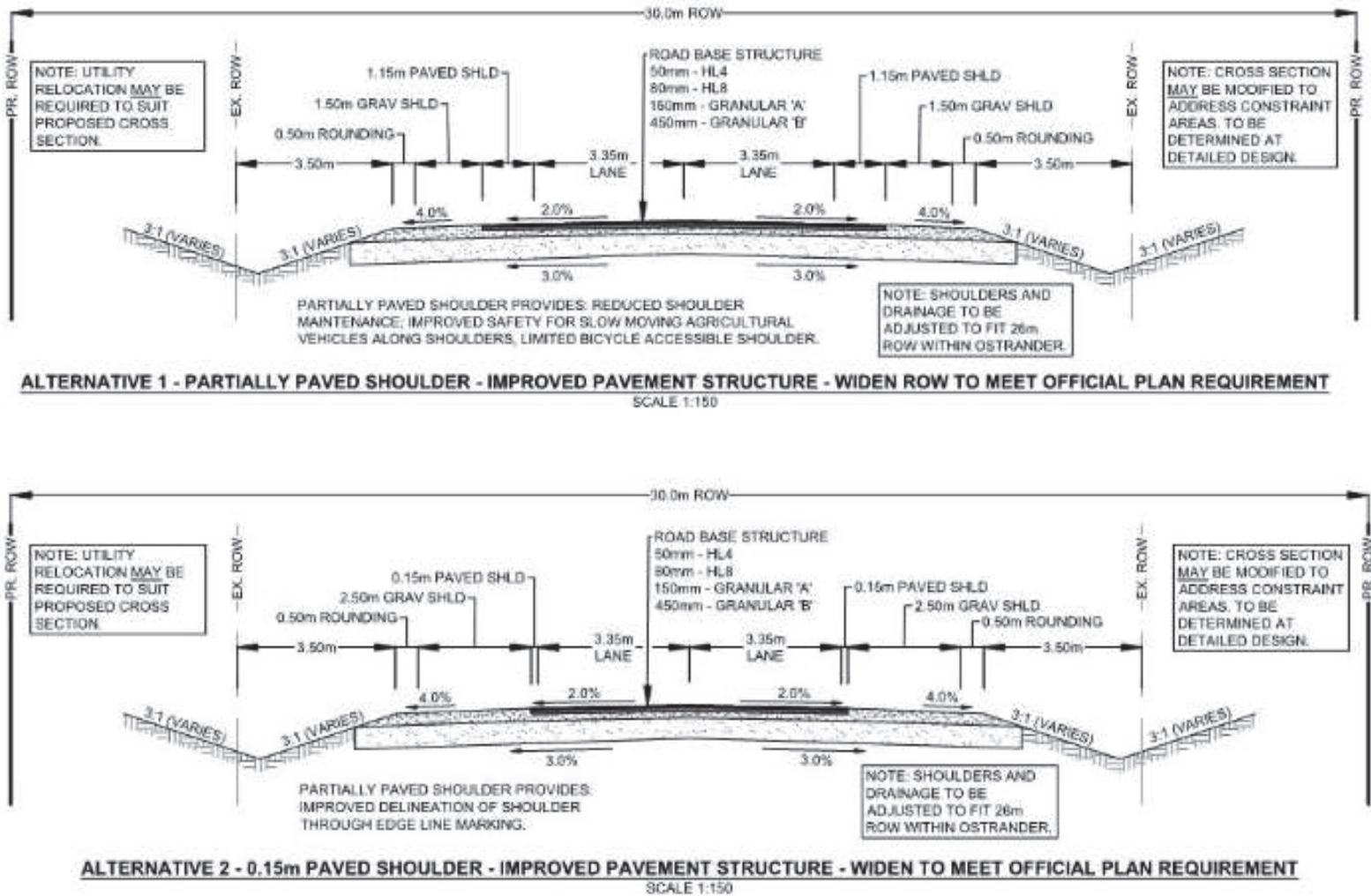


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ALTERNATIVE 5 - PARTIALLY PAVED SHOULDER - IMPROVED PAVEMENT STRUCTURE - WIDEN ROW TO MEET OFFICIAL PLAN REQUIREMENT

County of Oxford
Oxford County Road 19 Schedule C Environmental Assessment
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Figure 14: Alternative Design Concepts

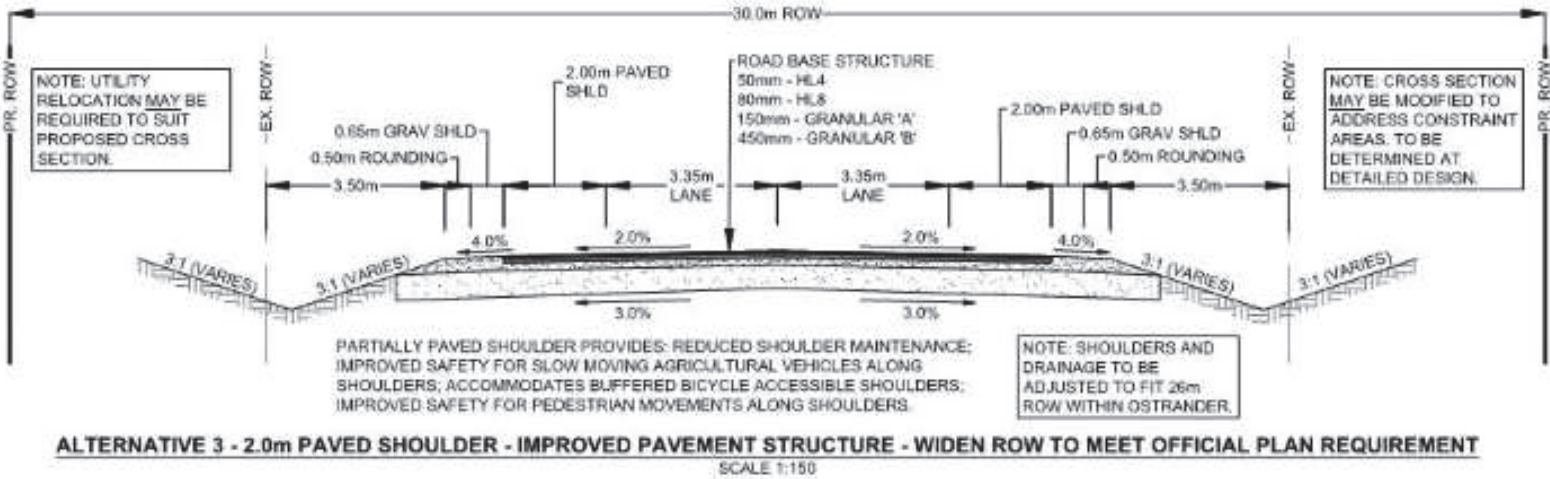


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Oxford County Road 19 Schedule C Environmental Assessment

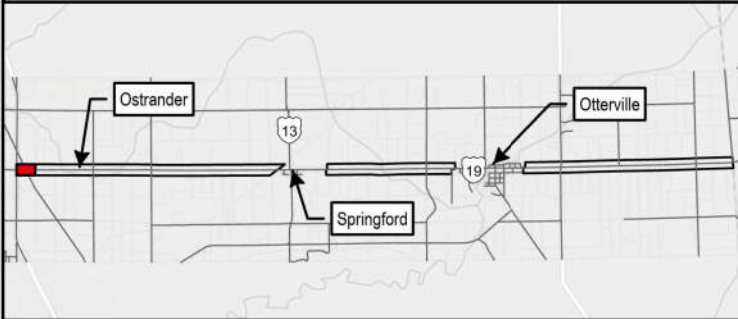
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Attachment No. 5



- Proposed Right of Way
- Proposed Property Aquisition



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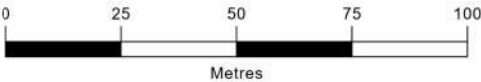
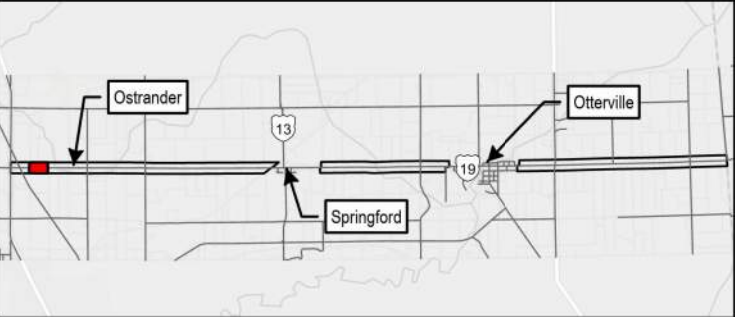


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PROPERTIES AFFECTED

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- Proposed Right of Way
- Proposed Property Aquisition



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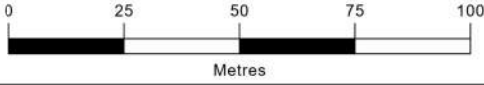
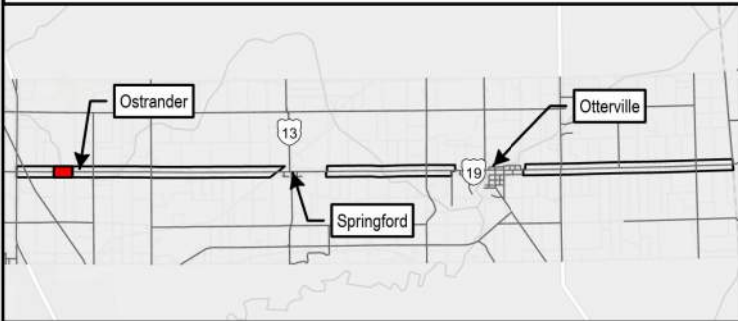


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- Proposed Right of Way
- Proposed Property Aquisition



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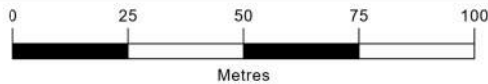
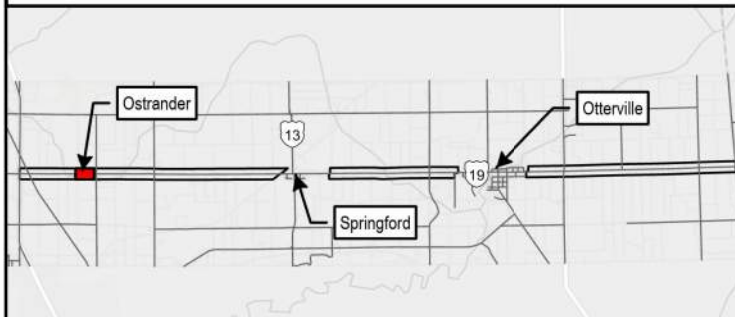



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--- Proposed Right of Way

Proposed Property Aquisition

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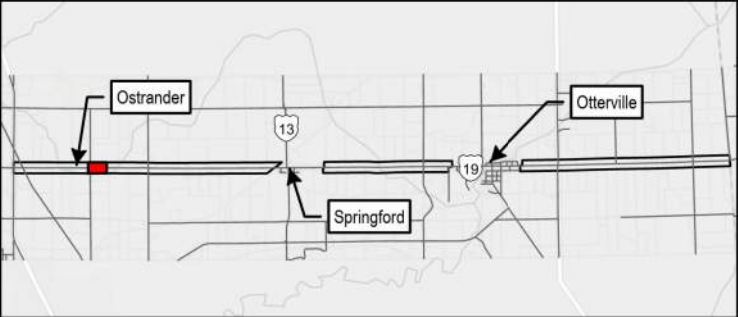
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- Proposed Right of Way
- Proposed Property Aquisition



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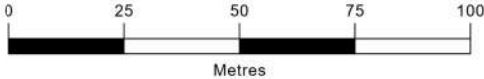
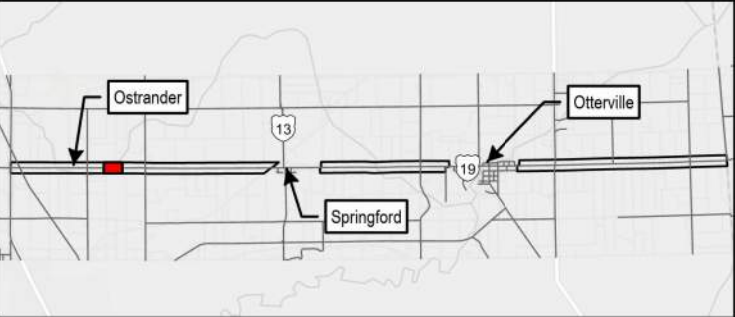




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-  Proposed Right of Way
-  Proposed Property Aquisition



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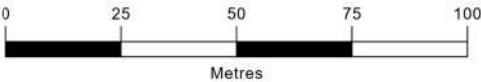
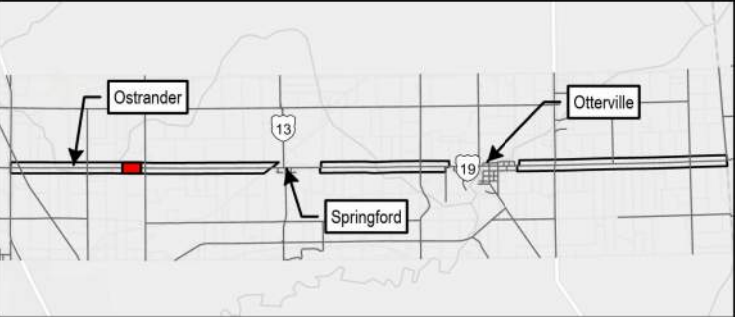


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- Proposed Right of Way
- Proposed Property Aquisition



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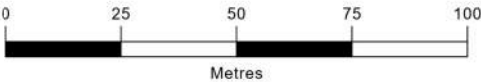
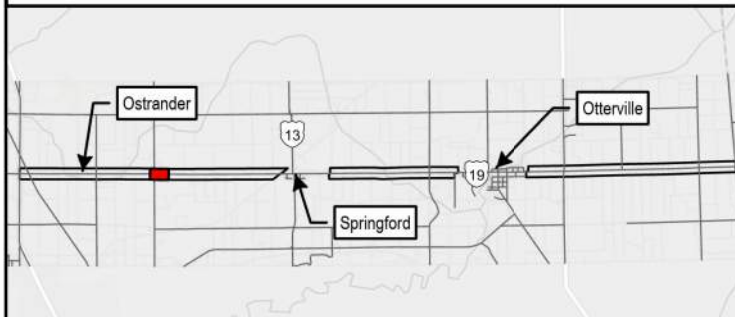



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--- Proposed Right of Way

Proposed Property Aquisition

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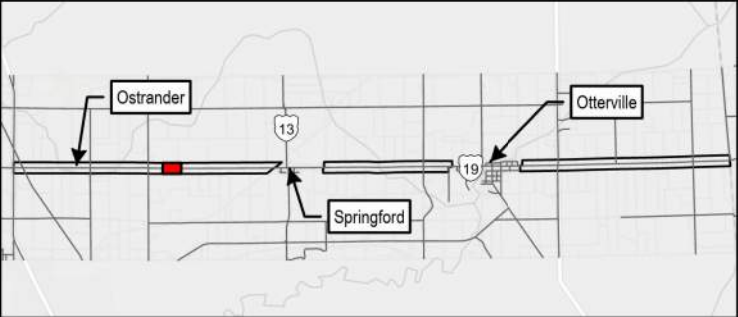
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-  Proposed Right of Way
-  Proposed Property Aquisition



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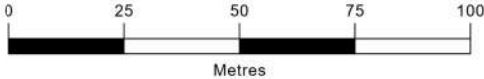
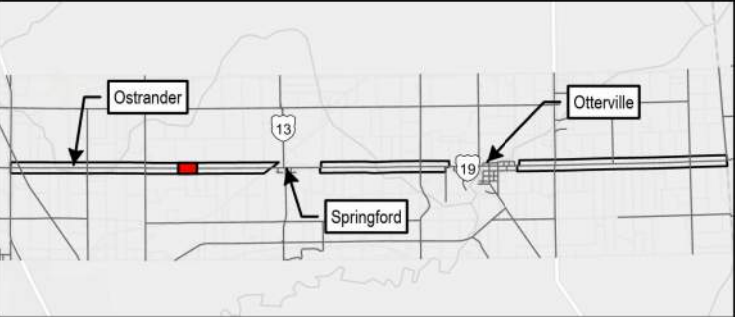




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-  Proposed Right of Way
-  Proposed Property Aquisition



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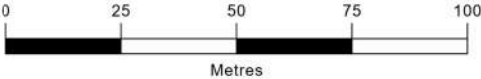
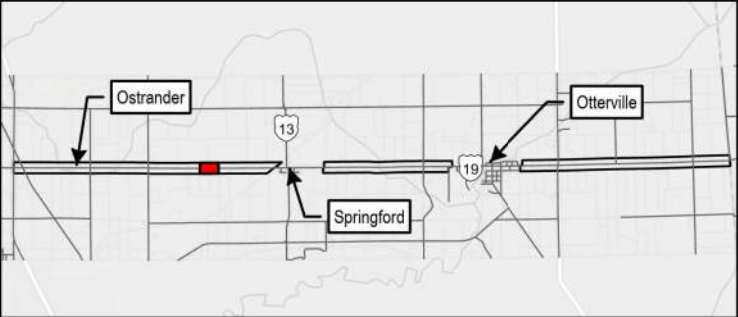




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-  Proposed Right of Way
-  Proposed Property Aquisition



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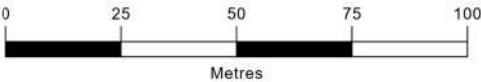
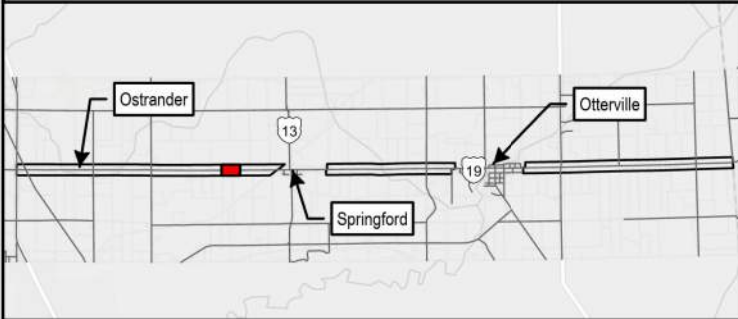


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- Proposed Right of Way
- Proposed Property Aquisition



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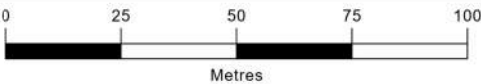
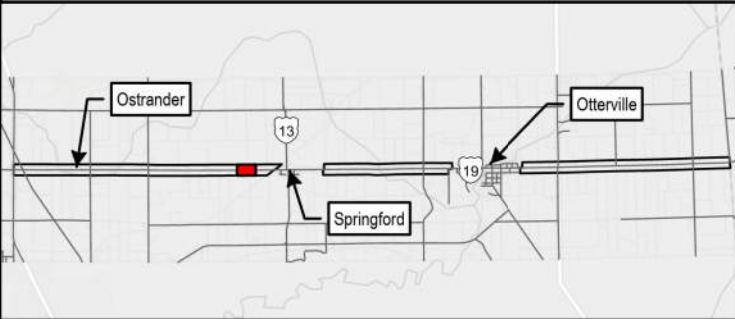




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-  Proposed Property Aquisition



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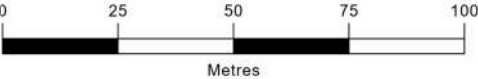
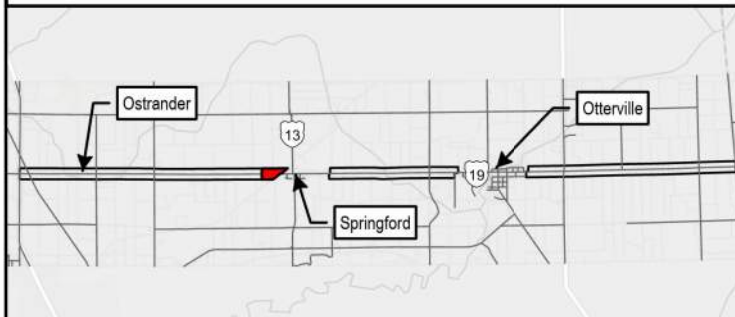


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Proposed Right of Way

Proposed Property Aquisition

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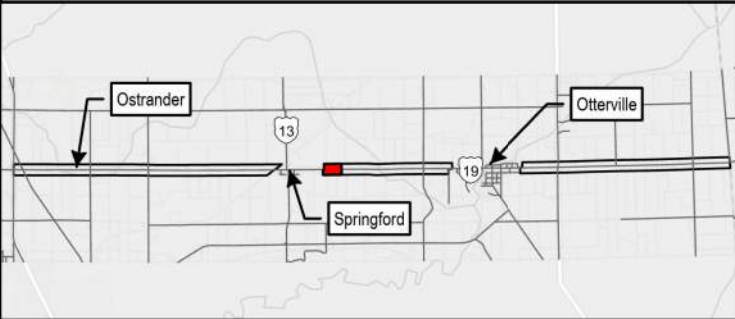
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- Proposed Right of Way
- Proposed Property Aquisition



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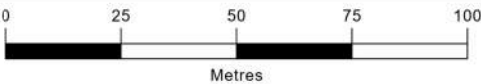
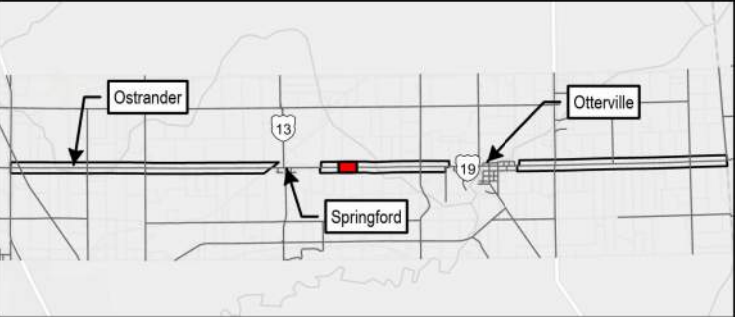
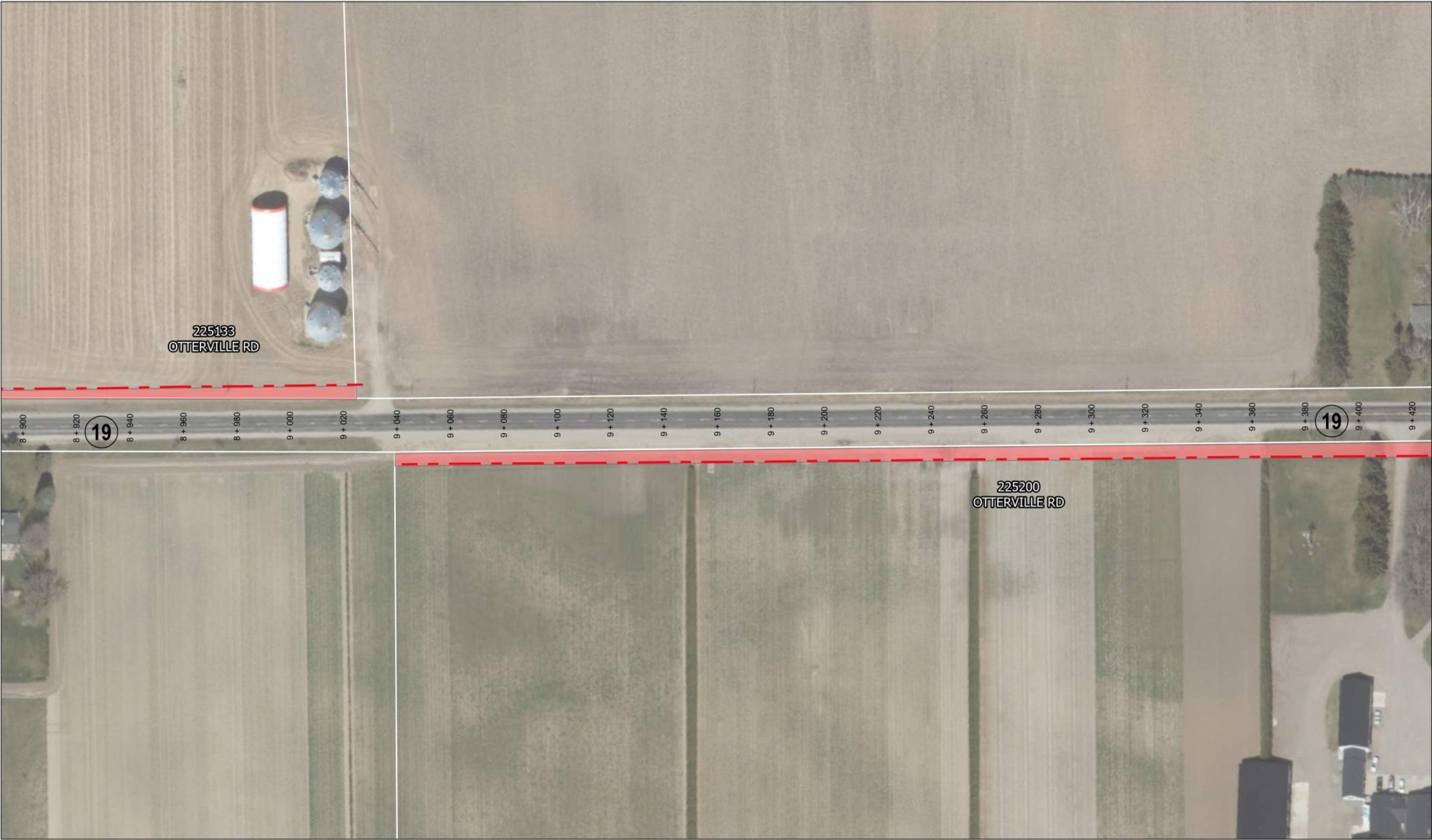


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- Proposed Right of Way
- Proposed Property Aquisition



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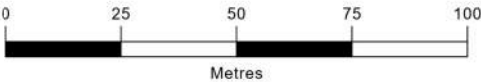
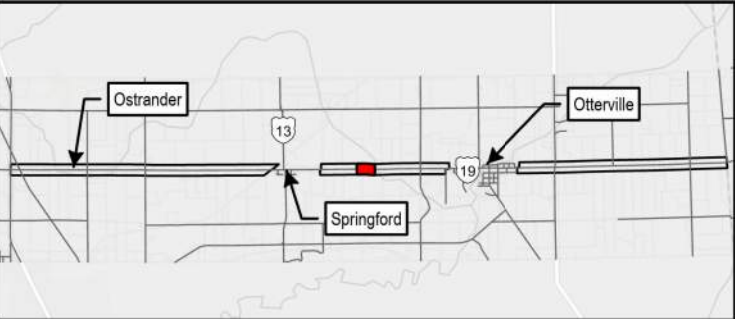


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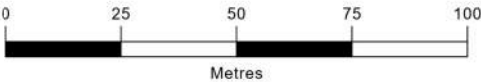
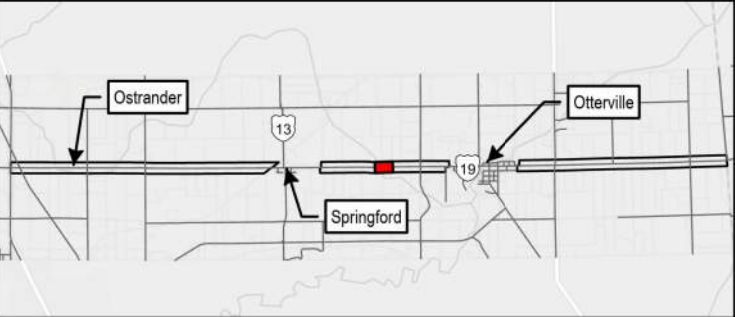


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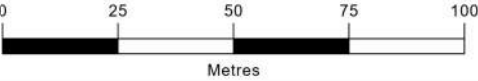
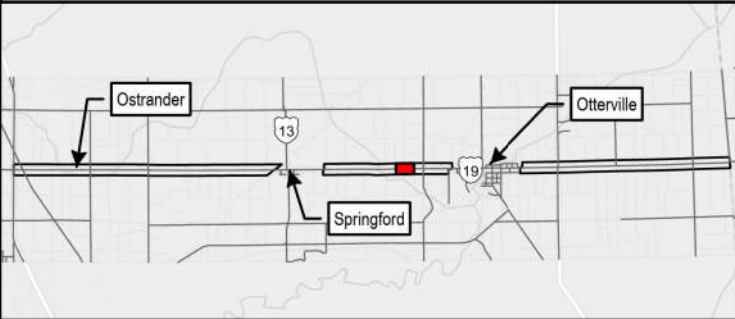
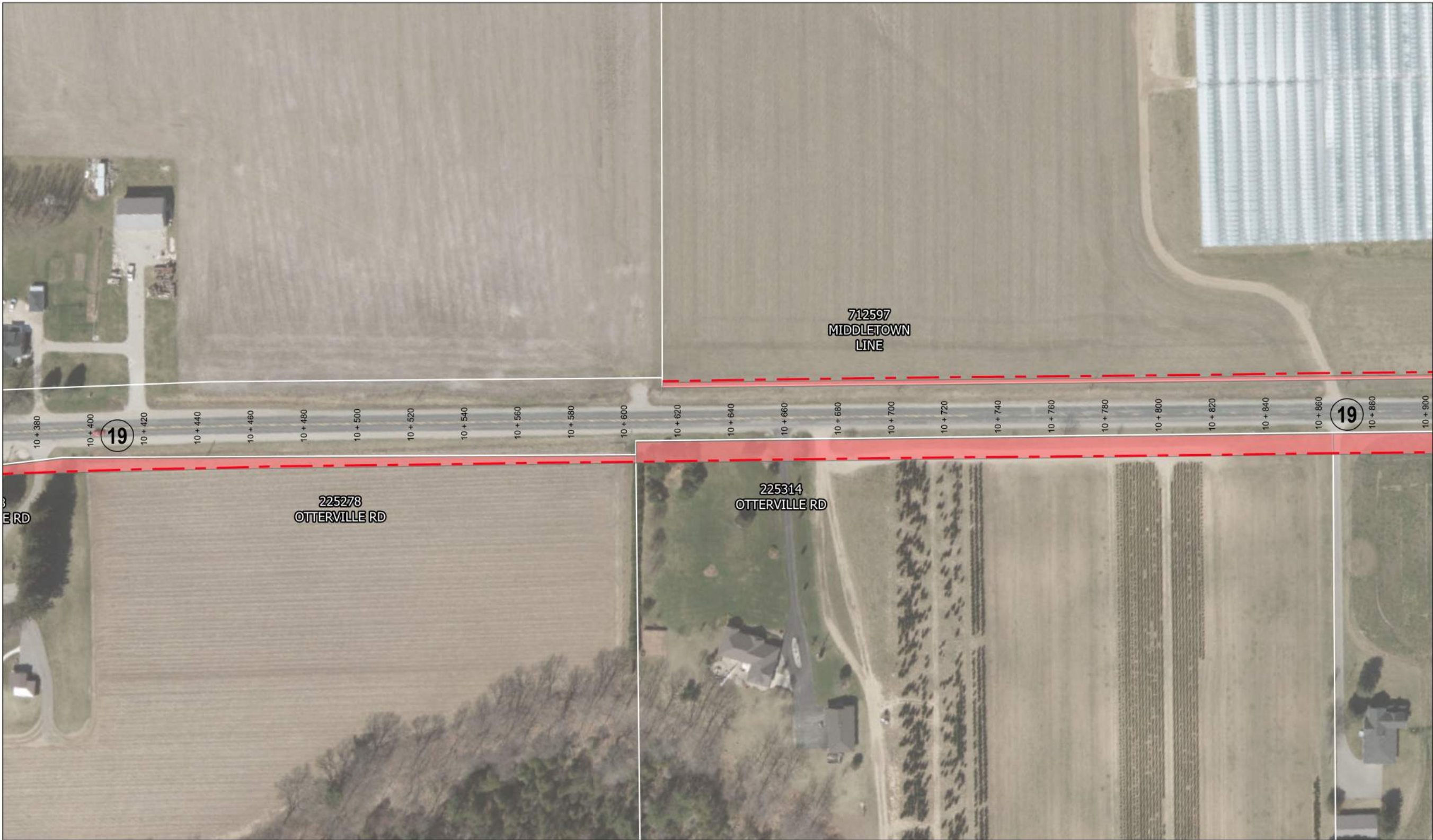


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- Proposed Right of Way
- Proposed Property Acquisition



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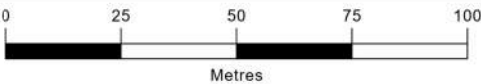
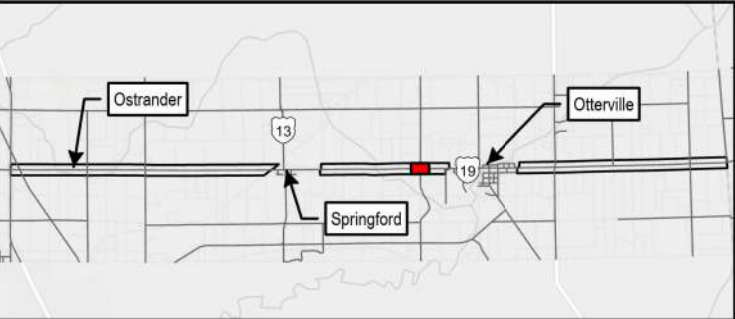


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PROPERTIES AFFECTED

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- Proposed Right of Way
- Proposed Property Aquisition



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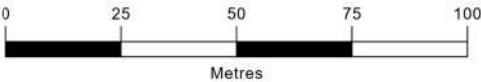
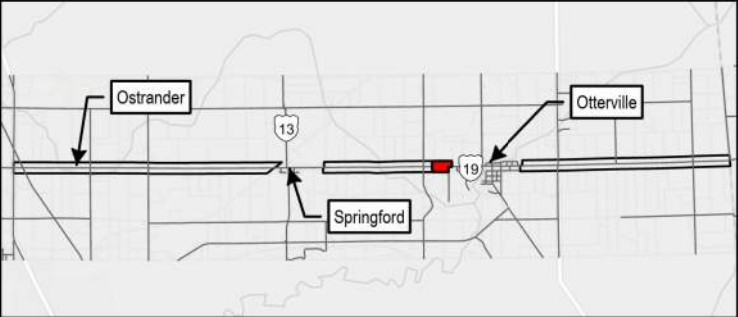




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-  Proposed Right of Way
-  Proposed Property Aquisition



Client
COUNTY OF OXFORD

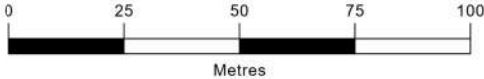
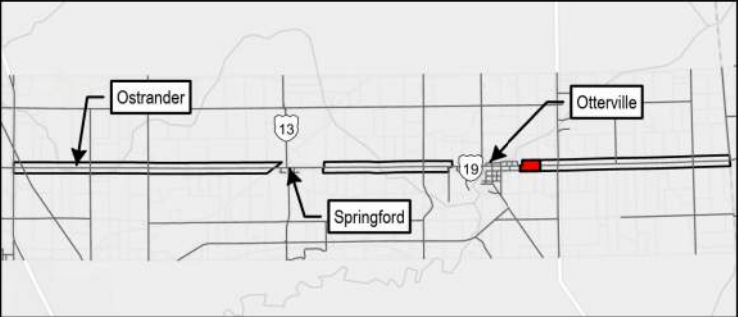


Figure Title
OXFORD ROAD 19 CLASS EA
PROPERTIES AFFECTED

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- Proposed Right of Way
- Proposed Property Aquisition



Client
COUNTY OF OXFORD

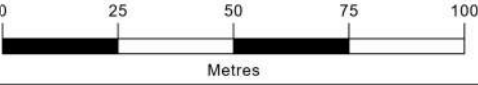
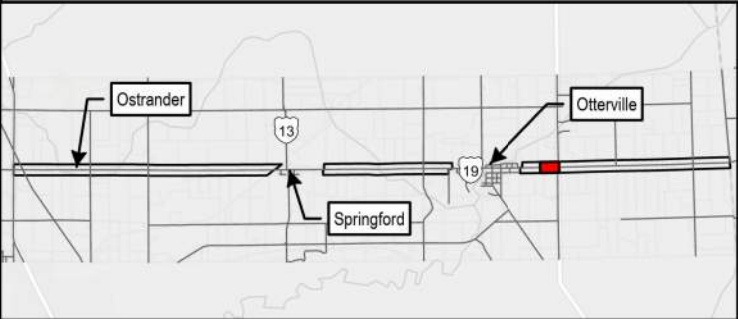


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- Proposed Right of Way
- Proposed Property Aquisition



Client
COUNTY OF OXFORD

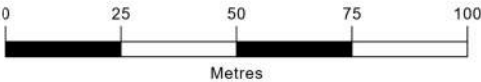
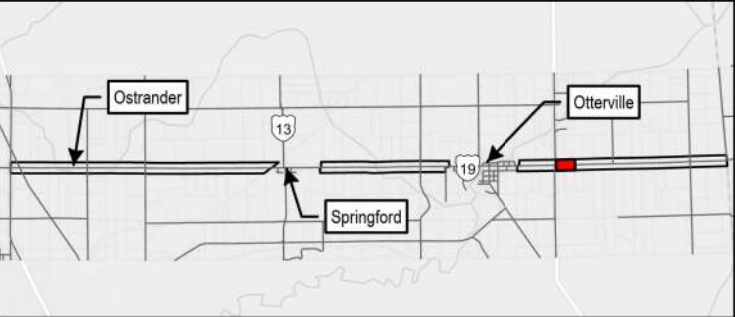


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PROPERTIES AFFECTED

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- Proposed Right of Way
- Proposed Property Aquisition



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COUNTY OF OXFORD

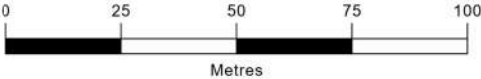
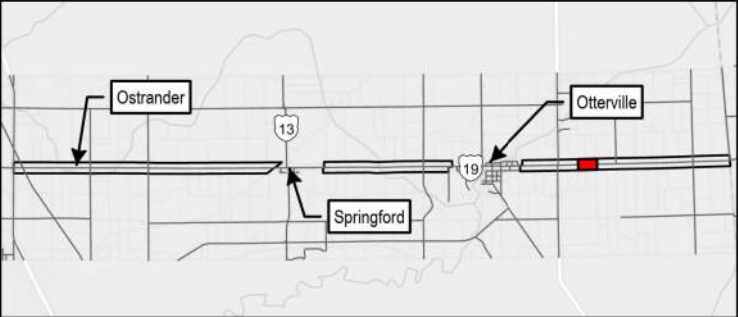




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PROPERTIES AFFECTED

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-  Proposed Right of Way
-  Proposed Property Aquisition



Client

COUNTY OF OXFORD

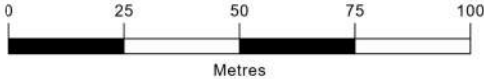
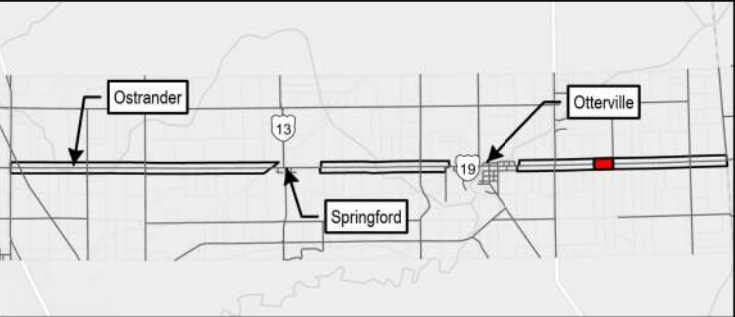


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PROPERTIES AFFECTED

Drawn	Checked	Date	Figure No.
HN	TR	2023/10/03	
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- Proposed Right of Way
- Proposed Property Aquisition



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COUNTY OF OXFORD

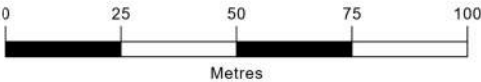
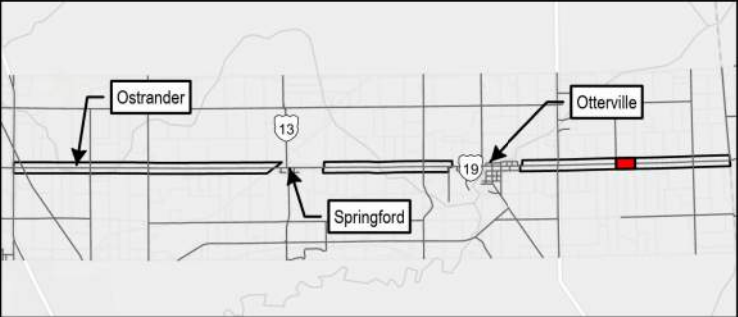




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PROPERTIES AFFECTED

Drawn	Checked	Date	Figure No.
HN	TR	2023/10/03	26/32
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-  Proposed Right of Way
-  Proposed Property Aquisition



Client

COUNTY OF OXFORD

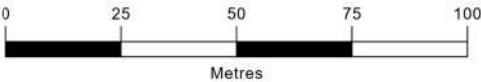
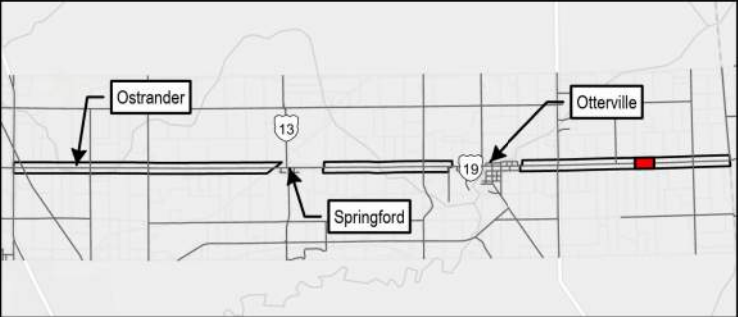
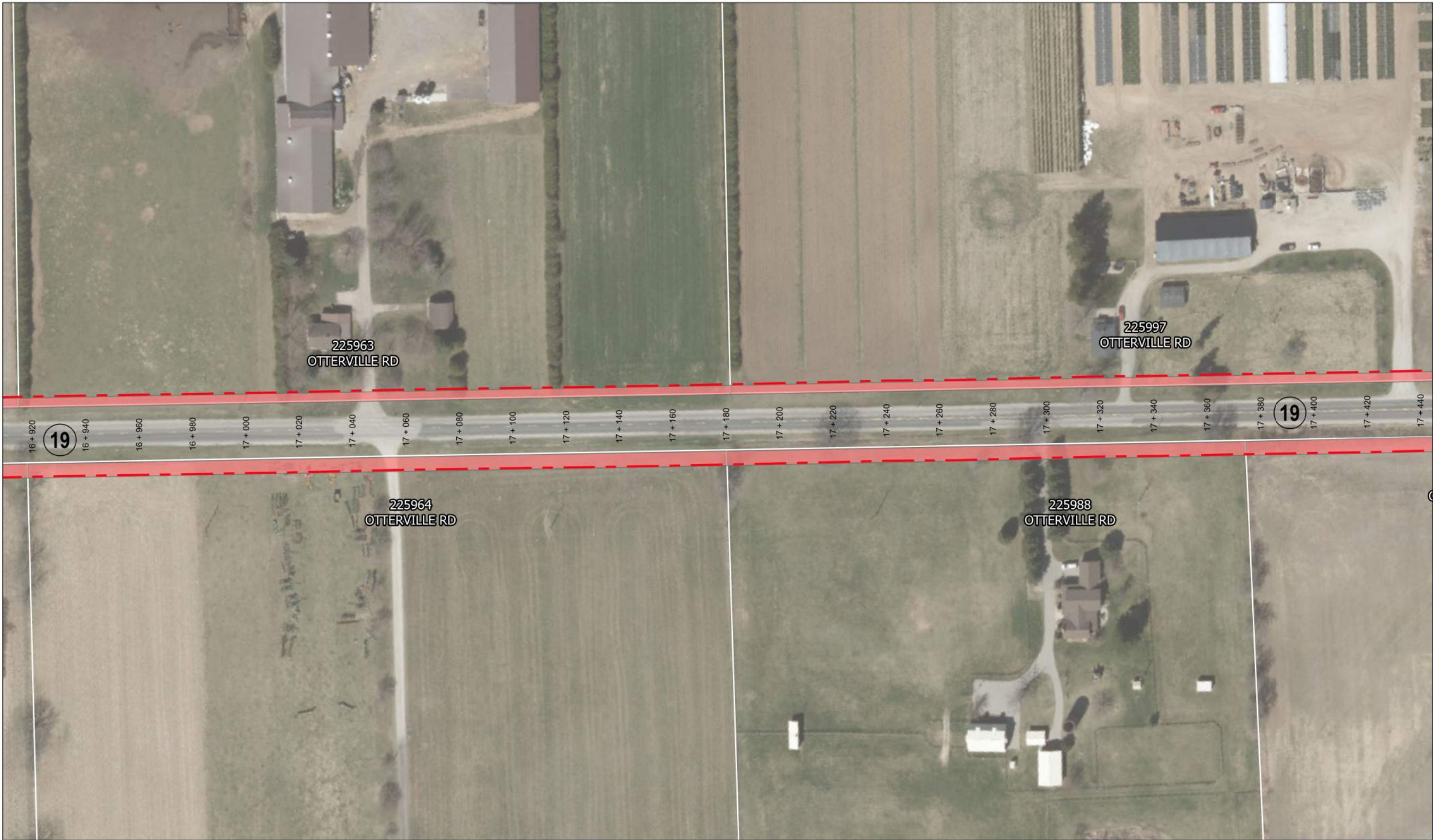


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OXFORD ROAD 19 CLASS EA
PROPERTIES AFFECTED

Drawn	Checked	Date	Figure No.
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--- Proposed Right of Way
Proposed Property Acquisition



Client
COUNTY OF OXFORD

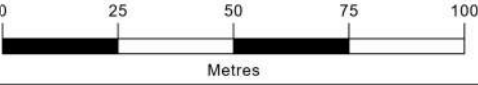
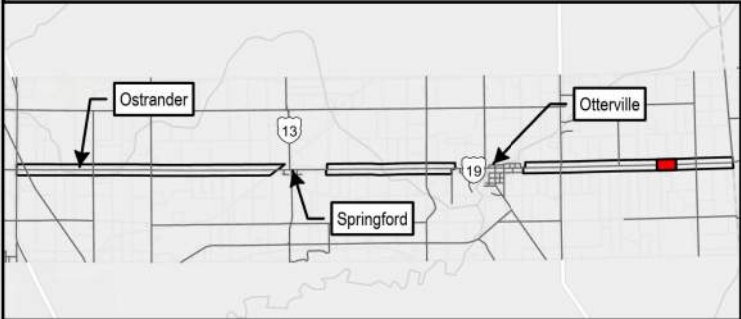


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PROPERTIES AFFECTED

Drawn	Checked	Date	Figure No.
HN	TR	2023/10/03	28/32
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- Proposed Right of Way
- Proposed Property Aquisition



Client

COUNTY OF OXFORD

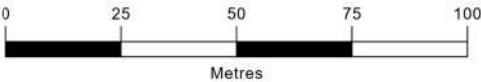
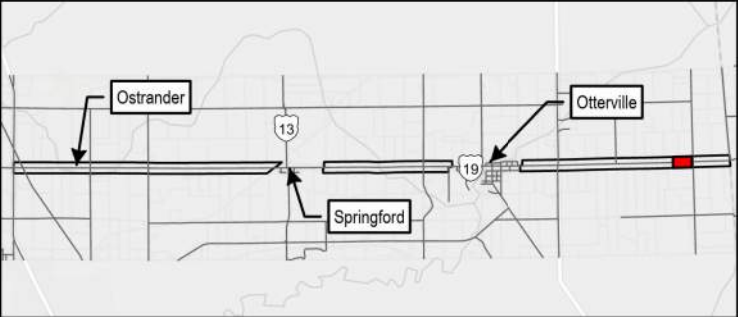


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OXFORD ROAD 19 CLASS EA
PROPERTIES AFFECTED

Drawn	Checked	Date	Figure No.
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- Proposed Right of Way
- Proposed Property Aquisition



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COUNTY OF OXFORD

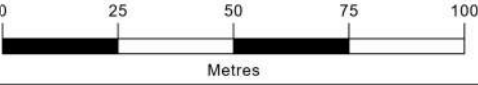
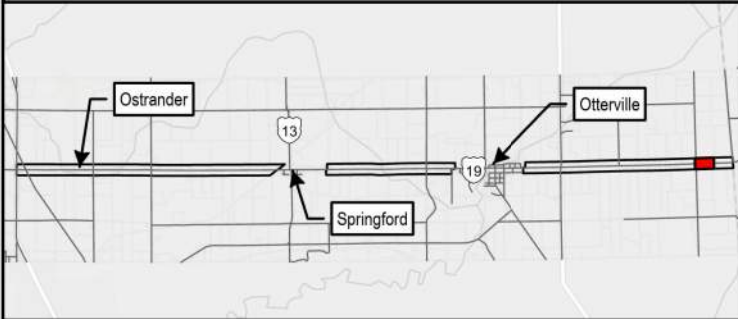


Figure Title
OXFORD ROAD 19 CLASS EA
PROPERTIES AFFECTED

Drawn	Checked	Date
HN	TR	2023/10/03
Scale	Project No.	
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- Proposed Right of Way
- Proposed Property Aquisition



Client

COUNTY OF OXFORD

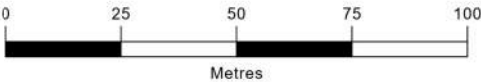
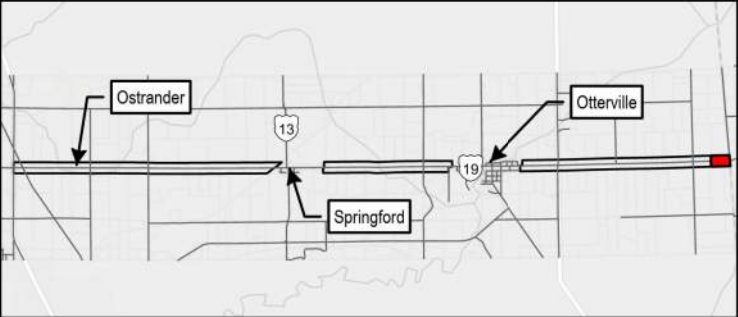




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PROPERTIES AFFECTED

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-  Proposed Right of Way
-  Proposed Property Aquisition



Client
COUNTY OF OXFORD

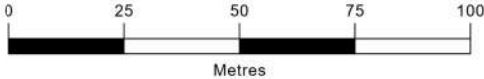


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PROPERTIES AFFECTED

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REPORT TO COUNTY COUNCIL

Reserves Year End Allocations and Policy Review

To: Warden and Members of County Council

From: Director of Corporate Services

RECOMMENDATIONS

1. That County Council hereby affirms policy provisions contained in Reserves Policy 6.20 as set out in Attachment 1 to Report CS 2023-36 entitled “Reserves Year End Allocations and Policy Review”;
2. And further, that County Council hereby approves reserve year end allocations to the respective reserve and reserve fund accounts for future use as identified in Attachment 2 to Report CS 2023-36.

REPORT HIGHLIGHTS

- Reserves Policy 6.20 is subject to an annual review to ensure appropriate reserve balances are maintained to fund specified operations and capital projects in accordance with the County’s Long Term Financial Sustainability Plan
- Year end allocations to and from reserves are based on the status of projects previously approved for funding from reserves or from taxation; year end surpluses; and variance from target balances

IMPLEMENTATION POINTS

Subject to Council’s approval of the recommendations contained in this report, the year end reserve allocations as described and set out in Attachment 2 to this Report will be reflected in 2023 year end financial reports.

Financial Impact

There is no impact to the County’s 2023 budget as a result of carrying over funds collected for capital and/or special projects not completed during the year as they are reserved for future use as reflected in the 2023 forecast. At the time these projects are completed the reserves will

Report CS 2023-36
CORPORATE SERVICES
Council Date: October 25, 2023

provide a source of funding that effectively reduces the annual levy to be collected through tax rates and user fees.

The 2024 Business Plan and Budget was prepared in anticipation of the modifications identified throughout this report and Attachment 1 - Reserves Policy 6.20 being approved.

Communications

The policy as amended will be updated in the County's General Policy Manual and staff will be appropriately informed.

2023-2026 STRATEGIC PLAN

Oxford County Council approved the **2023-2026 Strategic Plan** on September 13, 2023. The Plan outlines 39 goals across three strategic pillars that advance Council's vision of "Working together for a healthy, vibrant, and sustainable future." These pillars are: (1) *Promoting community vitality*, (2) *Enhancing environmental sustainability*, and (3) *Fostering progressive government*.

The recommendations in this report supports the following strategic goals.

Strategic Plan Pillars and Goals

PILLAR 1	PILLAR 2	PILLAR 3
		
Promoting community vitality	Enhancing environmental sustainability	Fostering progressive government
Goal 1.2 – Sustainable infrastructure and development		Goal 3.4 – Financial sustainability

See: [Oxford County 2023-2026 Strategic Plan](#)

DISCUSSION

Background

Each year department managers are requested to review special project and capital spending which could not be completed in the current year. Under spending related to ongoing operational items is generally not reserved, however where special projects cannot be completed due to lack of time or other uncontrollable circumstances the practice has been to reserve those funds for future use.

An annual review of the Reserves Policy ensures the County maintains the appropriate combination of revenue sources to fund ongoing and future projects without imposing significant tax and user fee fluctuations.

In accordance with Reserves Policy 6.20, transfers to and from reserves and reserve funds not specifically approved in the annual operating and capital budgets require Council's approval. Without Council's approval, any funds generated in the year that are not used as a result of incomplete projects will become part of the County's year end surplus and allocated as outlined in the Reserves Policy 6.20.

Comments

The Reserves Policy has been reviewed in accordance with the Long Term Financial Sustainability Plan designed to ensure that sufficient funding and resources are provided to meet required service level and infrastructure needs over the long term.

In response, the following proposed Reserves Policy 6.20 amendments as described below are clearly marked by tracked changes in Attachment 1 – Reserves Policy 6.20.

Section 3.3 – Program Specific Reserves

Addition of the Long-Term Care Future Capital reserve as approved through Report CS 2023-17 2022 Audited Financial Statements.

Section 3.4 – Capital Reserves

Modifications to wording to add clarity that the capital reserves are built for lifecycle needs of existing assets.

The Paramedic Services Stations and Vehicles and Equipment reserves are combined to increase flexibility in capital needs and to facilitate financial analysis. County staff reached out to Ministry of Health staff to confirm there are no funding implications as a result of combining the two reserves.

Addition of a Stormwater reserve to facilitate financial planning for lifecycle needs as part of the Asset Management Plan process.

Section 4.2 – Annual Allocations of Operating Surpluses

Based on anticipated lifecycle needs over the 10-year horizon, staff do not currently anticipate funding challenges for the bridges and structural culvert assets. However, funding challenges are experienced with the lifecycle needs of the County's owned social housing facilities. As a result, it is proposed that the surplus allocation to the Bridges and Structural Culverts Reserve decrease from 20% to 5%, and the surplus allocation to the Social Housing Reserve increase from 5% to 20%.

General Updates

Updates to reserve names to encompass all asset classes related to the service area. This includes moving Woodingford Lodge contributions to, and funding from reserves, for the lifecycle needs related to their facilities, from the general facilities reserve to their program specific capital reserve beginning in 2024.

Appendix “A” – Reserve Policy

Amendments within Appendix “A” to the Reserves Policy are proposed based on the above noted changes. Uses of funding wording related to capital reserves is updated to align with the lifecycle needs of assets as identified in the Asset Management Plan.

CONCLUSIONS

Capital reserves are built based on the lifecycle needs of existing assets in the Asset Management Plan. Prioritizing the focus on the use of funds from capital reserves on existing asset lifecycle needs, helps ensure that the County has the ability to maintain existing assets in a state of good repair and continue to deliver on the levels of service that residents depend on. Use of these reserves to expand the County's asset base, or on non-asset related activities, adds risk to the County's ability to maintain assets in a state of good repair, which in turn could lead to a reduced level of service being provided.

This report fulfills the requirements of the County's Reserves Policy for an annual review and authorizes carryover of funds generated for projects and/or special programs not completed in 2023 to the appropriate reserve or reserve fund for future use.

SIGNATURES

Report author:

Original signed by _____

Jennifer Lavallee, CPA, CGA
 Manager of Capital Planning

Report CS 2023-36
CORPORATE SERVICES
Council Date: October 25, 2023

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

ATTACHMENTS

Attachment 1 – Reserve Policy 6.20
Attachment 2 – 2023 Year End Reserve Continuity Report

GENERAL POLICY MANUAL

SECTION:	Finance	APPROVED BY:	County Council
NUMBER:	6.20	SIGNATURE:	Original signed by: Ben Addley, Interim CAO
PAGE:	1 of 12	DATE:	August 10, 2011
REFERENCE POLICY:	6.16, 6.19, Asset Management Plan	REVISED:	November 9, 2022 <u>October 25, 2023</u>

Reserves

POLICY

A financially sustainable County government provides an optimal mix and level of services to citizens within available means while proactively taking measures to preserve the ability to continue providing value in the long term. Reserves are established to accomplish this goal.

The objective of the reserves policy is to ensure adequate working capital is available for cash flow and contingency purposes, and as a source of funding the County's long-term capital plan, while maintaining reasonable tax rates and user fees.

DEFINITIONS

<i>Reserves</i>	A reserve is an allocation of accumulated net revenue. It has no reference to any specific assets and does not require the physical segregation of money or assets. Reserves are part of the revenue fund and, therefore, do not earn interest on their own, as is the case of reserve funds. Any earnings derived from investment of reserves' money are reported as revenue fund earnings.
<i>Reserve Funds</i>	A reserve fund differs from a reserve in that the reserve fund assets are segregated and restricted to meet the purpose of the reserve fund. All earnings derived from such investments must form part of the reserve fund. There are two types of reserve funds: obligatory reserve funds and discretionary reserve funds.
<i>Obligatory Reserve Funds</i>	An obligatory reserve fund, as per statute or legislation requirements, is comprised of funds received for special purposes and are segregated from the general revenues of the County. Obligatory reserve funds are created solely for the purpose prescribed for them.
<i>Discretionary Reserve Funds</i>	A discretionary reserve fund is not segregated from the general revenues of the County, based on Council direction, to finance a future expenditure or to provide for a specific contingent liability so that the funds are available as required.

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PROCEDURES

1.0 Authority

1.1 Municipal Act, 2001

- 1.1.1 Subsection 289(2) – in preparing the budget, an upper tier municipality may provide for such reserves as the upper tier municipality deems necessary.
- 1.1.2 Section 293 – specifies that the Minister may make regulations requiring a municipality to establish a reserve fund designated for prescribed liabilities, defining “liabilities”, requiring a municipality to make payments into the reserve fund, prohibiting the municipality from changing the purpose for which the reserve fund is designated; and prescribing the conditions under which the municipality may change the designation of all or any part of the reserve fund, and borrow from the reserve fund.
- 1.1.3 Section 417 – allows a municipality to provide in its budget for the establishment or maintenance of a reserve fund for any purpose for which it has authority to spend money and that a municipality may by by-law provide that the money raised for a reserve fund may be spent or applied to a purpose other than that for which the fund was established.

2.0 Principles and Objectives

- 2.1 The County recognizes that the strategic use of reserves and reserve funds is an essential part of long term corporate financial planning (Policy 6.16 Long Term Financial Sustainability Plan). In addition, reserves and reserve funds shall receive priority consideration for the distribution of surplus funds and non-recurring revenues.
- 2.2 Reserves represent an important tool in debt management as it is a source of financing for larger projects. Capital budgets can vary from year-to-year, which can create a funding need that may be best financed over time (Policy 6.19 Debt Management Policy).
- 2.2 Reserves and reserve funds may be established for any purpose deemed necessary by resolution of County Council, or if required in accordance with provincial statute. Typical uses of reserves are for contingencies, stabilization purposes and capital financing.

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- 2.3 Reserves and reserve funds may be closed only by resolution of Council.
- 2.4 The County Treasurer is authorized to process transfers to and from reserves and reserve funds in compliance with the sources and uses listed in Appendix "A", which forms an integral part of this policy, and in accordance with annual operating and capital budgets.
- 2.5 Reserve transfers not part of the annual operating or capital budget or set out specifically in this policy must be approved by County Council.
- 2.6 Target balances, funding sources and uses of reserves and reserve funds are set out in Appendix "A".

3.0 Reserves and Reserve Fund Categories

Appropriate balances shall be maintained reflecting the nature of the accounts, such as:

- 3.1 **Stabilization Reserves** – used to offset extraordinary and unforeseen expense requirements, one-time expenses, revenue shortfalls, to avoid significant fluctuations on the general tax levy and to manage cash flows.
 - 3.1.1 Corporate General
 - 3.1.2 Water/Wastewater Community Servicing Assistance Program
 - 3.1.3 Waste Collection
 - 3.1.4 Legal
 - 3.1.5 Insurance
 - 3.1.6 WSIB
 - 3.1.7 Pay Equity
 - 3.1.8 Training
 - 3.1.9 Working Funds
- 3.2 **Government Funded Reserves** – established to track the revenues received from the Provincial and Federal Governments for specific services. Funding received from other levels of government will be used in future budgets as per the guidelines or requirements of each program.
 - 3.2.1 Canada Community-Building Fund
 - 3.2.2 Ontario Community Infrastructure Fund
 - 3.2.3 Safe Restart Agreement

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3.3 **Program Specific Reserves** – established in response to specific programs or initiatives, or special funding that has been received.

- 3.3.1 Planning
- 3.3.2 Libraries
- 3.3.3 Child Care Mitigation Funding
- 3.3.4 Rural Trees
- 3.3.5 Landfill and Waste Diversion (reserve fund)
- 3.3.6 Source Water Protection
- 3.3.7 Affordable Housing
- 3.3.8 Broadband Expansion
- 3.3.9 Long-Term Care Future Capital

3.4 **Capital Reserves** – used to fund specific replacement or renewal of existing capital assets. As the assets of the County increase, so should the contribution from the Operating Budget to these reserves for the replacement and refurbishment needs of the underlying capital assets, based on lifecycle costing.

- 3.4.1 Corporate General Facilities
- 3.4.2 Roads
- 3.4.3 Bridges and Structural Culverts
- 3.4.4 Fleet
- 3.4.5 Water – Townships
- 3.4.6 Water – Ingersoll
- 3.4.7 Water – Tillsonburg
- 3.4.8 Water – Woodstock
- 3.4.9 Wastewater - Embro
- 3.4.10 Wastewater – Drumbo
- 3.4.11 Wastewater – Ingersoll
- 3.4.12 Wastewater - Innerkip
- 3.4.13 Wastewater – Mt. Elgin
- 3.4.14 Wastewater – Norwich
- 3.4.15 Wastewater – Plattsville
- 3.4.16 Wastewater – Tavistock
- 3.4.17 Wastewater – Thamesford
- 3.4.18 Wastewater – Tillsonburg
- 3.4.19 Wastewater – Woodstock
- 3.4.20 Information Systems
- 3.4.21 Social Housing
- 3.4.22 Paramedic Services - ~~Stations~~Capital
- 3.4.23 ~~Paramedic Services – Vehicles and Equipment~~Stormwater
- 3.4.24 ~~Facilities – Libraries~~ - Capital

GENERAL POLICY MANUAL

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3.4.25 Woodingford Lodge – ~~Equipment~~Capital

4.0 Reserves and Reserve Fund Sustainability Strategies

Reserve and reserve fund preservation and sustainability has become more prevalent over time with the reduction of transfer payments from other levels of government to support local services. Municipalities are facing financial challenges to meet service level expectations and must seek other means of sustaining an appropriate level of reserves through increased revenues. The following strategies are designed for specific revenue streams to reserves:

- 4.1 **Interest Allocations** – the following reserves, not represented by a reserve fund with segregated assets, shall receive, or be charged, an allocation of interest in the year, based on the quarterly average of the County's monthly interest rate earned on its current bank deposit balances, to each of the reserves calculated on their average opening and ending balances for each quarter.

34.51.1	Insurance
34.51.2	<u>Corporate General</u> Facilities
34.51.3	Roads
34.51.4	Bridges <u>and Structural Culverts</u>
4.1.3.5.5	Fleet
4.1.3.5.6	Water – Townships
4.1.3.5.7	Water – Ingersoll
4.1.3.5.8	Water – Tillsonburg
4.1.3.5.9	Water – Woodstock
4.1.3.5.10	Wastewater - Embro
4.1.3.5.11	Wastewater – Drumbo
4.1.3.5.12	Wastewater – Ingersoll
4.1.3.5.13	Wastewater - Innerkip
4.1.3.5.14	Wastewater – Mt. Elgin
4.1.3.5.15	Wastewater – Norwich
4.1.3.5.16	Wastewater – Plattsville
4.1.3.5.17	Wastewater – Tavistock
4.1.3.5.18	Wastewater – Thamesford
4.1.3.5.19	Wastewater – Tillsonburg
4.1.3.5.20	Wastewater – Woodstock
4.1.3.5.21	Information Systems
4.1.3.5.22	Social Housing
4.1.3.5.23	Paramedic Services - <u>Stations</u> <u>Capital</u>
4.1.3.5.24	Paramedic Services – Vehicles and Equipment <u>Stormwater</u>

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~~4.1.25 Facilities—Libraries - Capital~~
~~3.5.264.1.26~~ Woodingford Lodge - ~~Equipment~~ Capital

4.2 Annual Allocation of Operating Surpluses

Annual year-end audited operating surpluses allocated as follows:

- 4.2.1 Waste collection surplus funded through user fees allocated to the Waste Collection reserve.
- 4.2.2 Legal expense surplus allocated to the Legal reserve.
- 4.2.3 Training expense surplus allocated to the Training reserve.
- 4.2.4 Library surplus allocated to the Libraries reserve.
- 4.2.5 Landfill surplus funded through user fees allocated to the Landfill and Waste Diversion reserve fund.
- 4.2.6 Source Water Protection funded through user fees allocated to the Source Water Protection reserve.
- 4.2.7 Housing surplus allocated to the Affordable Housing reserve.
- 4.2.8 Water and Wastewater Systems funded through user fees allocated to their respective systems' reserve.
- 4.2.9 Tree harvesting revenue surplus allocated to the rural trees reserve.
- 4.2.10 The resulting consolidated County operating surplus after all the above allocations have been accounted for allocated as follows:
 - i. 25% allocated to the Corporate General Reserve;
 - ii. 50% allocated to the Roads Reserve;
 - iii. ~~205~~ 205% allocated to the Bridges and Structural Culverts Reserve;
 - iv. ~~520~~ 520% allocated to the Social Housing Reserve.

GENERAL POLICY MANUAL

SECTION:	Finance	APPROVED BY:	County Council
NUMBER:	6.20	SIGNATURE:	Original signed by: Ben Addley, Interim CAO
PAGE:	7 of 12	DATE:	August 10, 2011
REFERENCE POLICY:	6.16, 6.19, Asset Management Plan	REVISED:	November 9, 2022 <u>October 25, 2023</u>

4.3 Annual Reporting and Monitoring

An annual review of cash flow requirements and appropriate fund balances shall be undertaken to determine whether modifications are appropriate for the reserve policy.

On the basis of the annual policy review, the following year's budget report will include a current year reserve continuity schedule and a five year projected reserve balance schedule reflecting the reserve provisions contained in the budget.

Appendix A Reserve and Reserve Funds

Reserve Name	Target Balance	Sources of Funding	Uses of Funding
Stabilization Reserves			
Corporate General	15% of the County's current year's tax levy	Operating budget and 25% of year-end County operating surplus	Emergency and unplanned situations; and tax stabilization due to significant assessment appeals beyond operating budget provisions; as determined by resolution of Council; and current year end County deficits
Water/Wastewater Community Servicing Assistance Program	Balance projected through most recent regular water rate review that will meet the future requirements of the fund	No current funding sources	According to CSAP By-Law 5345-2012
Waste Collection	40% of estimated annual bag tags sales based on prior 3 year's sales	Year-end surplus from waste collection efforts (funded by bag tag user fees)	To fund deficits in waste collection program
Legal	Two times the average annual legal costs based on prior three years – no less than \$500,000	Year-end surplus from legal expenses until target balance is met	Significant OMB or other unbudgeted or extraordinary legal matters
Insurance	Average costs to the County expended on claims below the deductible plus claims billed back by the insurer in the past five years – no less than \$1,750,000	Operating budget; and interest earned based on average balance	Unbudgeted self insured claims, non-insurable claims and claims less than the County's insurance deductible; and to mitigate significant increases in insurance premiums. <u>Computer and network infrastructure security and insurance/self-insurance not associated with regular and reoccurring expenditures.</u>
WSIB	Based on 75% of triennial actuarial evaluation	Operating budget	To fund significant and/or unbudgeted WSIB claims and employee injury related costs
Pay Equity	2% of payroll	Operating budget	Fund pay equity adjustments retroactive to prior years or unanticipated adjustments in current year
Training	\$250,000	Year-end surplus from training expenses until reserve target has been met	Training programs having corporate significance as determined by the CAO

Appendix A

Reserve and Reserve Funds

Reserve Name	Target Balance	Sources of Funding	Uses of Funding
Working Funds	10% of the County's current year's tax levy	Operating budget	To support corporate cash flow

Reserve Name	Target Balance	Sources of Funding	Uses of Funding
Government Funded Reserves			
Canada Community-Building Fund	N/A	Federal Government – administered by AMO	New incremental capital spending on infrastructure including local roads, bridges and active transportation such as bike lanes that enhance sustainability outcomes in accordance with the Keeping Canada's Economy and Jobs Growing Act
Ontario Community Infrastructure Fund	N/A	Government of Ontario under Ontario Community Infrastructure Fund Agreement	Capital spending on renewal, rehabilitation and replacement of core infrastructure assets. Eligible project categories include: paved roads, street lighting as part of a roads project, bridges and culverts, water treatment, water distribution/transmission, wastewater treatment and disposal, sanitary sewer systems and storm water systems, subject to restrictions. The development and implementation of asset management plans for core infrastructure assets are also eligible. The Agreement sets out the eligible projects/categories as well as the terms and conditions in further detail.
Safe Restart Agreement	N/A	Government of Ontario under Safe Restart Agreement	Support any COVID-19 related operating need
Program Specific Reserves			
Planning	Average annual Official Plan and planning studies cost requirements based on equal cost installment cycle	Operating budget until target balance is met	Official Plan review, comprehensive amendments and planning related studies (e.g. secondary plans etc.)
Libraries	5% of Library's current year's tax levy	Operating budget, year-end Library operating surplus	Unbudgeted extraordinary operating expenses or new capital expenses-assets to

Appendix A Reserve and Reserve Funds

Reserve Name	Target Balance	Sources of Funding	Uses of Funding
			provide sufficient flexibility and protection for unforeseen events in the Library system, tax stabilization
Child Care Mitigation Funding	N/A	Provincial funding	To offset child care service costs to support transition to Ontario's new child care funding formula over three to five years
Rural Trees	N/A	Surplus tree revenues over budget	To fund additional tree plantings over base budget
Landfill and Waste Diversion (reserve fund)	Future landfill expansion and capital costs <u>costs and to meet lifecycle financing requirements based on Asset Management Plan</u>	Annual surplus of the Landfill (generated exclusively from user fees); and interest revenue	Future maintenance costs and current capital improvements <u>Lifecycle requirements identified through the Asset Management Plan of existing assets</u> , future expansion and replacement costs; and funding programs that would extend the life of the landfill by waste diversion and sustainability efforts
Source Water Protection	N/A	Year-end surplus from Source Water Protection program (funded by user fees)	To fund spending deficits in the Source Water Protection program
Affordable Housing	N/A	Disposal of Land/Housing First Policy; year-end surplus from Housing division	Affordable housing incentives and capital expenditures associated with the development of new housing units
Broadband Expansion	N/A	Operating budget	Fund future broadband expansion in underserved areas
<u>Long-Term Care Future Capital</u>	<u>N/A</u>	<u>Operating budget</u>	<u>Future long-term care expansion capital projects</u>
Capital Reserves			
<u>Corporate General Facilities</u>	To meet lifecycle financing requirements based on Asset Management Plan for all County buildings (except libraries, paramedic services, social housing, <u>long-term care</u> , water and wastewater facilities)	Operating budget; and annual net rental income from County-owned rural properties and facilities (excluding library, paramedic services, social housing, <u>long-term care</u> , water and wastewater	Capital repairs, maintenance, betterments and replacements <u>Lifecycle requirements identified through the Asset Management Plan of existing County-owned buildings and communication towers and replacement of furniture and fixtures (except libraries, paramedic services, <u>social</u> housing, <u>long-term care</u>, water and wastewater facilities); energy management programs to fund</u>

Appendix A

Reserve and Reserve Funds

Reserve Name	Target Balance	Sources of Funding	Uses of Funding
		facilities) ¹	capital projects that would result in future energy savings; and emergency and unplanned repairs
Roads	To meet lifecycle financing requirements based on Asset Management Plan	Operating budget ¹ ; 50% of year-end County operating surplus	<u>Lifecycle requirements identified through the Asset Management Plan of existing County-owned transportation related assets (excluding bridges and structural culverts)</u> Funding roads, stormwater and drainage capital projects; budget adjustments at time of tender; road emergency or unplanned expenses
Bridges <u>and Structural Culverts</u>	To meet lifecycle financing requirements based on Asset Management Plan	Operating budget ¹ ; 45% of year-end County operating surplus	<u>Lifecycle requirements identified through the Asset Management Plan of existing County-owned bridges and structural culverts</u> Funding bridge capital projects; budget adjustments at time of tender; bridge emergency or unplanned expenses
Fleet	To meet lifecycle financing requirements based on Asset Management Plan <u>Contributions to date for existing active fleet assets</u>	Annual allocation based on internal charges to departments ²	<u>Lifecycle requirements identified through the Asset Management Plan of existing</u> Replacement of rolling stock and equipment (excluding paramedic services vehicles and equipment). New initiatives to meet Green Fleet objectives. Fleet operating cost deficits when proceeds from equipment sales targets are not met.
Water – Townships	To meet lifecycle financing requirements based on Asset Management Plan	Annual surplus in operating system (funded by user fees) ²	<u>Lifecycle requirements identified through the Asset Management Plan of existing</u> Funding of system capital projects assets ; unplanned deficits of operating system; and emergency and unplanned expenditures in operating system
Water – Ingersoll			
Water – Tillsonburg			
Water – Woodstock			
Wastewater – Embro			
Wastewater – Drumbo			
Wastewater – Ingersoll			
Wastewater – Innerkip			

¹ And interest earned based on average balance

Appendix A

Reserve and Reserve Funds

Reserve Name	Target Balance	Sources of Funding	Uses of Funding
Wastewater – Mt. Elgin			
Wastewater – Norwich			
Wastewater – Plattsville			
Wastewater – Tavistock			
Wastewater – Thamesford			
Wastewater – Tillsonburg			
Wastewater – Woodstock			
Information Systems	Average annual replacement requirements for hardware and corporate software in accordance with replacement policy for hardware; and shared municipal network infrastructure; <u>and average annual requirement for cybersecurity testing</u>	Annual allocation based on internal charges to departments ²	Replacement or upgrades of computer hardware and to fund software upgrades or acquisition having corporate benefit, including shared municipal network equipment; <u>and cybersecurity testing.</u> Computer and network infrastructure security and insurance/self-insurance not associated with regular and reoccurring expenditures.
Social Housing	To meet lifecycle financing requirements based on Asset Management Plan for all County-owned Housing buildings	Operating budget ³ ; 520 % of year-end County operating surplus	<u>Lifecycle requirements identified through the Asset Management Plan of existing County-owned Social Housing related assets including facilities, furniture, fixtures and equipment</u> Capital improvements to existing social housing stock, including replacement of furniture and fixtures
Paramedic Services – Stations	To meet lifecycle financing requirements based on Asset Management Plan for County-owned Paramedic Services Stations	Dedicated funding provided by the Ministry of Health and Long-Term Care³	Capital repairs, maintenance, betterments and replacements of County-owned Paramedic Services Stations
Paramedic Services – Vehicles and Equipment <u>Capital</u>	To meet lifecycle financing requirements based on Asset Management Plan	Dedicated funding provided by the Ministry of Health and Long-Term Care; <u>operating budget</u> and proceeds from vehicle and equipment <u>asset</u>	<u>Lifecycle requirements identified through the Asset Management Plan of existing County-owned Paramedic Services related assets including facilities, furniture, fixtures, vehicles and equipment</u> Replacement of Paramedic

² And interest earned based on average balance

Appendix A Reserve and Reserve Funds

Reserve Name	Target Balance	Sources of Funding	Uses of Funding
		sales ³	Services vehicles and equipment
<u>Stormwater</u>	<u>To meet lifecycle financing requirements based on Asset Management Plan</u>	<u>Operating budget³</u>	<u>Lifecycle requirements identified through the Asset Management Plan of existing County-owned stormwater related assets, including County-owned assets part of a municipal drain</u>
Facilities—Libraries — <u>Capital</u>	To meet lifecycle financing requirements based on Asset Management Plan for County-owned library buildings	Operating budget <u>and</u> <u>proceeds from asset sales³</u>	<u>Lifecycle requirements identified through the Asset Management Plan of existing County-owned Library related assets including facilities, furniture, fixtures and equipment</u> Capital repairs, maintenance, betterments and replacements of County-owned library buildings
Woodingford Lodge - <u>Capital</u> Equipment	To meet lifecycle financing requirements <u>based on Asset Management Plan</u>	Operating budget and proceeds from equipment <u>asset sales³</u>	<u>Lifecycle requirements identified through the Asset Management Plan of existing County-owned long-term Care related assets including facilities, furniture, fixtures and equipment</u> Replacement of Woodingford Lodge furniture and fixtures, and equipment including lifts and dietary equipment

³ And interest earned based on average balance



2023 RESERVE CONTINUITY YEAR-END REPORT

	2022 CLOSING BALANCE	2023 BUDGET INTEREST	2023 BUDGET TO	2023 BUDGET FROM	2023 BUDGET CLOSING BALANCE	2023 FORECAST INTEREST	2023 FORECAST TO	2023 FORECAST FROM	2023 RESERVE REALIGNMENT	2023 FORECAST CLOSING BALANCE	RESERVE TARGET POLICY	POLICY (SURPLUS) SHORTFALL
DEVELOPMENT CHARGES												
91100 DC - ADMIN	525,394	13,600	85,642	(174,476)	450,160	27,600	97,642	(343,209)	-	307,427	-	-
91230 DC - ROADS	566,090	-	2,458,980	(933,482)	2,091,588	29,700	2,818,980	(1,012,650)	-	2,402,120	-	-
91231 DC - WASTE DIVERSION	32,625	1,200	29,206	(14,849)	48,182	1,700	37,706	(14,849)	-	57,182	-	-
91251 DC - WW WOODSTOCK	4,079,977	150,500	1,547,105	(379,940)	5,397,642	214,200	1,547,105	(327,763)	-	5,513,519	-	-
91252 DC - WW TILLSONBURG	6,612,487	228,200	531,359	(1,289,664)	6,082,382	347,200	531,359	(1,215,833)	-	6,275,213	-	-
91253 DC - WW INGERSOLL	1	-	583,236	(580,384)	2,853	-	596,236	(578,357)	-	17,880	-	-
91254 DC - WW NORWICH	3,376,511	121,900	200,676	(600,903)	3,098,184	177,300	200,676	(135,782)	-	3,618,705	-	-
91255 DC - WW TAVISTOCK	4	-	324,356	(323,568)	792	-	324,356	(324,356)	-	4	-	-
91256 DC - WW PLATTSVILLE	1	-	193,510	(193,118)	393	-	193,510	(193,510)	-	1	-	-
91257 DC - WW THAMESFORD	232,936	9,000	-	(3,777)	238,159	12,200	-	(97,610)	-	147,526	-	-
91258 DC - WW DRUMBO	2	-	29,915	(29,950)	(33)	-	29,915	(25,693)	-	4,224	-	-
91259 DC - WW MT ELGIN	2	-	2,800	(2,800)	2	-	2,800	(2,800)	-	2	-	-
91261 DC - W WOODSTOCK	5	-	868,043	(866,806)	1,242	-	868,043	(865,367)	-	2,681	-	-
91262 DC - W TILLSONBURG	538,587	14,300	178,059	(27,833)	703,113	28,300	260,000	(16,179)	-	810,708	-	-
91263 DC - W INGERSOLL	2	-	144,883	(142,025)	2,860	-	149,883	(149,884)	-	1	-	-
91264 DC - W NORWICH	-	-	46,451	(46,057)	394	-	46,451	(14,795)	-	31,656	-	-
91265 DC - W TAVISTOCK	566,631	20,000	36,173	(25,569)	597,235	29,700	36,173	(78,494)	-	554,010	-	-
91266 DC - W PLATTSVILLE	1	-	74,447	(74,055)	393	-	74,447	(74,445)	-	3	-	-
91267 DC - W THAMESFORD	520,470	12,500	91,558	(4,229)	620,299	27,300	541,558	(7,054)	-	1,082,274	-	-
91268 DC - W DRUMBO	19,979	700	-	(14,120)	6,559	1,000	-	(13,411)	-	7,568	-	-
91269 DC - W MT ELGIN	126,849	-	82,766	(119,368)	90,247	6,700	130,000	(185,084)	-	78,465	-	-
91500 DC - EMS	588,933	20,700	274,104	(199,298)	684,439	30,900	324,104	(365,174)	-	578,763	-	-
91600 DC - LIBRARY	497,245	15,900	141,801	(157,160)	497,786	26,100	156,801	(157,160)	-	522,986	-	-
TOTAL DEVELOPMENT CHARGES	18,284,732	608,500	7,925,070	(6,203,431)	20,614,871	959,900	8,967,745	(6,199,459)	-	22,012,918	-	-
RESERVE FUNDS												
93270 RF - LANDFILL AND WASTE DIV.	21,547,759	457,640	-	(2,177,000)	19,828,399	560,028	-	(2,330,623)	-	19,777,164	20,650,000	872,836
TOTAL RESERVE FUNDS	21,547,759	457,640	-	(2,177,000)	19,828,399	560,028	-	(2,330,623)	-	19,777,164	20,650,000	872,836
RESERVES												
STABILIZATION RESERVES												
92101 R - WSIB	3,467,128	-	-	-	3,467,128	-	-	-	-	3,467,128	5,357,000	1,889,872
92102 R - PAY EQUITY	1,296,264	-	-	-	1,296,264	-	-	-	-	1,296,264	1,133,000	(163,264)
92103 R - TRAINING	280,000	-	-	(50,000)	230,000	-	-	-	-	280,000	250,000	(30,000)
92130 R - CORPORATE GENERAL	7,937,541	-	-	(2,813,000)	5,124,541	-	-	(2,974,249)	-	4,963,292	10,570,000	5,606,708



2023 RESERVE CONTINUITY YEAR-END REPORT

	2022 CLOSING BALANCE	2023 BUDGET INTEREST	2023 BUDGET TO	2023 BUDGET FROM	2023 BUDGET CLOSING BALANCE	2023 FORECAST INTEREST	2023 FORECAST TO	2023 FORECAST FROM	2023 RESERVE REALIGNMENT	2023 FORECAST CLOSING BALANCE	RESERVE TARGET POLICY	POLICY (SURPLUS) (SHORTFALL)
92131 R - WORKING CAPITAL	6,100,000	-	-	-	6,100,000	-	-	-	-	6,100,000	7,040,000	940,000
92133 R - LEGAL	304,137	-	-	-	304,137	-	-	(100,000)	-	204,137	500,000	295,863
92134 R - INSURANCE	1,600,061	59,645	50,000	-	1,709,706	85,300	50,000	-	-	1,735,361	1,750,000	14,639
92240 R - WATER/WASTEWATER CSAP	2,105,722	-	-	-	2,105,722	-	-	(72,202)	-	2,033,520	-	-
92280 R - WASTE COLLECTION	2,328,553	-	-	(333,344)	1,995,209	-	-	(655,118)	-	1,673,435	1,427,000	(246,435)
TOTAL STABILIZATION RESERVES	25,419,406	59,645	50,000	(3,196,344)	22,332,707	85,300	50,000	(3,801,569)	-	21,753,137	28,027,000	8,307,383
GOVERNMENT FUNDED RESERVES												
92170 R - FEDERAL RESTART	4,032,060	-	-	(2,626,900)	1,405,160	-	-	(1,424,125)	-	2,607,935	-	-
92205 R - COMMUNITY-BUILDING FUND	3,536,362	61,324	3,516,005	(5,035,000)	2,078,691	149,800	3,668,875	(5,035,000)	-	2,320,037	-	-
92206 R - OCIF	5,614,369	241,424	4,456,616	(3,633,000)	6,679,409	311,200	4,456,616	(3,828,500)	-	6,553,685	-	-
TOTAL GOVERNMENT FUNDED RESERVE	13,182,791	302,748	7,972,621	(11,294,900)	10,163,260	461,000	8,125,491	(10,287,625)	-	11,481,657	-	-
PROGRAM SPECIFIC RESERVES												
92135 R - BROADBAND EXPANSION	2,642,487	-	-	-	2,642,487	-	-	-	-	2,642,487	-	-
92215 R - TREES RURAL	91,803	-	-	(49,750)	42,053	-	-	(45,750)	-	46,053	-	-
92244 R - SOURCE WATER PROTECTION	751,019	-	-	(326,911)	424,108	-	-	(326,711)	-	424,308	-	-
92301 R - CHILD CARE MITIGATION FUND	683,857	-	-	-	683,857	-	-	(48,000)	-	635,857	-	-
92302 R - AFFORDABLE HOUSING	7,144,270	-	950,000	(2,413,550)	5,680,720	-	957,700	(6,320,395)	-	1,781,575	-	-
92340 R - LTC FUTURE CAPITAL	1,000,000	-	-	-	1,000,000	-	-	-	-	1,000,000	-	-
92400 R - PLANNING	661,113	-	-	(113,250)	547,863	-	-	(203,570)	-	457,543	135,000	(322,543)
92600 R - LIBRARIES	1,136,850	-	-	(587,255)	549,595	-	-	(525,642)	-	611,208	214,000	(397,208)
TOTAL PROGRAM SPECIFIC RESERVES	14,111,399	-	950,000	(3,490,716)	11,570,683	-	957,700	(7,470,068)	-	7,599,031	349,000	(719,751)
CAPITAL RESERVES												
GENERAL												
92120 R - INFORMATION SYSTEMS	1,188,367	40,595	196,505	(421,105)	1,004,362	56,400	196,505	(426,105)	-	1,015,167	590,000	(425,167)
92210 R - CORP GENERAL FACILITIES	4,460,330	83,175	1,295,325	(3,280,667)	2,558,163	145,900	1,385,405	(4,888,269)	-	1,103,366	8,000,000	6,896,634
92220 R - FLEET	5,247,670	153,764	2,561,512	(3,006,669)	4,956,277	234,400	2,551,312	(4,116,464)	-	3,916,918	2,850,000	(1,066,918)
92230 R - ROADS	23,194,867	721,217	8,804,982	(11,179,321)	21,541,745	1,136,500	8,624,000	(11,717,601)	-	21,237,766	19,759,000	(1,478,766)
92235 R - BRIDGES & STR CULVERTS	14,691,745	536,788	2,640,000	(3,470,152)	14,398,381	744,000	2,640,000	(3,680,193)	-	14,395,552	5,414,000	(8,981,552)
92300 R - SOCIAL HOUSING	3,023,067	89,465	965,250	(2,144,785)	1,932,997	133,700	965,250	(1,917,100)	-	2,204,917	3,080,000	875,083
92335 R - WOODINGFORD LODGE CAPIT	373,137	10,524	302,000	(387,071)	298,590	17,200	302,000	(392,498)	-	299,839	405,000	105,161
92511 R - PARAMEDIC SERVICE CAPITA	1,782,466	37,111	893,000	(1,833,779)	878,798	87,300	1,058,876	(1,298,320)	613,644	2,243,966	997,000	(1,246,966)
92512 R - PARAMEDIC SERVICE STATIO	592,544	19,352	46,800	(160,750)	497,946	30,900	46,800	(56,600)	(613,644)	-	450,000	450,000
TOTAL GENERAL	54,554,193	1,691,991	17,705,374	(25,884,299)	48,067,259	2,586,300	17,770,148	(28,493,150)	-	46,417,491	41,545,000	(4,872,491)
LIBRARY												

2023 RESERVE CONTINUITY YEAR-END REPORT

	2022 CLOSING BALANCE	2023 BUDGET INTEREST	2023 BUDGET TO	2023 BUDGET FROM	2023 BUDGET CLOSING BALANCE	2023 FORECAST INTEREST	2023 FORECAST TO	2023 FORECAST FROM	2023 RESERVE REALIGNMENT	2023 FORECAST CLOSING BALANCE	RESERVE TARGET POLICY	POLICY (SURPLUS) (SHORTFALL)
92602 R - OCL NORWICH CAPITAL	40,466	-	-	-	40,466	-	-	-	-	40,466	-	-
92605 R - LIBRARIES - CAPITAL	553,235	19,987	117,000	(29,400)	660,822	31,700	117,000	(14,250)	-	687,685	1,250,000	562,315
TOTAL LIBRARY	593,701	19,987	117,000	(29,400)	701,288	31,700	117,000	(14,250)	-	728,151	1,250,000	562,315
TOTAL CAPITAL RESERVES	55,147,894	1,711,978	17,822,374	(25,913,699)	48,768,547	2,618,000	17,887,148	(28,507,400)	-	47,145,642	42,795,000	(4,350,642)
TOTAL RESERVES	107,861,490	2,074,371	26,794,995	(43,895,659)	92,835,197	3,164,300	27,020,339	(50,066,662)	-	87,979,467	71,171,000	(5,326,810)
WATER & WASTEWATER RESERVES												
92249 R-WW EMBRO	851,792	34,539	124,492	(2,731)	1,008,092	49,700	196,061	(5,197)	-	1,092,356	1,050,000	(42,356)
92250 R - WW INNERKIP	1,013,991	40,310	93,202	(4,356)	1,143,147	55,400	105,728	(22,947)	-	1,152,172	910,000	(242,172)
92251 R - WW WOODSTOCK	14,863,224	483,689	1,673,519	(4,440,084)	12,580,348	720,900	1,877,635	(4,142,682)	-	13,319,077	16,644,000	3,324,923
92252 R - WW TILLSONBURG	16,235,011	464,728	1,254,888	(6,153,077)	11,801,550	741,500	1,493,941	(5,715,172)	-	12,755,280	6,417,000	(6,338,280)
92253 R - WW INGERSOLL	8,197,109	334,451	2,107,929	(1,846,229)	8,793,260	455,400	2,164,778	(1,212,115)	-	9,605,172	6,327,000	(3,278,172)
92254 R - WW NORWICH	3,444,811	130,275	400,642	(114,912)	3,860,816	180,500	400,642	(414,327)	-	3,611,626	3,060,000	(551,626)
92255 R - WW TAVISTOCK	4,798,325	176,201	872,408	(573,086)	5,273,848	258,500	880,803	(628,425)	-	5,309,203	4,435,000	(874,203)
92256 R - WW PLATTSVILLE	1,740,555	74,894	171,510	(136,781)	1,850,178	92,800	174,085	(119,479)	-	1,887,961	1,625,000	(262,961)
92257 R - WW THAMESFORD	3,703,108	126,388	180,401	(399,179)	3,610,718	152,000	241,337	(1,856,286)	-	2,240,159	3,060,000	819,841
92258 R - WW DRUMBO	9,020	2,424	101,815	(95,794)	17,465	200	101,815	(110,813)	-	222	1,770,000	1,769,778
92259 R - WW MT ELGIN	734,812	12,072	71,250	(675,197)	142,937	27,700	71,250	(485,798)	-	347,964	2,005,000	1,657,036
92261 R - W WOODSTOCK	22,801,549	811,607	3,071,388	(5,806,211)	20,878,333	1,130,300	3,095,658	(5,639,265)	-	21,388,242	11,925,000	(9,463,242)
92262 R - W TILLSONBURG	5,917,493	191,586	1,540,929	(2,103,947)	5,546,061	287,400	1,714,307	(2,598,859)	-	5,320,341	5,268,000	(52,341)
92263 R - W INGERSOLL	6,171,899	111,365	1,116,905	(4,330,016)	3,070,153	213,400	1,139,673	(5,354,123)	-	2,170,849	5,388,000	3,217,151
92264 R - W TOWNSHIP	12,303,858	375,352	1,211,172	(5,260,875)	8,629,507	553,300	1,183,396	(4,714,622)	-	9,325,932	12,672,000	3,346,068
TOTAL WATER & WASTEWATER RESERVES	102,786,557	3,369,881	13,992,450	(31,942,475)	88,206,413	4,919,000	14,841,109	(33,020,110)	-	89,526,556	82,556,000	(6,970,556)
TOTAL RESERVES	250,480,538	6,510,392	48,712,515	(84,218,565)	221,484,880	9,603,228	50,829,193	(91,616,854)	-	219,296,105	174,377,000	(22,906,187)

REPORT TO COUNTY COUNCIL

Business Plan and Budget Review – 3rd Quarter

To: Warden and Members of County Council

From: Director of Corporate Services

RECOMMENDATION

1. That Report CS 2023-37 entitled “Business Plan and Budget Review – 3rd Quarter” be received for information.

REPORT HIGHLIGHTS

- Delivery of the 2023 goals and objectives is progressing as planned
- 2023 forecasted year end County operating deficit of \$0.3 million, comprised of
 - County general levy surplus of \$0.3 million
 - Library surplus of \$0.0
 - Water and wastewater systems reserve contribution net decrease of \$0.2 million
 - Special Program net deficit of \$0.4 million allocated to/from program reserves for fleet, facilities, and waste collection

IMPLEMENTATION POINTS

Staff will continue to monitor rising inflation on County services and take appropriate action where required. This will be the final 2023 financial update for Council until the new year.

Financial Impact

This report is based on information Finance staff have compiled from the financial systems and input received from each of the respective departments. The year to date financial activity as presented in this report anticipates a consolidated year end deficit position.

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Attached to this report as Attachment 1 is the Q3 2023 Overall Forecast Variance as at September 30, 2023. The forecast figures suggest an overall operating deficit of \$283,885 - surplus of \$365,115 in the general levy; \$0 surplus in the library levy; a deficit of \$227,399 for the water and wastewater systems; and an overall deficit of \$421,601 for program reserves.

Communications

This report is intended to update Council on the progress on business plan goals and financial impacts and funding received to date. Through *Council this Week*, a summary of this report is also being provided to the public.

2023-2026 STRATEGIC PLAN

Oxford County Council approved the **2023-2026 Strategic Plan** on September 13, 2023. The Plan outlines 39 goals across three strategic pillars that advance Council's vision of "Working together for a healthy, vibrant, and sustainable future." These pillars are: (1) *Promoting community vitality*, (2) *Enhancing environmental sustainability*, and (3) *Fostering progressive government*.

The recommendations in this report supports the following strategic goals.

Strategic Plan Pillars and Goals

PILLAR 1	PILLAR 2	PILLAR 3
		
Promoting community vitality	Enhancing environmental sustainability	Fostering progressive government
		Goal 3.4 – Financial sustainability

See: [Oxford County 2023-2026 Strategic Plan](#)

DISCUSSION

Background

In accordance with the reporting provisions contained within the Long Term Financial Sustainability Plan, staff has prepared progress updates for each of the approved goals and

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objectives within their business plans, accompanied by budget variance reports annotated to explain significant variances as of September 30, 2023.

Comments

Financial Operating Forecast

Attachment 1 to this report provides a financial summary of the forecasted surplus (or deficit) by division. At September 30, 2023 forecasted year-end overall deficit is \$283,885, which is comprised of:

- County general levy surplus of \$365,115;
- Library levy surplus of \$0;
- Water and wastewater system deficit of \$227,399 – allocated to/from four water and eleven wastewater reserves
- Program reserve deficit of \$421,601 – allocated to/from four program reserves - fleet, facilities, and waste collection.

The overall deficit of \$283,885 reflects the impact of inflationary pressures. Some notable variances are outlined below:

- \$0.6 M net investment income
- \$0.2 M water and wastewater rates income
- \$(0.3 M) water and wastewater chemicals
- \$(0.5 M) increased WSIB claims costs in Woodingford Lodge and Paramedic Services
- \$(0.9 M) development charge exemptions
- \$(0.1 M) gas heating expenses due to rising energy costs
- \$0.5 M in-year approved budget impacts - detailed in Table 1
- \$(0.4 M) increase levy request from Southwestern Public Health

In accordance with the updates recommended to 6.20 Reserves Policy through Report CS 2023-36, the forecasted surplus/deficit will be allocated/funded as follows:

Funding	Forecasted Surplus (Deficit) \$	6.20 Reserve Policy Allocation
County General Levy	365,115	<ul style="list-style-type: none"> • 25% to Corporate General Reserve \$73,023 • 50% to Roads Reserve \$182,558 • 5% to Bridges Reserve \$18,256 • 20% to Social Housing Facilities Reserve \$91,278
Library Levy	0	<ul style="list-style-type: none"> • 100% to Library General Operating Reserve \$0
Wastewater	448,653	<ul style="list-style-type: none"> • Woodstock Wastewater \$204,116 • Tillsonburg Wastewater \$132,323 • Ingersoll Wastewater \$43,845 • Norwich Wastewater (\$33,617) • Tavistock Wastewater \$3,190 • Plattsville Wastewater (\$716) • Thamesford Wastewater \$60,936 • Drumbo Wastewater (\$43,476) • Mt Elgin Wastewater (\$2,043)

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Funding	Forecasted Surplus (Deficit) \$	6.20 Reserve Policy Allocation
		<ul style="list-style-type: none"> • Embro Wastewater \$71,569 • Innerkip Wastewater \$12,526
Water	(676,052)	<ul style="list-style-type: none"> • Woodstock Water (\$111,445) • Tillsonburg Water \$68,785 • Ingersoll Water (\$259,621) • Township Water (\$373,771)
Facilities	54,484	• Facilities \$54,484
Fleet	(154,311)	• Fleet (\$154,311)
Waste Collection (Bag Tag)	(321,774)	• Waste Collection (\$321,774)
	(\$283,885)	

The 2023 budget included a salary gapping provision of \$550,000. The year to date salary and benefit forecasts continue to be monitored to assess the impacts of gapping. At this time, the gapping provision is expected to be a fair representation of the overall salaries and benefits underspent by year end.

Attachment 2 to this report provides a summary of in-year transfers and emergency purchases approved by the CAO in accordance with Purchasing Policy 6.07, in response to projects that exceed the approved budget provision.

As the Municipal Act does not allow municipalities to carry a deficit, when a deficit occurs it must be funded in the following year's budget – meaning it must be funded through the levy or existing reserves. The planned adjustments to reserves have sufficient balances to fund this year's projected deficits.

Financial Capital Forecast

The Q3 2023 Capital Plan Review, attached as Attachment 3, illustrates the 2023 approved capital budget (including in-year approved budget transfers, and forecast carry-forward variances from the prior year); forecasts; and, projected year end variances for each project.

The projected overall variance for year end is estimated to be a surplus of approximately \$13.4 million or 13.3% of the revised budget. Supply shortages and staffing challenges are contributing to the delay in completing projects.

Q3 Business Plan and Budget Division Updates

Attachment 4 of this report provides Q3 2023 business plan updates by division including comments prepared by the respective departments.

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Budget Impacts Update

Oxford County's 2023 Budget was passed on January 11, 2023. The budget, including provincial funding, was estimated using the best available information at the time. Subsequent to budget approval, the province has released new information impacting the County's 2023 budget and specific services. This is a common occurrence as the Municipal and Provincial fiscal years do not align, with the Provincial year end being March 31 while the municipal year end is December 31.

On May 10, 2023, Report No. CS 2023-15 was presented to Council summarizing new or additional funding announcements known at that the time. Subsequently, additional information and initiatives have come forward with detailed descriptions of the budget impacts are summarized in Table 1 below.

Table 1 – Budget Impact Update to 2023 Budget

#	Report	Description	Division	2023 Provincial Funding Increase	2023 Projected Levy Savings
1	CS 2023-15	<i>Family Transitions - Local Priorities Fund</i>	<i>Woodingford Lodge</i>	\$36,500	\$27,000
2	CS 2023-15	<i>RN, RPN, and PSW Staffing Supplement</i>	<i>Woodingford Lodge</i>	420,768	420,768 ¹
3	CS 2023-15	<i>AHP Staffing Supplement</i>	<i>Woodingford Lodge</i>	40,122	37,944
		<i>Resident Health and Well-Being Program</i>	<i>Woodingford Lodge</i>	34,722	
4	CS 2023-15	<i>Supporting Professional Growth Fund</i>	<i>Woodingford Lodge</i>	2,841	-
5	CS 2023-15	<i>Long-term Care Level of Care</i>	<i>Woodingford Lodge</i>	349	349
6	CS 2023-15	<i>Early Learning and Child Care</i>	<i>Child Care</i>	153,178	-
		<i>Canada-Wide Early Learning and Child Care Agreement</i>	<i>Child Care</i>	3,922,296	
		<i>Mental Health Support</i>	<i>Child Care</i>	21,028	
7	CS 2023-15	<i>Zero Emission Vehicle Infrastructure Program</i>	<i>Facilities</i>	360,000	-
8	CS 2023-26	<i>IPAC Leads Personnel and Education</i>	<i>Woodingford Lodge</i>	242,325	56,819
9	CS 2023-26	<i>Integrated Program Support</i>	<i>Human Services</i>	-	-

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#	Report	Description	Division	2023 Provincial Funding Increase	2023 Projected Levy Savings
10	CS 2023-26	Family Transitions - Local Priorities Fund 2023-24	Woodingford Lodge	336,840	-
				\$5,570,969	\$542,880

Note 1 – These funds would also be available in the event that the Woodingford Lodge Master Plan identifies additional staffing resource requirements within the fiscal year, subject to Council approval.

Southwestern Public Health

Oxford County, City of St. Thomas and Elgin County are municipal funding partners for the Southwestern Public Health (SWPH), on a cost shared basis with the Ministry of Health and Long Term Care. The Ministry provides the majority of the funding for public health services across the province. The demand on public health services to address the pandemic, mental health and addictions are imposing a significant financial impact on public health services.

At the Board of Health meeting held on June 22, the Board considered further investments to address declining population health in the wake of COVID-19 and passed the following resolution:

“That the Board of Health for Southwestern Public Health approve the Further Investments in Public Health Priorities Report for June 22, 2023.”

In response, SWPH will request that the Ministry of Health commit to including the additional costs in annual base funding for this mandatory program work. Given that previous provincial funding increases (except COVID-19 monies) have not been approved for the public health sector, the Board of Health anticipates the full increase to be applied to the municipal levy. As such, the 2023 SWPH Board of Health levy for Oxford County was increased by \$143,697.

Subsequent to this, on September 29, 2023, the County was notified of another levy increase in the amount of \$233,787 (Oxford County's share).

“SWPH has requested that the Ministry assist with providing additional base funding in the amount of 4.5% despite inflation nearing 7% particularly given that base funding from the Ministry has not kept up with inflationary demands year over year.

The total cost shared budget for SWPH public health has been set by the Board of Health at \$18,048,416. The total levy for the above noted budget for the County of Oxford is \$2,792,299 however in the event that SWPH does not receive the requested base funding increase from the Ministry of Health, the levy to the County will be adjusted accordingly and we will advise you of the revised amount if required.”

The total 2023 budget deficit for Southwestern Public Health is projected to be \$383,083.

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Modernization Funding

Between 2019 and 2021, the Ministry of Municipal Affairs and Housing (MMAH) announced 3 phases of one-time grants for municipalities intended to help modernize service delivery and reduce future costs by investing in projects: service delivery reviews, development of shared services agreements, and capital. Phase 1 Modernization grant was unconditional, where Phase 2 and 3 were application-based.

Attachment 5 to this report, summarizes the projects approved under each of the three MMF funding intakes, including brief status updates; financial expenditures incurred to date; and, approved project costs.

In summary, there are 25 modernization projects supported by provincial funding: 20 projects are completed; 5 projects are in progress with anticipated completion in 2023.

Safe Restart Agreement and Provincial COVID-19 Recovery Funding

The County's COVID related costs were fully funded for years 2020 to 2022. The County received \$3.5 million as part of the Federal-Provincial Safe Restart grant, and \$1.2 million as part of the Provincial COVID-19 Recovery Funding for Municipalities in 2021. The County has utilized \$714,696 to offset COVID related operating costs from 2020 to 2022; and is forecasting to utilize \$4,032,060 in 2023-2024. In accordance with direction from the Ministry, since funding exceeded COVID-19 related costs to date, the residual funding has been allocated to a dedicated reserve for use in 2024.

Table 2 – Safe Restart Agreement Fund and Provincial COVID-19 Recovery Funding Continuity

	Opening Balance	Revenue	Expenses	Closing Balance
2020	\$-	\$3,502,100	\$169,504	\$3,332,596
2021	3,332,596	1,244,656	281,788	4,295,464
2022	4,295,464	-	263,404	4,032,060
2023 – Forecast	4,032,060	-	1,424,125	2,607,935
2023 Budget Carryover to 2024	2,607,935		2,607,935	-
		\$4,746,756	\$4,746,756	

CONCLUSIONS

Overall, the 2023 third quarter reports indicate that the County's current financial position is cautiously positive. Staff will continue to assess alternative courses of action to mitigate the budget impacts which will include, but not be limited to, finding efficiencies and opportunities for the balance of 2023 and in preparation for the 2024 Business Plans and Budget.

SIGNATURES

Report author:

Original signed by

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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

ATTACHMENTS

- Attachment 1 – Q3 2023 Overall Forecast Variance
- Attachment 2 – Approved Transfers and Emergency Purchases Summary
- Attachment 3 – Q3 2023 Capital Plan Review
- Attachment 4 – Q3 2023 Business Plan Update by Division
- Attachment 5 – Q3 Modernization Project Update

Oxford County Q3 Overall Forecast Variance
Forecast as at September 30, 2023

Department - Division	Actuals	Forecast	Revised Budget*	Forecast Surplus (Deficit)	Variance %	YTD %	Variance Comments
Levy							
Council	481,750	640,656	632,678	(7,978)	(1.3%)	76.1%	Higher membership fees; New council costs & photos
CAO							
CAO Office	668,499	793,532	838,950	45,418	5.4%	79.7%	Vacancies and staff changes
Tourism	357,808	512,062	512,932	870	0.2%	69.8%	
Communications	368,332	508,955	501,780	(7,175)	(1.4%)	73.4%	Staff increase due to job evaluations
Future Oxford	157,202	197,148	214,000	16,852	7.9%	73.5%	Reduced purchased services for admin support, and reduced advertising
	1,551,841	2,011,697	2,067,662	55,965	2.7%	75.1%	
Human Resources	(126,453)	(34,890)	-	34,890	-	-	Staff vacancies
Corporate Services							
Clerks	469,273	631,750	629,777	(1,973)	(0.3%)	74.5%	
Customer Service	(63,646)	(76,713)		76,713	-	-	Vacancies and staff changes
Finance	(54,047)	(38,842)		38,842	-	-	Software savings due to delays in third party vendor
Information Technology	(288,475)	(143,537)		143,537	-	-	Staff vacancies
Information Services	1,024,648	1,458,990	1,524,326	65,336	4.3%	67.2%	Staff vacancies
Assessment Management	83,701	100,000	100,000	-	0.0%	83.7%	
Provincial Offences Administration	(336,928)	(285,946)	63,491	349,437	550.4%	(530.7%)	Increase court security grant, \$300k from large fines
	834,526	1,645,702	2,317,594	671,892	29.0%	36.0%	
General Taxation	(961,565)	(789,700)	(217,328)	572,372	(263.4%)	442.4%	Higher interest revenues
General Taxation (Salaries Gapping)	-	-	(550,000)	(550,000)	100.0%	0.0%	\$550,000 salary gapping provision with savings realized in divisions
Conservation Authorities	1,033,943	1,708,138	1,708,884	746	0.0%	60.5%	Small variances due to Conservation authority budgets passed after the County Approved Budget
Public Health	2,130,152	3,169,783	2,786,700	(383,083)	(13.7%)	76.4%	Increased levy of \$143,700 (July) for further investments in Public Health Priorities and \$233,800 (September) Ministry funding shortfall
Public Works							
Administration	8,970	-		-	-	-	
Engineering	852,511	1,252,212	1,398,792	146,580	10.5%	60.9%	Staff vacancies
Facilities	1,409,434	1,592,873	1,544,225	(48,648)	(3.2%)	91.3%	Solar debt

Department - Division	Actuals	Forecast	Revised Budget*	Forecast Surplus (Deficit)	Variance %	YTD %	Variance Comments
Fleet	1,392,549			-	-	-	
Transportation Services	21,852,582	22,818,060	22,707,846	(110,214)	(0.5%)	96.2%	Higher rail crossing costs expected (cost-share from railway companies)
Waste Management	2,138,779	3,247,594	3,140,951	(106,643)	(3.4%)	68.1%	Recycling market rates are forecasted down, slightly offset by reduce compost costs
	27,654,825	28,910,739	28,791,814	(118,925)	(0.4%)	96.1%	
Woodingford Lodge	7,366,022	11,335,266	11,678,375	343,109	2.9%	63.1%	Additional provincial funding for existing services on the levy - Budget Impact reports
Human Services							
Community Services	(920,781)	2,003,272	1,998,742	(4,530)	(0.2%)	(46.1%)	
Child Care	(3,535,676)	853,900	864,183	10,283	1.2%	(409.1%)	
Housing	6,549,153	8,121,422	7,812,531	(308,891)	(4.0%)	83.8%	Increase R&M and move-out costs
	2,092,696	10,978,594	10,675,456	(303,138)	(2.8%)	19.6%	
Paramedic Services							
Paramedic Services	6,066,881	8,765,367	8,737,355	(28,012)	(0.3%)	69.4%	Increase in WSIB expenses, offset by increased provincial funding (letter dated Aug 30)
Community Paramedicine	(36,409)	-	-	-	-	-	
	6,030,472	8,765,367	8,737,355	(28,012)	(0.3%)	69.0%	
Planning	1,500,335	2,052,835	2,130,112	77,277	3.6%	70.4%	Staff vacancies
General Surplus	49,588,544	70,394,187	70,759,302	365,115	0.5%	70.1%	
Library Surplus	3,188,779	4,288,199	4,288,199	-	0.0%	74.4%	
Court Security	10,276	10,276	10,276	-	0.0%	100.0%	
Total Levy Surplus	52,787,599	74,692,662	75,057,777	365,115	0.5%	70.3%	
Rates/Reserve							
Wastewater							
Woodstock	-	204,116	-	204,116	-	-	Increased rate revenues and gapping, slightly offset by increased cost of chemicals
Tillsonburg	-	132,323	-	132,323	-	-	
Ingersoll	-	43,845	-	43,845	-	-	
Norwich	-	(33,617)	-	(33,617)	-	-	
Tavistock	-	3,190	-	3,190	-	-	
Plattsville	-	(76,085)	(75,369)	(716)	0.9%	0.0%	
Thamesford	-	60,936	-	60,936	-	-	
Drumbo	-	(43,476)	-	(43,476)	-	-	
Mt Elgin	-	(2,043)	-	(2,043)	-	-	
Embro	-	71,569	-	71,569	-	-	
Innerkip	-	12,526	-	12,526	-	-	
Wastewater Surplus	-	373,284	(75,369)	448,653	(595.3%)	0.0%	
Water							
Woodstock	-	(111,445)	-	(111,445)	-	-	Increased cost of treatment chemicals

Department - Division	Actuals	Forecast	Revised Budget*	Forecast Surplus (Deficit)	Variance %	YTD %	Variance Comments
Tillsonburg	-	68,785	-	68,785	-	-	Increased cost of treatment chemicals, offset by increase rate revenue
Ingersoll	-	(259,621)	-	(259,621)	-	-	Increased cost of treatment chemicals, plus reduced ICI rate revenue (CAMI)
Township	-	(373,771)	-	(373,771)	-	-	Increased cost of treatment chemicals, offset by increase rate revenue \$450k in DC exemptions
Water Deficit	-	(676,052)	-	(676,052)	-	-	
Allocated to Dedicated Reserves							
Facilities	-	54,484	-	54,484	-	-	Land rental agreements renewed this year and rates were updated; allocated to Facilities reserve
Fleet	-	(154,311)	-	(154,311)	-	-	Higher salaries and lower fleet sales; funded from Fleet reserve
Waste Management (Collection)	-	(321,774)	-	(321,774)	-	-	Increased collection costs and forecasting lower bag tag revenues; funded from Waste Collection Reserve
Dedicated Reserves Surplus (Deficit)	-	(421,601)	-	(421,601)	-	-	

* The reserve policy includes service specific surplus allocations for a number of services. These contributions have been included in the forecast

Summary of In-Year Transfers and Emergency Purchases

Division	Project Description	Amount
Facilities	82 Light Street – to distinguish between the Masonry costs for 410 Buller and 82 Light Street.	\$80,000
Wastewater	Tillsonburg Wastewater Treatment Plant – to address two critical equipment failures to ensure proper treatment and reduce risks to the environment. Funded from the Wastewater – Tillsonburg Reserve.	12,245
Wastewater	John Pound Road Sewage Pump Station Channel Grinder – to offset increased costs resulting from inflationary pressures, changes in the US/CAD exchange rate and supply chain issues. Funded from the Wastewater – Tillsonburg Reserve.	17,318
Corporate Services	2024 Development Charges Background Study – to offset cost increases on the County's costs and to facilitate the payment process between the consultant and area municipalities. Funded from the Development Charges Administration Reserve and area municipal cost recoveries.	258,000
Facilities	738 Parkinson – to offset increased costs related to the bathroom fan replacement project. Funded from the Social Housing Facilities Reserve.	6,031
Facilities	235 Thames Street N – to offset increased costs related to the fencing replacement project. Funded from the Social Housing Facilities Reserve.	4,099
Facilities	Verna Drive, Tillsonburg – to offset increased costs related to the bathroom exhaust fan replacement project. Funded from the Social Housing Facilities Reserve.	4,438
Water	UV Disinfection Equipment replacements at Tillsonburg Bell Mill Water Treatment Facility and Thamesford Stanley Water Treatment Facility – to offset recent equipment cost increases. Funded from the Water – Tillsonburg and Water – Townships reserves.	61,976
Facilities	Karn Ave – to offset cost increases related to the Shed Replacement tender. Funded by decreasing the Cross Place shed replacement project to 2024 (\$26,250) with the remainder funded from the Social Housing Facilities Reserve (\$1,113)	27,363
Facilities	WFL Ingersoll and Tillsonburg Air Condition projects – to offset increased equipment costs, control system differences with the Woodstock site, and the need for additional recreation staff to support residents while work is being completed in resident rooms. Funded by a surplus in the 92 Light St	336,500

Division	Project Description	Amount
	demolition project and through the deferral of the WFL Woodstock cabinetry project.	
Library	Tillsonburg Library – Emergency purchase for on-site security guard services and removal of specified bushes around branch perimeter. Funded by the Library General Reserve.	32,565
Transportation	Funds required to complete the implementation of County-wide Community Safety Zones as approved by Council Report No. PW 2023-05. Funded by savings in the intersection upgrades project.	40,000
		\$880,535



2023 CAPITAL PLAN REVIEW
FOR PERIOD ENDING SEPTEMBER 30, 2023

PROJECT ID - NAME	2023 ACTUALS	2023 FORECAST	2023 APPROVED BUDGET	APPROVED BUDGET TRANSFER (1)	2022 YEAREND C/FWD (2)	2023 REVISED BUDGET	PROJECTED VARIANCE \$	PROJECTED VARIANCE %	PROJECT STATUS	ESTIMATED COMPLETION DATE	PROJECT COMMENTS
CAO											
113000 STRATEGIC COMM. & ENGAGEMENT	315	315	-	-	-	-	(\$315)	- %			
TOTAL CAO	315	315	-	-	-	-	(315)	-			
HUMAN RESOURCES											
112000 HUMAN RESOURCES	171	2,000	2,000	-	-	2,000	\$ -	- %			
TOTAL HUMAN RESOURCES	171	2,000	2,000	-	-	2,000	-	-			
CORPORATE SERVICES											
120000 FINANCE	324	14,356	2,000	-	12,356	14,356	\$ -	- %			
120100 CAPITAL PLANNING	732	4,000	2,000	2,000	-	4,000	-	-	Complete		
123000 INFORMATION TECHNOLOGY	326,614	469,730	421,105	-	26,129	447,234	(22,496)	(5.0)			
900050 ASSET MGMT SYSTEMS ENHANCEMENT	166,176	365,100	328,000	-	490,115	818,115	453,015	55.4	In Progress - Milestones Changed	31-Dec-2024	Project continues to progress as staff work through the complexities of the deliverables.
TOTAL CORPORATE SERVICES	493,846	853,186	753,105	2,000	528,600	1,283,705	430,519	33.5			
ENGINEERING AND CONSTRUCTION											
290000 CAPITAL ADMIN	19,287	23,188	24,000	-	-	24,000	\$812	3.4%			
900031 INFRASTRUCTURE DESIGN GUIDELNS	30,036	220,000	180,000	-	40,805	220,805	805	0.4			
TOTAL ENGINEERING AND CONSTRUCTION	49,323	243,188	204,000	-	40,805	244,805	1,617	0.7			
FACILITIES											
210000 FACILITIES ADMIN	-	17,000	16,500	-	-	16,500	(\$500)	(3.0%)			
210010 ADMIN BUILDING (21 REEVE)	27,280	56,674	84,620	-	-	84,620	27,946	33.0			
210030 ARCHIVES (82 LIGHT)	-	80,000	16,200	80,000	-	96,200	16,200	16.8			
210110 COIN TOWERS	1,323	54,700	57,750	-	-	57,750	3,050	5.3			
215000 410 BULLER	-	17,500	17,500	-	-	17,500	-	-			

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911000 FACILITIES CONDITION ASSESSMT	16,618	16,618	-	-	16,618	16,618	-	-			
911002 COURTHOUSE RENOVATIONS	-	39,600	47,250	-	-	47,250	7,650	16.2			
911006 GREEN INITIATIVES FACILITIES	40,148	308,550	264,600	-	45,000	309,600	1,050	0.3			
911012 EV CHARGERS	29,549	1,420,000	1,405,000	-	-	1,405,000	(15,000)	(1.1)			
911080 75 GRAHAM	47,790	188,181	-	-	5,425	5,425	(182,756)	(3,368.8)			
911090 92 LIGHT	2,291	354,250	-	354,250	-	354,250	-	-			
911900 FACILITIES RENEWABLE ENERGY	50,652	471,000	567,000	-	-	567,000	96,000	16.9			
915000 BOH - Facility	210,523	820,000	1,150,000	(80,000)	77,173	1,147,173	327,173	28.5			
TOTAL FACILITIES	426,174	3,844,073	3,626,420	354,250	144,216	4,124,886	280,813	6.8			
FLEET											
220110 F - VAN	4,906	73,235	68,200	-	-	68,200	(5,035)	(7.4%)			
220113 F - PICKUP	-	-	-	-	-	-	-	-			
220116 F - PICKUP	-	-	-	-	-	-	-	-			
220326 R - H - PICKUP	59,371	60,000	59,500	-	(251)	59,249	(751)	(1.3)			
220335 R - H - TRUCK	74,689	75,300	73,300	-	(196)	73,104	(2,196)	(3.0)			
220338 R - W - PICKUP	1,361	1,361	59,500	-	(58,227)	1,273	(88)	(6.9)			
220339 R - S - PICKUP	-	84,600	84,600	-	-	84,600	-	-			
220344 R - S - TRUCK	74,902	75,500	73,300	-	(196)	73,104	(2,396)	(3.3)			
220346 R - D - TRUCK	74,545	75,000	73,300	-	(196)	73,104	(1,896)	(2.6)			
220350 R - D - PICKUP	1,361	1,361	59,500	-	(58,227)	1,273	(88)	(6.9)			
220351 R - W - TRUCK	74,677	75,000	73,300	-	(196)	73,104	(1,896)	(2.6)			
220360 R - H - TANDEM	-	425,500	425,500	-	-	425,500	-	-			
220373 R - S - TANDEM	-	412,700	-	-	408,000	408,000	(4,700)	(1.2)			
220374 R- H - TANDEM	-	401,000	401,000	-	-	401,000	-	-			

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220386 R - S - TANDEM	-	425,500	425,550	-	-	425,550	50	-			
220387 R - H - TANDEM	-	412,700	-	-	408,000	408,000	(4,700)	(1.2)			
220391 R - W - TANDEM	-	420,000	420,000	-	-	420,000	-	-			
220422 R - H - TRACTOR	197,494	198,000	-	-	200,000	200,000	2,000	1.0			
220522 WW - PICKUP	422	422	59,300	-	(57,998)	1,302	880	67.6			
220523 WW - PICKUP	422	422	59,300	-	(57,998)	1,302	880	67.6			
220570 WW - VAN	4,906	74,700	78,900	-	-	78,900	4,200	5.3			
220637 W - PICKUP	-	96,700	120,000	-	-	120,000	23,300	19.4			
220638 W - PICKUP	-	83,500	110,000	-	-	110,000	26,500	24.1			
220655 W - PICKUP	-	85,500	85,500	-	-	85,500	-	-			
220656 W - PICKUP	-	85,900	85,900	-	-	85,900	-	-			
220660 W - PICKUP	-	-	-	-	-	-	-	-			
220662 W - PICKUP	-	-	-	-	-	-	-	-			
220665 W - PICKUP	-	-	-	-	-	-	-	-			
220678 W - PICKUP	-	259,500	-	-	255,000	255,000	(4,500)	(1.8)			
220680 W - VAN	-	-	-	-	-	-	-	-			
220690 W - DUMP TRAILER	-	13,197	-	-	-	-	(13,197)	-			
220723 L - COMPACTOR 826h	-	50,000	50,000	-	-	50,000	-	-			
220744 L - TRUCK	-	198,000	199,000	-	-	199,000	1,000	0.5			
220750 L - TRUCK	-	-	-	-	-	-	-	-			
220752 L - PICKUP	-	40,700	37,700	-	-	37,700	(3,000)	(8.0)			
220905 LIBRARY VAN	-	-	-	-	-	-	-	-			
220913 C - PICKUP	-	-	-	-	-	-	-	-			
220917 C - PICKUP	-	-	-	-	-	-	-	-			

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TOTAL FLEET	569,056	4,205,298	3,182,150	-	1,037,515	4,219,665	14,367	0.3			
TRANSPORTATION SERVICES											
213000 DRUMBO YARD FAC	-	6,000	-	-	-	-	(\$6,000)	- %			
213010 HIGHLAND YARD FAC	42,940	56,000	86,200	-	-	86,200	30,200	35.0			
213020 SPRINGFORD YARD FAC	10,747	250,000	250,000	-	-	250,000	-	-			
213030 WOODSTOCK YARD FAC	9,741	10,000	21,000	-	-	21,000	11,000	52.4			
230000 ROADS ADMIN	-	-	1,500	-	-	1,500	1,500	100.0			
231000 DRUMBO	-	1,200	-	-	-	-	(1,200)	-			
232000 HIGHLAND	-	1,200	-	-	-	-	(1,200)	-			
900014 TRAILS	-	81,000	81,000	-	-	81,000	-	-			
900024 TCT FENCING	-	9,000	-	-	8,933	8,933	(67)	(0.8)			
900027 CORRIDOR FENCING	-	32,000	32,000	-	-	32,000	-	-			
930000 TRANSPORTATION MASTER PLAN	97,565	140,000	130,000	-	(35,977)	94,023	(45,977)	(48.9)			
930003 CR 3	1,813	18,600	-	-	-	-	(18,600)	-			
930004 CR 4	24,956	67,000	30,000	-	37,064	67,064	64	0.1			
930008 CR 8	-	225,000	225,000	-	-	225,000	-	-			
930009 CR 9	23,532	175,000	75,000	-	100,000	175,000	-	-			
930015 CR 15	822	20,000	20,000	-	-	20,000	-	-			
930016 CR 16	139,196	908,000	50,000	-	798,387	848,387	(59,613)	(7.0)			
930018 CR 18	-	13,427	-	-	-	-	(13,427)	-			
930019 CR 19	31,452	71,000	534,000	-	37,452	571,452	500,452	87.6			
930020 CR 20	5,763	237,000	-	-	237,702	237,702	702	0.3			
930029 CR 29	238,913	2,000,000	2,000,000	-	-	2,000,000	-	-			
930035 CR 35	58,848	100,000	100,000	-	-	100,000	-	-			

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930054 CR 54	191,094	290,000	300,000	-	-	300,000	10,000	3.3			
930059 CR 59	1,151,563	2,423,000	2,410,000	-	33,142	2,443,142	20,142	0.8			
930070 GUIDE RAILS	332,104	340,000	320,000	-	-	320,000	(20,000)	(6.3)			
930073 DC TECHNICAL STUDY RDS	-	75,000	75,000	-	-	75,000	-	-			
930076 PEDESTRIAN CROSSINGS	49,749	316,000	250,000	-	26,882	276,882	(39,118)	(14.1)			
930077 INTERSECTION UPGRADES	170,671	310,000	495,000	(40,000)	-	455,000	145,000	31.9			
930078 INTERSECTION ILLUMINATION	-	78,000	55,000	-	23,364	78,364	364	0.5			
930079 CYCLING INFRASTRUCTURE	-	50,000	50,000	-	-	50,000	-	-			
930080 RETAINING WALLS	3,033	10,000	30,000	-	-	30,000	20,000	66.7			
930099 REHAB & RESURFACING	238,168	5,010,000	4,800,000	-	210,000	5,010,000	-	-			
930102 CRACK SEALING	-	200,000	200,000	-	-	200,000	-	-			
930115 DRAIN IMPROV	-	180,000	200,000	-	-	200,000	20,000	10.0			
930116 PRINCETON DRAIN	-	1,051,000	1,250,000	-	(198,734)	1,051,266	266	-			
930150 URBANIZATION	292	300	100,000	-	-	100,000	99,700	99.7			
930197 STRIK DRAIN	32,254	150,000	85,000	-	65,000	150,000	-	-			
930198 URBAN STORM SEWER	108,696	460,000	460,000	-	-	460,000	-	-			
930199 RURAL STORM SEWER	979,413	3,381,000	3,110,000	-	-	3,110,000	(271,000)	(8.7)			
930200 BRIDGE REHAB	2,496,638	6,186,000	6,330,000	-	-	6,330,000	144,000	2.3			
930201 BRIDGE NEEDS STUDY	1,362	2,000	-	-	-	-	(2,000)	-			
930300 TRAFFIC SIGNALS	286,248	1,469,000	1,315,000	-	655,480	1,970,480	501,480	25.4			
930301 TRAFFIC - TRAFFIC CALMING	168,527	250,000	150,000	90,000	-	240,000	(10,000)	(4.2)			
TOTAL TRANSPORTATION SERVICES	6,896,100	26,652,727	25,620,700	50,000	1,998,695	27,669,395	1,016,668	3.7			
WASTE MANAGEMENT											
218700 SALFORD LF BLDGS	132	150	10,500	-	-	10,500	\$10,350	98.6%			

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280000 WASTE MGMT	14,450	129,949	126,100	-	-	126,100	(3,849)	(3.1)			
283000 WASTE MGMT - TILLSONBURG	-	50,000	50,500	-	-	50,500	500	1.0			
911800 SALFORD LANDFILL FACILITIES	933,685	1,839,000	1,681,500	-	86,065	1,767,565	(71,435)	(4.0)			
918700 LANDFILL SOUTH OPERATING ARE	-	10,000	10,000	-	-	10,000	-	-			
TOTAL WASTE MANAGEMENT	948,267	2,029,099	1,878,600	-	86,065	1,964,665	(64,434)	(3.3)			
WOODINGFORD LODGE											
391000 WFL - WOODSTOCK	745,214	1,786,384	828,265	(115,250)	1,130,735	1,843,750	\$57,366	3.1%			
392000 WFL - INGERSOLL	33,275	532,981	328,328	170,000	15,000	513,328	(19,653)	(3.8)			
393000 WFL - TILLSONBURG	10,199	558,784	371,324	170,000	12,920	554,244	(4,540)	(0.8)			
399000 WFL - FAMILY TRANSITION-OXFORD	2,992	38,000	-	5,000	-	5,000	(33,000)	(660.0)			
TOTAL WOODINGFORD LODGE	791,680	2,916,149	1,527,917	229,750	1,158,655	2,916,322	173	-			
CHILD CARE											
310400 CC - EARLYON - JT	49,135	49,611	-	-	50,000	50,000	\$389	0.8%			
TOTAL CHILD CARE	49,135	49,611	-	-	50,000	50,000	389	0.8			
HOUSING											
360000 H.S.I. SHELTER	29,730	31,000	35,400	-	-	35,400	\$4,400	12.4%			
360425 HSG - 16 GEORGE	-	12,000	15,750	-	-	15,750	3,750	23.8			
360440 HSG - 111 BROCK	16,152	22,500	25,200	-	-	25,200	2,700	10.7			
360451 HSG - 235 THAMES	-	136,300	126,500	4,099	-	130,599	(5,701)	(4.4)			
360453 HSG - 272 HARRIS	-	-	-	-	-	-	-	-			
360454 HSG - 178 EARL	6,210	536,000	670,000	-	(7,518)	662,482	126,482	19.1			
360455 HSG - 135 CARROLL	16,358	297,000	269,000	-	-	269,000	(28,000)	(10.4)			
360462 HSG - 174 LISGAR	-	75,000	73,500	-	-	73,500	(1,500)	(2.0)			
360463 HSG - 215 LISGAR	-	13,000	31,500	-	-	31,500	18,500	58.7			

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360464 HSG - EARLE	3,210	19,700	80,850	-	-	80,850	61,150	75.6			
360465 HSG - VERNA	-	96,500	94,500	4,438	-	98,938	2,438	2.5			
360470 HSG - PAVEY/ALICE	-	7,600	15,750	-	-	15,750	8,150	51.7			
360471 HSG - JAMES	-	97,000	126,000	-	-	126,000	29,000	23.0			
360472 HSG - 816 ALICE	21,535	55,200	61,950	-	-	61,950	6,750	10.9			
360473 HSG - CROSS PL	-	-	26,250	(26,250)	-	-	-	-			
360474 HSG - KARN	-	90,500	63,000	27,363	-	90,363	(137)	(0.2)			
360475 HSG - 742 PAVEY	-	28,200	40,425	-	-	40,425	12,225	30.2			
360476 HSG - 82 FINKLE	-	17,100	20,600	-	-	20,600	3,500	17.0			
360477 HSG - 161 FYFE	63,097	240,080	219,660	-	84,218	303,878	63,798	21.0			
360478 HSG - 738 PARKINSON	24,931	70,700	70,200	6,031	458	76,689	5,989	7.8			
361050 AHP - 385/387 DUNDAS ST	1,608	63,050	63,050	-	-	63,050	-	-			
361060 AHP - Tillsonburg	15,893	3,790,700	-	3,790,700	-	3,790,700	-	-			
911106 SH FACILITY 738 PARKINSON	68,688	117,925	-	-	117,925	117,925	-	-			
TOTAL HOUSING	267,412	5,817,055	2,129,085	3,806,381	195,083	6,130,549	313,494	5.1			
PARAMEDIC SERVICES											
510000 PARAMEDIC SERVICES	342,686	1,302,320	1,838,779	-	221,577	2,060,356	\$758,036	36.8%			
520000 PS COMMUNITY PARAMEDICINE	27,537	27,537	-	-	-	-	(27,537)	-			
915010 EMS MILL ST	1,282	44,537	14,000	31,000	-	45,000	463	1.0			
915030 EMS 162 CARNEGIE ING	10,278	12,000	15,750	-	-	15,750	3,750	23.8			
915040 EMS 81 KING TBURG	33,550	36,600	21,000	-	20,000	41,000	4,400	10.7			
TOTAL PARAMEDIC SERVICES	415,333	1,422,994	1,889,529	31,000	241,577	2,162,106	739,112	34.2			
PLANNING											
400000 PLANNING	-	-	4,000	-	-	4,000	\$4,000	100.0%			

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TOTAL PLANNING	-	-	4,000	-	-	4,000	4,000	100.0			
LIBRARY											
600000 LIBRARY ADMINISTRATION	3,812	20,000	20,000	-	-	20,000	\$ -	- %			
600500 BRANCH LIBRARIES	12,267	7,545	-	-	-	-	(7,545)	-			
610000 SPECIAL PROGRAMS	17,503	24,000	24,000	-	-	24,000	-	-			
916040 OCL ING	4,147	5,250	5,250	-	-	5,250	-	-			
916060 Norwich Library	-	9,000	24,150	-	-	24,150	15,150	62.7			
TOTAL LIBRARY	37,729	65,795	73,400	-	-	73,400	7,605	10.4			
WATER & WASTEWATER GENERAL											
250000 WW GENERAL	17,935	171,240	157,250	-	-	157,250	(\$13,990)	(8.9%)	On Schedule	31-Dec-2023	
260000 WATER GENERAL	-	148,320	136,000	-	-	136,000	(12,320)	(9.1)	On Schedule	31-Dec-2023	
900016 SCADA MASTER PLAN	249,681	2,188,692	2,208,000	-	452,851	2,660,851	472,159	17.7	On Schedule	31-Dec-2023	
900018 WATER MODEL	31,643	64,582	15,000	-	49,582	64,582	-	-	On Schedule	31-Dec-2023	
900025 WWW MASTER PLAN	96,591	140,000	140,000	-	-	140,000	-	-	On Schedule	31-Dec-2023	
900026 DC TECHNICAL STUDY W/WW	-	75,000	75,000	-	-	75,000	-	-			
900029 ITRON TEMETRA AMR UPGRADE	4,070	32,000	-	-	32,060	32,060	60	0.2	On Schedule	31-Dec-2023	
900034 WASTEWATER MODEL	-	-	45,000	-	-	45,000	45,000	100.0	On Schedule	31-Dec-2023	
911007 GREEN INITIATIVES WATER	15,325	21,900	-	-	21,900	21,900	-	-			
911008 GREEN INITIATIVES WASTEWATER	38,756	62,200	20,000	-	42,242	62,242	42	0.1			
TOTAL WATER & WASTEWATER GENERAL	454,001	2,903,934	2,796,250	-	598,635	3,394,885	490,951	14.5			
WASTEWATER SYSTEMS											
250100 WW WDSK	33,693	303,000	239,300	-	60,000	299,300	(\$3,700)	(1.2%)	On Schedule	31-Dec-2023	
250200 WW TBURG	108,315	107,000	45,000	29,563	20,000	94,563	(12,437)	(13.2)	On Schedule	31-Dec-2023	
250300 WW INGERSOLL	10,737	98,400	96,400	-	-	96,400	(2,000)	(2.1)	On Schedule	31-Dec-2023	

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FOR PERIOD ENDING SEPTEMBER 30, 2023

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250400 WW NORWICH	12,578	53,000	13,000	-	40,000	53,000	-	-	On Schedule	31-Dec-2023	
250500 WW TAVISTOCK	610	110,000	95,000	-	15,000	110,000	-	-	On Schedule	31-Dec-2023	
250600 WW PLATTSVILLE	-	7,000	7,000	-	-	7,000	-	-	On Schedule	31-Dec-2023	
250700 WW THAMESFORD	5,461	27,400	27,400	-	-	27,400	-	-	On Schedule	31-Dec-2023	
250800 WW DRUMBO	17,403	20,000	10,000	-	10,000	20,000	-	-	On Schedule	31-Dec-2023	
911280 WDSTK - WW FACILITIES - T	-	34,600	148,050	-	-	148,050	113,450	76.6			
911281 TBURG - WW FACILITIES - T	20,352	41,000	45,000	-	-	45,000	4,000	8.9			
911282 ING - WW FACILITIES - T	3,218	95,100	115,320	-	-	115,320	20,220	17.5			
911283 NOR - WW FACILITIES - T	-	-	-	-	-	-	-	-			
911286 THAMES - WW FACILITIES - T	130,644	134,300	3,300	-	130,644	133,944	(356)	(0.3)			
950151 WDSK - PATTULLO INDUSTRIAL PRK	-	288,000	288,000	-	-	288,000	-	-	On Schedule	31-Dec-2023	
950158 WDSTK - CITY PROJECTS	-	2,458,000	2,458,000	-	-	2,458,000	-	-	On Schedule	31-Dec-2023	
950163 WDSTK - LANSLOWNE PS	35,725	186,000	155,000	-	131,641	286,641	100,641	35.1			
950164 WDSTK - LANSLOWNE SEWER EXT	-	100,000	-	100,000	-	100,000	-	-			
950165 WDSTK - SANITARY OVERSIZING	-	60,000	60,000	-	-	60,000	-	-			
950172 WDSTK - N TRUNK SEWER I/I	48,785	113,000	79,000	-	34,671	113,671	671	0.6			
950174 WDSTK - LINEAR R/R CR PROJ	123,489	599,000	560,000	30,000	9,824	599,824	824	0.1			
950200 TBURG - WWTP PHASE 1 UPGRADE	3,864,407	6,100,000	6,415,000	-	1,603,425	8,018,425	1,918,425	23.9			
950216 TBURG - CRANBERRY RD EXT	-	65,000	-	-	65,000	65,000	-	-	On Schedule	31-Dec-2023	
950226 TBURG - TOWN PROJECTS	-	539,000	687,000	-	123,340	810,340	271,340	33.5	On Schedule	31-Dec-2023	
950229 TBURG - LINEAR R/R CR PROJ	-	-	-	-	-	-	-	-			
950330 ING - TOWN PROJECTS	-	787,000	787,000	-	-	787,000	-	-	On Schedule	31-Dec-2023	
950332 ING-RELINING	473	75,000	550,000	-	-	550,000	475,000	86.4	Complete	7-Jun-2023	
950334 ING - LINEAR R/R CR PROJ	937	1,000	-	-	-	-	(1,000)	-	Complete	7-Jun-2023	

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2023 CAPITAL PLAN REVIEW
FOR PERIOD ENDING SEPTEMBER 30, 2023

PROJECT ID - NAME	2023 ACTUALS	2023 FORECAST	2023 APPROVED BUDGET	APPROVED BUDGET TRANSFER (1)	2022 YEAREND C/FWD (2)	2023 REVISED BUDGET	PROJECTED VARIANCE \$	PROJECTED VARIANCE %	PROJECT STATUS	ESTIMATED COMPLETION DATE	PROJECT COMMENTS
950336 ING - SW INDUSTRIAL PARK	-	50,000	100,000	-	-	100,000	50,000	50.0			
950412 NOR-LAGOON EXPANSION	45,403	132,000	595,000	-	37,468	632,468	500,468	79.1			
950450 NOR - SANITARY REPLACEMENTS	8,496	307,851	50,000	257,851	-	307,851	-	-			
950504 TAV - WWTP EXPANSION/UPGRADE	-	250,000	250,000	-	-	250,000	-	-			
950513 TAV - WILLIAM SPS REHAB	90,593	198,000	120,000	-	77,972	197,972	(28)	-	On Schedule	31-Dec-2023	
950550 TAV - SANITARY REPLACEMENTS	-	50,000	50,000	-	-	50,000	-	-			
950607 PLAT - BIOSOLIDS CLEAN-OUT	13,414	27,000	27,000	-	-	27,000	-	-	On Schedule	31-Dec-2023	
950718 THAMES - WWTP PRETREATMENT/SCR	51,284	265,000	335,000	-	97,967	432,967	167,967	38.8			
950807 DRUMBO - STANDBY POWER	34,960	32,000	20,000	-	51,162	71,162	39,162	55.0			
950810 DRUMBO - WWTP CAPACITY EXP	33,021	24,650	77,690	-	-	77,690	53,040	68.3			
950811 DRUMBO - FEASIBILITY STUDY	9,412	10,000	-	-	-	-	(10,000)	-			
950902 MT ELGIN - WW SERVICING	15,363	16,000	-	-	-	-	(16,000)	-			
950905 MT ELGIN - WWTP CAPACITY EXP	39,057	339,000	650,000	-	109,567	759,567	420,567	55.4	In Progress - Milestones Changed	31-Dec-2023	
951003 EMBRO - SERVICING	-	62,500	62,500	-	-	62,500	-	-			
951100 INNERKIP - WW SERVICING	-	75,000	75,000	-	-	75,000	-	-			
951102 INNERKIP - ODOUR CONTROL	12,093	15,000	-	-	-	-	(15,000)	-	On Schedule	31-Dec-2023	
TOTAL WASTEWATER SYSTEMS	4,769,923	14,255,801	15,295,960	417,414	2,617,681	18,331,055	4,075,254	22.2			
WATER SYSTEMS											
260100 WATER WOODSTOCK	14,926	99,000	84,000	-	15,000	99,000	\$ -	- %	On Schedule	31-Dec-2023	
260200 WATER TILLSONBURG	53,270	572,000	391,000	-	180,584	571,584	(416)	(0.1)	On Schedule	31-Dec-2023	
260300 WATER INGERSOLL	58,349	275,000	156,000	-	114,161	270,161	(4,839)	(1.8)	On Schedule	31-Dec-2023	
260400 WATER TOWNSHIPS	45,253	413,000	429,000	-	(17,456)	411,544	(1,456)	(0.4)	On Schedule	31-Dec-2023	
911261 WDSTK - WATER FAC - T	2,508	91,520	137,120	-	-	137,120	45,600	33.3			

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911262 TBURG - WATER FACILITIES - T	-	6,700	12,130	-	-	12,130	5,430	44.8			
911264 WATER TOWNSHIP FACILITIES - T	8,000	10,300	39,350	-	-	39,350	29,050	73.8			
911265 WDSTK - WATER FAC - D	-	10,020	27,970	-	-	27,970	17,950	64.2			
911267 WATER INGERSOLL FACILITIES - D	1,970	30,000	30,000	-	-	30,000	-	-			
911268 WATER TOWNSHIP FACILITIES - D	-	58,600	23,200	-	44,079	67,279	8,679	12.9			
911272 WATER INGERSOLL FACILITIES - T	380,340	393,300	6,300	-	392,791	399,091	5,791	1.5			
960105 WDSTK - UV UPGRADE	-	657,029	675,000	-	-	675,000	17,971	2.7	On Schedule	31-Dec-2023	
960141 WDSTK - CITY PROJECTS	101,988	2,480,000	2,380,000	-	100,000	2,480,000	-	-	On Schedule	31-Dec-2023	
960149 WDSTK - CITY PROJ OVERSIZING	-	370,000	395,000	-	-	395,000	25,000	6.3			
960152 WDSTK - THORNTON WELLFIELD	-	175,000	175,000	-	-	175,000	-	-	On Schedule	31-Dec-2023	
960153 WDSTCK - LINEAR R/R CR PROJ	456,696	1,014,000	800,000	200,000	14,130	1,014,130	130	-			
960154 WDSTK - BOWERHILL BPS	44,554	250,000	250,000	-	-	250,000	-	-			
960156 WDSK - PATTULLO INDUSTRIAL PRK	-	-	272,000	-	(272,000)	-	-	-			
960159 WDSTK - THORNTON FEEDERMN REPL	21,856	556,000	350,000	-	205,760	555,760	(240)	-			
960170 WDSTK -CR4 & Lansdowne WM	2,430	4,337,178	4,462,000	-	-	4,462,000	124,822	2.8			
960171 WDSTK - CR17 WATERMAIN	18,061	240,000	4,000,000	-	-	4,000,000	3,760,000	94.0	Delayed		Debenture issuance delayed to 2024 as not all project deliverables are finalized, and warranty period is still active.
960200 TBURG - WELL 7A	22,071	50,000	195,000	-	6,774	201,774	151,774	75.2			
960201 TBURG - WELL 3 UPGRADE	-	132,000	115,000	-	16,910	131,910	(90)	(0.1)	On Schedule	31-Dec-2023	
960207 TBURG-GRNDWTR MODEL	-	175,000	175,000	-	-	175,000	-	-	On Schedule	31-Dec-2023	
960208 TBURG - UV UPGRADE	-	292,372	270,000	22,372	-	292,372	-	-	On Schedule	31-Dec-2023	
960213 TBURG - CRANBERRY RD EXT	-	65,000	-	-	65,000	65,000	-	-	On Schedule	31-Dec-2023	

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960214 TBURG - BOOSTED PRESSURE	707	335,000	300,000	-	35,826	335,826	826	0.2	On Schedule	31-Dec-2023	
960235 TBURG - TOWN PROJECTS	-	429,000	384,000	-	45,000	429,000	-	-	On Schedule	31-Dec-2023	
960243 TBURG - STANDBY POWER	84,612	85,000	15,000	-	64,192	79,192	(5,808)	(7.3)			
960249 TBURG - TOWN PROJ OVERSIZING	194,711	400,000	50,000	350,000	-	400,000	-	-			
960304 ING - CORROSION CONTROL STUDY	9,578	21,000	-	-	20,337	20,337	(663)	(3.3)	Complete	7-Jun-2023	
960307 ING - GROUNDWATER MODEL	9,714	264,000	200,000	-	64,036	264,036	36	-	On Schedule	31-Dec-2023	
960309 ING - WELL 7 UPGRADE	64,751	350,000	350,000	-	-	350,000	-	-			
960325 ING - TOWN PROJECTS	14,424	1,899,000	1,884,000	-	-	1,884,000	(15,000)	(0.8)	On Schedule	31-Dec-2023	
960335 ING - CAST IRON PIPE REPLACE	107,914	457,000	1,140,000	-	79,613	1,219,613	762,613	62.5			
960341 ING-TOWER PAINT REPAIR	455,347	1,302,000	360,000	-	942,414	1,302,414	414	-			
960400 TOWNSHIP DISTRIB REPLACEMENT	586	50,000	50,000	-	-	50,000	-	-			
960402 NEW ASSET SUPPLY/LINEAR	-	-	50,000	-	-	50,000	50,000	100.0			
960403 MT ELGIN GRAYDON WELL	1,799	46,000	-	-	45,998	45,998	(2)	-			
960413 THAMES - UV UPGRADE	-	239,604	200,000	39,604	-	239,604	-	-	On Schedule	31-Dec-2023	
960419 TWSP - PRESSURE & LEAK STUDY	-	110,000	110,000	-	-	110,000	-	-	On Schedule	31-Dec-2023	
960422 TWSP - WATER QUALITY IMP	4,191	60,000	110,000	-	-	110,000	50,000	45.5	On Schedule	31-Dec-2023	
960437 TAV - WELL 4	35,246	94,000	20,000	-	74,283	94,283	283	0.3	On Schedule	31-Dec-2023	
960441 NOR-TOWER PAINT/REPAIR	709,779	3,000,000	4,025,000	-	20,216	4,045,216	1,045,216	25.8			
TOTAL WATER SYSTEMS	2,925,631	21,894,623	25,098,070	611,976	2,257,648	27,967,694	6,073,071	21.7			
TOTAL Cost Centre/System	19,094,096	87,155,848	84,081,186	5,502,771	10,955,175	100,539,132	13,383,284	13.3			

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Goals and Objectives

Description	2023	2024	2025	Status Update
<p>Oxford County Strategic Plan</p> <p>Initiate and lead the update and refresh of the County's Strategic Plan.</p> <p>Ongoing implementation of the County's Strategic Plan.</p> <p>Inform the public about County programs, services and activities through planned communication.</p>	●	●	●	2023-2026 <i>Strategic Plan</i> approved by Council. Implementation ongoing and will be reflected in the 2024 Business Plan & Budget.
<p>Oxford Housing Crisis</p> <p>Continue working with Human Services, Community Planning and other community and business stakeholders in the development of a housing strategy to address the need, and increase opportunities for housing that is affordable, to the broader Oxford community, including the development of tangible implementation tools.</p>	●	●	●	Ongoing.
<p>Strategic Commitments</p> <p>Working with community partners, stakeholders and businesses in the ongoing advancement of Oxford County's formal commitments:</p> <ul style="list-style-type: none"> 100% Renewable Energy Zero Waste Zero Poverty 100% Housed 	●			<p>Ongoing efforts with renewed/revised commitments to reflect the <i>Strategic Plan</i>.</p> <p>Community Safety and Well-Being Steering Committee has been established and work is ongoing.</p> <p>DEI Action Coalition has been established and work is ongoing.</p>
<p>Continuous Improvement</p> <p>Facilitate and implement an improved employee onboarding program.</p> <p>Enhance client relations; with residents, County Council, and area municipal staff.</p> <p>Improved business processes and efficiencies; innovative changes or improved timeliness in the delivery of County programs and services.</p> <p>Innovation; introduction of new or improved practices that enhance service delivery and relationships.</p>	●	●	●	More fulsome and effective employee onboarding program development ongoing, with an anticipated launch date in Fall 2023.
<p>Advocacy</p> <p>Ongoing advocacy for Southwestern Ontario and Rural issues:</p> <ul style="list-style-type: none"> Integrated public transportation Rural broadband Virtual net metering Community Paramedic Services Support SW Ontario Economic Development Plan 	●	●	●	Ongoing advocacy efforts through ROMA, WOWC, AMO, etc.

Goals and Objectives

Description	2023	2024	2025	Status Update
Increase Business Engagement with Tourism Oxford Increase the number of businesses taking advantage of Tourism Oxford's business supports, collaborations and opportunities. The result will be more businesses with free website listings, attending workshops, and new tourism product/collaborations.	●			March 2023: Four businesses received The Tourism Innovation Grants. This program is in partnership with Community Futures Oxford and Rural Oxford Economic Development. April 2023: Six businesses joined the Oxford County Cheese Trail. 183 businesses have Tourism Oxford or Oxford Fresh listing. June 2023: Four businesses received Tourism Oxford Awards Tourism Oxford is attending Tillsonburg Economic Development drop-in sessions for businesses.
Modernize Visitor Services Improve visitor information services with increased signage and improved customer experience online. Install visitor information signage in municipalities at key locations, where it has not yet been installed. Develop website content that increases website satisfaction through time spent on website and website traffic.		●		In 2023, signage has been installed in downtown Woodstock, Canada's Outdoor Farm Show, and at several hotels. Signage is in progress for downtown Ingersoll, Thamesford and Zorra. Attraction signage is in testing.
Education and Collaboration Support tourism businesses to meet consumer needs with training sessions and collaborations for: sustainability, experiential travel, diversity, equity, and inclusion.	●			2023 education sessions include: 2023 Kick-off meeting, Big Cheese Days and Cheese Trail meetings, Safe Spaces Training, Christopher Bloore CEO of the Tourism Industry Association of Ontario, Sustainable Tourism workshop, and a Get to Know Tourism Oxford sessions. Three rural routes collaborations were held and the "Your Next Stop" campaign was tested.
Apply to Host a Destination Ontario Photo and Video Shoot Partner with Destination Ontario to host a photo and video shoot of Oxford County, providing content for use by Tourism Oxford and Destination Ontario. This will provide Destination Ontario with a comprehensive photo and video bank so they can promote all municipalities in Oxford County.	●			Tourism Oxford met with Destination Ontario completing arrangements to share photography. Tourism Oxford received an additional \$3,000 funding from Ontario's Southwest 12 photography shoots have been held with more being scheduled.

Division Update

- **Sustainable Tourism Destination Assessment:** Tourism Oxford received an \$8,000 grant from the Tourism Industry Association of Canada (TIAC) to complete its [Sustainable Tourism Certification for Destinations](#). Oxford's application has been submitted and is in review.
- **Third Quarter Great Taste of Ontario:** The Oxford County Cheese Trail is participating in the Great Taste of Ontario in 2023. This program has visitors download a passport to check-in at stops on the Oxford County Cheese Trail. From January-September, there have been 3,448 Great Taste of Ontario passport check-ins at businesses in Oxford County, with a 25% increase since June 2023.
- **Tourism Innovation Grant:** Three of the four [2023 Tourism Innovation Grant recipients](#) have completed their projects and they are already having impact on visitation including group bookings, extended stays and improved social media engagement.
- **Third Quarter Digital Advertising Outcomes**
 - 2023 summer digital campaigns had 1.1 million impressions and average ad link click-thru rate (CTR) of 1.7%. The industry average link CTR is .9%.
 - Website traffic is on target for exceeding 2022 numbers. Comparing January-September 2023 to 2022 for the same time period, the website has had a 18% increase in users (people using the site) and 1.98% in page views (number of pages viewed). Page views are on target to exceed 300,000 in 2023.
- **Third Quarter Media Partnerships with Ontario's Southwest**
 - Dobbernation Loves, [Best Things to Do in Tillsonburg Ontario](#)
 - Ultimate Ontario: [The Oxford County Cheese Trail: Comfe for the Dairy, Stay for the Stories](#)
 - Travelling Mitch: [Top Accommodation in Ontarios Southwest: 3 Properties That will Absolutely Wow You](#)
 - [The Foodies Group](#): September 30 The Foodies Group brought a fam tour of 25 media, Destination Ontario staff, and corporate planners to Oxford County to explore 5 local businesses featured on The Foodies Group tourism product [The Farm Trail](#). The tour results included immediate social media coverage and a Global News feature on an Oxford County attraction. The program will be monitored for long term impacts which tracking group travel and additional media coverage.

Goals and Objectives

Description	2023	2024	2025	Status Update
Woodingford Lodge Communications Audit Complete a communications audit to support Woodingford's legislated continuous quality improvement program, via its accreditation process, instituting improved internal communications tools and providing recommendations and enhancements for other stakeholder communications.	●			Partially completed in Fall 2022. Met with Manager of Support Services to identify current priorities for communication program.
Digital Advertising Strategy Assess performance of current digital (online) ad buying practices and seek ways to improve audience reach and cost effectiveness.	●			Completed goals for this year. Researched, learned, and have begun to use Google ads to promising results (greater reach within our geography, more cost effective than other forms of web advertising). Making greater use of LinkedIn advertising to support recruitment.
Social media management & measurement tool (Continued from 2022 Business Plan) Assess and implement online subscriptions/services that support social media management and measurement to improve quality of metrics, identify trends, schedule across multiple sites, and place paid advertising. Trial of one platform has been underway in 2022 with some issues noted to date.	●			With officer roles in place, have begun to provide available analytics to internal clients for projects as appropriate. Re: social media management platform, have researched another alternate platform this year and met with vendor, and sought information about another platform, but to date have not found a solution that we assess to offer good value for cost.
Video production & engagement strategy (Continued from 2022 Business Plan) Continue data collection and tracking of reactions, responses and traffic for Oxford County videos. This will be used to develop a strategy and best practices for future video projects. Existing practices regarding branding guidelines for videos will be incorporated into this work.	●			In progress. Two new "An Oxford Minute" service profiles are in final stages of production.

Services:

Labour Relations

Staffing

Total compensation

Employee Wellness and

Safety

Staff Development

Goals and Objectives

Description	2023	2024	2025	Status Update
Employee Engagement Survey Results Roll out corporate, departmental and divisional employee engagement survey results to staff and develop associated action plans to address gaps and opportunities for improvement. Update and refresh Our People, Our Strength Plan.	●			On track
Diversity, Equity and Inclusion <ul style="list-style-type: none"> Ongoing support of corporate diversity, equity and inclusion committee Arrange for formal DEI leadership training in 2023 (SMT and EMT) and comprehensive corporate training for all staff in 2024 	●	●	●	Ongoing; voluntary staff training made available in 2023; a more fulsome training will be recommended as part of a future business plan and budget process
Learning & Development Framework Implementation Continue implementing learning and development framework, including: <ul style="list-style-type: none"> Strengthen the onboarding and orientation process, both for new members of management and all staff 	●	●		On track

Goals and Objectives

Description	2023	2024	2025	Status Update
Archival Backlog Arrange and describe backlog of archival donations and transfers, including Oxford Historical Society materials, Archives of Ontario transfer and Area Municipalities.	●	●	●	Ongoing
Online Exhibit Online exhibit in collaboration with the Woodstock Art Gallery "Before Florence: A Year in the Life of Trailblazer Ella Youmans".	●			Pending approval by Digital Museums Canada; expected completion by end of 2024
VITA Toolkit Implement the VITA toolkit to make Oxford County Archives' digital collections (photographs, postcards and digitized records) more accessible to the public.	●	●	●	Went live Q3 2023 with 34 records uploaded to date.

Goals and Objectives

Description	2023	2024	2025	Status Update
Review Water and Wastewater Rates Council approved water rates for 2021 to 2024 on October 28, 2020. At the May 12, 2021 council meeting, rates were to remain in place pending further discussion based on the Asset Management plan. In 2022, an updated Asset Management Plan was approved. Given the impact of the pandemic on consumption patterns, and the impact of inflation on costs, staff will review and update the water rates model, and bring back a council report updating each system's financial sustainability and recommendation for rates.	●			Report will be presented to Council in Q4
Asset Retirement Obligations Section PS 3280 (Public Sector Accounting Board Section), Asset Retirement Obligation is a new public accounting standard that is effective for fiscal years beginning on or after April 1, 2022. The standard provides guidance on how to account for and report a liability for asset retirement. Review all assets to determine which have Asset Retirement Obligations and document amount for financial statement reporting.	●			Accounting standard delayed one year to April 1, 2023 Draft policy is under review – to be approved by year end for December 31, 2023 reporting requirements
Asset Management Plan – All Assets Update Continue to align Oxford County's asset management practices with regulatory requirements and best practices, through the Asset Management Systems Enhancement Project. This includes working on the improvement areas identified in the 2022 Asset Management Plan. Begin preparation for the July 1, 2024 Asset Management Plan update for all assets deadline as per Ontario Regulation 588/17.	●	●		Systems Enhancement Project underway – planned completion in 2024 Workshop with Council took place on May 10, 2023
Financial Instruments Section PS 3450, Financial Instruments is a new public accounting standard that is effective for fiscal years beginning on or after April 1, 2022. The standard redefines each type of financial instrument and provides guidance on when the financial instrument is recognized, measured and presented on the Financial Statements. Staff will review of the standard's impact and implement changes to the County's Financial Statements expected for the December 31, 2023 year-end.	●			Planned for late 2023 completion

Goals and Objectives

Description	2023	2024	2025	Status Update
Replace Current Wireless System County Wide Current Cisco wireless system has reached End of Life.	●			In progress expected completion by end of Q4
Cybersecurity Policy Develop, Implement, and maintain a Cybersecurity Policy.	●	●	●	Development is in planning stages

Goals and Objectives

Description	2023	2024	2025	Status Update
Support implementation on Asset Management Systems Enhancement project Mobile workforce - Increased visibility, compliance and streamlined workflow.	●	●		Integration with ERTH for water/wastewater service requests is currently being tested
NG911 and Road data transformation In 2022, Modernization funding was provided to upgrade required software and hardware for the implementation of an enterprise solution for roads and address data management. In 2023, we will continue to update processes and data schema's to ensure that the County is ready for Next Generation 911 (NG9-1-1) services.	●			Roads data update is complete NG911 is contingent on Bell's project timeline
Upgrade Water Utility data Implement the water utility network which leverages ArcGIS Enterprise to create a seamless Web GIS. This system enables data sharing across the entire organization, providing an authoritative view of water assets to everyone that needs it. It will provide advanced asset modeling capabilities, a modern web GIS architecture, and analysis tools that provide information gathering for better operational awareness and decision-making. The utility network will also serve as a centralized system of record. This results in increased efficiencies in daily operations, planning projects, and responding to emergencies.	●	●		Standardizing water data to align with Woodstock data to create efficiencies

Goals and Objectives

Description	2023	2024	2025	Status Update
Provincial Legislation Updates Administer changes to POA procedures as outlined in Bill 177 Stronger, Fairer Ontario Act (Budget Measures) and Bill 197 COVID-19 Economic Recovery Act that addresses POA streamlining measures.	●	●	●	Outstanding sections of Bills 177 and 197 will be implemented in the Fall 2023 – Clerk of the Court responsibilities as it applies to: Failure to Respond convictions; Extension of Time to Pay applications; and Applications for Reopening. Amendments to Part I Early Resolution sections of Bill 177 were repealed and are undergoing further consultations
Prosecution Model Implement change to POA prosecution as detailed in provincial legislation, Bill 177 Stronger, Fairer Ontario Act, to include Part III prosecutions by the municipal prosecutor.	●	●		Implementation will not be considered until the pandemic backlog is cleared; expect to take another year to complete backlog

Goals and Objectives

Description	2023	2024	2025	Status Update
Consolidated Linear Infrastructure Environmental Compliance Approvals Implementation of the new consolidated municipal approvals process for low risk projects related to sanitary collection and stormwater collection on County right-of-way projects being constructed by developers on behalf of Oxford County (Phase out of Transfer of Review program).	●			Implementation of new business process has been completed.
Design and Construction Engineering Standards for Linear Infrastructure Development of enhanced guidelines and best management practices pertaining to the design and construction of County infrastructure.	●	●	●	Project is ongoing; however, delayed due to staff resourcing constraints.
Development Inspections for Future County owned Infrastructure Implementation of an inspection program of linear and vertical water, sanitary and storm right-of-ways being installed by developers, with the County as the intended owner of these assets.	●			Process implemented for linear and vertical infrastructure as applicable.
Implementing Project Management Documentation Guidelines for Capital Delivery Standardization and implementation of Project Management documentation for Capital projects, guided by <i>Project Management Institute</i> best practices.	●	●	●	Implementation has been ongoing and on track.
Service Level Standard (SLS) Development Review Work to streamline internal reviews of development files in order to establish clear procedures and assignment of responsibility in support of the <i>More Homes for Everyone Act</i> and its legislated review timelines.	●	●	●	Project delayed due to staff resourcing constraints

Division Update

- Staffing recruitment and retention issues have impacted Engineering in 2023, and are expected to continue into late Q3/early Q4.
- Ongoing staffing issues will impact the delivery of the 2023 Capital Plan.

Goals and Objectives

Description	2023	2024	2025	Status Update
Green Fleet Implementation Ongoing implementation of the 2021-2025 <i>Green Fleet Plan</i> to promote low carbon transportation and reduced greenhouse gas emissions.	●	●	●	Ongoing implementation of approved 2023 Business Plan and Budget fleet procurement.
Implementation of Long Term Renewable Energy Plan Ongoing implementation of 2022-2032 <i>Long Term Renewable Energy Plan</i> (23 projects) comprised of solar PV system, geothermal / air source heat pump, heat recovery and wood pellet boiler technology applications. In addition, 2023 will include the design phase for utilization of biogas at the Woodstock WWTP.	●	●	●	Ongoing implementation of approved 2023 Business Plan and Budget projects.
Energy Management Plan Implementation Ongoing implementation of 2022-2032 <i>Long Term Renewable Energy Plan</i> (23 projects) comprised of solar PV system, geothermal / air source heat pump, heat recovery and wood pellet boiler technology applications. In addition, 2023 will include the design phase for utilization of biogas at the Woodstock WWTP.	●	●	●	Ongoing implementation of approved 2023 Business Plan and Budget projects.
Electric Vehicle Charging Station Infrastructure Installation of 27 Electric Vehicle Charging Stations and associated infrastructure to support the ongoing deployment of the County's growing Electric Vehicle fleet.	●	●		Project on schedule.
Ongoing Implementation of Forestry Management Plan Multi-year implementation plan focused on tree planting (Thames River Wetlands – 2023/2024), wetland rehabilitation (Sweaburg Swamp snowmobile trail – 2023/2024), invasive species and competition management (Hall Tract - 2023, Drumbo Tract – 2023/2024, Beachville – 2023), tree salvaging and commercial harvesting (Drumbo tract – walnut/conifer plantation – 2023, Lakeside closed landfill – pine plantation – 2023, Lakeside tract – pine plantation - 2023, Tavistock Lagoons Phase III – single tree selection - 2023). Assessment of Thornton Wellfield – Hodge's Pond in accordance with scheduled FMP activities (2023-2025).	●	●	●	Implementation ongoing.

Description	2023	2024	2025	Status Update
Drumbo Tract Rehabilitation Multi-year improvements to cut down dead standing pine, create patch clearcuts through a walnut harvest, and establish permanent forest management access trails, site prep for tree planting with forestry mulcher in patch clearcuts, planting seedling trees with shelters and control competition /invasive species.	●	●		On schedule.
Hall Tract Rehabilitation Re-establish forest canopy (where red pine has suffered a mass die-off) through tree planting in 2023 and 2024. Where young trees are present, canopy cover will be maintained through removal of competing shrub species as needed either through herbicide application or brushing.	●	●		On schedule.

Division Update

- Facilities internal staffing restructuring took place early in Q1 and staff are benefiting as a result. Positive impact is also being realized with respect to the 235 individual projects included in the 2023 budget. Over 90% of the building related projects are either in progress or completed.
- The allocated budget for the Repair and Maintenance of Fleet assets did not sufficiently consider the inflationary effects on labour and materials over the past years. Furthermore, staff turnover has resulted in a deficiency of training in certain areas, coupled with alternative expectations that have adversely affected the fleet budget.

Goals and Objectives

Description	2023	2024	2025	Status Update
2024 Transportation Master Plan Update 5-year Master Plan update to ensure effective, reliable, and safe people and goods movement throughout and within the County. The TMP update will further inform the 2024 Development Charges Background Study which will include growth related transportation capital projects.	●			Notice of Study Completion has been issued and final 30 day public review period has commenced.
School Bus Stop Arm Camera Pilot Program Establish a partnership with school bus operators to implement a school bus stop arm camera pilot program where the County's role will be to process photographic evidence and issue charge notices for prosecution.	●	●		Deferred to 2024.
Ongoing Implementation of County-wide Traffic Calming/Speed Management Measures County-wide implementation of evidence based speed management, traffic calming and road safety measures.	●	●	●	Traffic calming measures implemented in Drumbo, Bright, Plattsville, and Harington. County-wide Community Safety Zone implementation is in progress.
Optimization of County Road Operations Organizational Structure Realignment of existing operations staff into optimized organizational structure, along with updated roles and responsibilities, to achieve more efficient and cost effective service delivery.	●			Completed. Updated Road Patrol Foreman and Lead Hand roles and responsibilities have been revised based on updated organizational structure.
Oxford Road 4 Corridor Study Completion of the Oxford Road 4 Corridor Master Plan Study that will identify long term implementation projects to effectively move traffic from the 401/403 provincial highway corridor to the north part of the County.	●			Notice of Study Completion to be issued Q4, 2023.
Review of Potential Development of County-wide Automated Speed Enforcement (ASE) Program County-wide municipal planning for the potential ASE implementation (photo radar) in school zones and community safety zones.	●	●	●	Ongoing County-wide implementation of Community Safety Zones (CSZ) in 2023 will support the development of a potential County ASE program.

Description	2023	2024	2025	Status Update
Cycling Master Plan Implementation Initiate the multi-year cycling infrastructure implementation plan that will ultimately provide 190km of primary cycling routes on the County road network with connectivity between urban/settlement areas, neighbouring municipalities, local cycling/trail networks, tourist destinations and employment areas.	●	●	●	Ongoing implementation of the CMP primary cycling network being coordinated with planned road resurfacing and road reconstruction projects.
Trail Development Facilitate and support trail partnerships with municipal partners and stakeholders for trail development (Thames River Trail extension, Hodges Pond Trail, and Norwich to Tillsonburg Trail).	●	●	●	Ongoing staff participation with the Oxford County Trails Council and support of trail development throughout the County.

Operations/Service Level Update

- Gravel shouldering operations are complete.
- Roadside weed spraying is complete.
- Annual bridge washing program is complete.
- Annual ditching program is ongoing.
- Line painting and asphalt padding/patching activities in progress.

Goals and Objectives

Description	2023	2024	2025	Status Update
Organics Resource Recovery Technologies Feasibility analysis of viable food and organic waste recovery options for beneficial use (compost, alternative fuels) and landfill diversion, and to meet Provincial diversion target objectives by 2025.	●	●	●	Draft report complete. Reporting to County Council planned in Q4 2023
Compost Facility Expansion Construction of compost pad expansion to accommodate growth related quantity increases of residential brush, leaf, and yard waste, to improve process efficiencies of end market material.	●			Construction completed.
Transition of Municipal Blue Box Program to Full Producer Responsibility (FPR) Ongoing consultation, liaison, and reporting with municipal partners, stakeholders, and Provincial regulating authorities as part of Province-wide Blue Box transition to FPR from 2023 to 2025 and the County's December 31, 2025 transition date.	●	●	●	Updates presented to County and all Area Municipality Councils in Q2 2023. County Council adopted the recommendations contained in Report No. PW 2023-30.
Agricultural Plastic Diversion Program Implementation of a pilot project for the collection (drop-off depot) and recycling of plastic agricultural bale/silage/wrap and plastic feed bags at the Oxford County Waste Management Facility.	●	●	●	Program successfully launched in June 2023.
Tillsonburg Curbside Large Article Collection (LAC) and Transfer Station Operation Implementation of once annual curbside LAC in Tillsonburg as part of the County-wide LAC program and funding for the expanded operation of the Tillsonburg Transfer Station to all County residents.	●			Curbside LAC in Tillsonburg was completed, now added as part of the County-wide program. The Tillsonburg Transfer Station is now open to all County residents.

Division Update

- Annual County-wide curbside large article collection program was completed on schedule.
- Second weigh scale and new scale house was commissioned in Q1 2023.
- Markets rates for blue box material have declined in 2023 resulting in a year end forecast budget deficit of approximately \$560,000.

Goals and Objectives

Description	2023	2024	2025	Status Update
Review the Need for Increased Long-Term Care Capacity Review the current number of municipal long term care home beds in Oxford County to ensure the needs of the community are met.	●	●	●	Application for 160 new beds in Ingersoll under review by Ministry of Long-Term Care Master plan consultant procured; project team to begin meeting in Q3
Accreditation: Action Planning Develop and implement action plans created following the self-assessment conducted during 2022. Plans will include: governance and leadership, delivery of care models, emergency disaster management, infection prevention and control, medication management, and residents' care experience.	●	●	●	Action plans in development; two focus areas are (1) policy and compliance, and (2) organizational culture
Infection Prevention and Control (IPAC) Establish embedded resources to implement new IPAC standards as per the Fixing Long-Term Care Act 2021 which includes establishing a designated lead with certification in infection control from the Certification Board of Infection Control and Epidemiology	●	●	●	Permanent resources embedded in one home. Forecast for permanent in both satellites homes; awaiting approval of Business Impact report to establish a more sustainable solution.
Continuous Quality Improvement Establish embedded resources to implement new Continuous Quality Improvement regulations as per the Fixing Long-Term Care Act 2021, including organizational performance, key performance indicator development (balanced scorecard), issue tracking and resolution, and emergency management	●	●	●	Establishing embedded resources on hold due to no funding. Organizational performance, KPIs, etc. continue to be developed via other priority initiatives.

Goals and Objectives

Description	2023	2024	2025	Status Update
Centralized Intake Achieve and activate the requirements associated with the new Centralized Intake process for Ontario Works clients, scheduled to go live November 28, 2022, with ongoing implementation into 2023.	●			Centralized Intake has been fully implemented and staff have adjusted to the new workflow for applicants for social assistance. The client receives seamless access to financial assistance however that is not the case for staff. Work continues with staff from the Province and Oxford County on improving communications and workflows. Implementation of Centralized Intake has not resulted in a reduction in workload for staff as anticipated.
Achieve Modernization with new Employment Ontario Service System Manager Fulfill SSM requirements of new Service System Manager of employment for service area, this includes new funding agreements, policy, procedures and meeting established outcomes for service with clients.	●	●	●	The City of London was successful in their bid for the Employment SSM for the Region. The announcement was made in February 2023. Engagement by the City with the County started in April 2023 and continues throughout 2023 into 2024. Work continues with the London Region with discussions pertaining to workflows, policies, procedures and how work is to be done in the transformed EO system with a focus on outcomes for clients. London Region continues to collaborate to co-design a system across the London Region with employment Ontario and social assistance partners. Full transition will happen effective January 2024 with adjustments continuing throughout 2024.
Integration Continue the pathway of integration within Human Services to better serve clients and increase capacity of staff.	●	●	●	Human Services continuously looks for ways to improve service delivery and find efficiencies in the workplace. Work continues across programs to improve information sharing and collaboration amongst staff. Cross training opportunities are encouraged. Introducing 2 Integrated Supervisors at the end of 2022 has been positive in supporting an integrated model. The implementation of technology including Rent Café for the housing Waitlist that was live in September 2023 and Voyager for tenant management which will go live the end of November 2023 are two initiatives that will improve operations in the integrated environment that continue into 2024.

Description	2023	2024	2025	Status Update
Establish Improved Support for Mental and Addictions for clients Continue to work collaboratively with community partners to provide improved service to those experiencing mental health and addiction challenges.	●	●	●	Staff have participated in training opportunities to improve awareness and understanding in supporting clients with mental health and addictions. Staff continue to build on their strong relationships with community partners to collaborate in support of mutual clients. Staff are exploring expansion of partnerships to find new and innovative ways to support clients in achieving their goals.
Social Assistance Modernization Continue co-work with the Province on social assistance renewal that will shift program delivery towards a risk based model providing stability supports for clients.	●	●	●	The Province has not started up this work yet as anticipated. There is no indication as to when the Province will begin discussions.

Division Update

- Centralized Intake implementation streamlines applications for improved service for individuals applying for social assistance benefits. At implementation workload increased for staff while issues were addressed and workflows were established. There have been a few challenges since October 2022 when centralized intake was implemented however staff have adjusted well to new processes. Clear communication pathways have been established with the Province to resolve issues in a timely manner to minimize any negative impacts to staff and clients. There has not been a reduction in intakes or workload as anticipated.
- A Temporary Full-time Integrated Program Coordinator was hired with an anticipated start date the latter part of October. This position will provide support to the Human Services Team as outlined in the Business Impact Template. A number of changes are planned in the next 6-12 months where additional support for policy development, workflow mapping, job-aides, training manuals and communications is required to support existing leadership and staff through the transition period. Planned changes include: Employment Services Transformation, implementation of new housing wait-list software, implementation of new property management software, working with the Communications Team to develop a communications plan and the introduction of Microsoft Office 365. The temporary position will be supported using provincial funding and will not have an impact on the 2023 budget.
- Caseloads continue to be highly complex with higher percentages of individuals presenting with multiple challenges including mental health, addictions, housing and health. Staff provide exceptional support to their clients in achieving their goals. Supervisors are finding front line staff require increasing support for incident and complex client debriefs as a measure to support staff health and well-being.

Goals and Objectives

Description	2022	2023	2024	Status Update
Increase access to licensed child care centre spaces in Oxford County Work with area service providers and local school boards to increase licensed child care spaces in centres for both rural and urban communities, based on identified community needs. Work with the two licensed home child care agencies to increase access to licensed child care throughout Oxford County.	●	●	●	Staff continue to work diligently with existing child care providers interested in expansion to increase the available spaces for child care across the County. Staff also work to attract new child care agencies and home child care interested in operating in the County. There is a demand for additional spaces across the County to support families who need child care to attend to work or school. Lack of ECE's available to staff child care centres continues to be a challenge for expansion.
Manage and support initiatives that work to reduce child care costs for families Implement and manage the Canada-Wide Early Learning and Child Care system, in addition to the existing service system management responsibilities, to provide fee reductions to parents for child care costs with a goal of reaching an average of \$10.00 per day by 2025-2026.	●	●	●	Staff have successfully implemented the first 2 phases of the Canada-Wide Early Learning and Child Care System to date and will continue this work into 2025 where the goal is to reduce parent fees to an average of \$10 per day. Staff continue to work with and support child care providers as needed to ensure financial sustainability and exemplary service levels to children, parents and caregivers.
Facilitate special needs resourcing supports Ensure the provision of services and supports purchased through Special Needs Resourcing funding are meeting the unique needs of children and their families while maintaining legislative and regulatory requirements.	●	●	●	Staff are working with community partners that provide special needs resourcing to eligible children in the County. Equitable access to these services is the goal and objective of staff. Ongoing training is supported to ensure staff are properly prepared to assist the children with the highest needs.

Description	2022	2023	2024	Status Update
Develop and deliver EarlyON programs and services that are responsive to community need Leverage new permanent locations and ongoing mobile locations to design and deliver programs, in collaboration with families and service providers, to meet the unique needs of parents, caregivers and children to support learning, development and well-being through mandatory core services.	●	●	●	EarlyON programming is being delivered in many of our communities across the County. The addition of another facilitator in 2023 has allowed for expanded programs in high demand areas. In addition permanent dedicated space for programming allows consistent program delivery and familiar spaces for children to enjoy activities. Mobile programs allows activities and resources to be brought to many rural communities in the County where children, parents and caregivers can enjoy the benefits of EarlyON programs.
Coordinate service system planning and create customized community connections Integrate the child care and early years system within the broader context of local community services by leveraging partnerships to create customized community connections. Develop specific strategies and/or targeted approaches to support identified priorities and increase awareness of the children's services system by promoting the supports, resources and programs that are available.	●	●	●	The Community Planning Table was paused during the Pandemic and will begin meeting again in October 2023. The table brings together community partners who support children across the County in the delivery of services to plan activities, events and services targeted to children 0-12 in the County.

Division Update

- Staff are working with the Province and service manager colleagues on innovative ways to attract people to consider ECE as a career path. Lack of ECEs is a problem across the Province and Oxford County is feeling the impacts of the lack of qualified staff to be able operate their child care centres. Human Services is working with local employment agencies and colleges to develop innovative ways to support enrollment in ECE programs.
- The Province continues with their review of the Child Care Funding Formula. The intention was to implement the new funding formula effective January 2024 however the province has paused the implementation date for the moment. It is not clear whether there will be an impact to the 2024 budget year at this time. Staff continue to consult with the Province on the funding formula review to ensure that staff wages and capital investment are considered to continue to be funded appropriately.
- The implementation of CWELCC includes additional spaces for expansion for Oxford County however does not include any capital funding for new builds, additions or renovations. This is a barrier for non-profit child care providers looking to build or expand. Capital investment for child care expansion and creating additional spaces is needed to meet the space allocation targets set by the Province.
- Staff have been working to find innovative ways to create new child care spaces including: engaging with local economic development staff, including child care spaces in development opportunities, considering shared spaces for development opportunities, advertising to attract new agencies to the area and to attract new home child care locations.

Goals and Objectives

Description	2023	2024	2025	Status Update
Support Affordable Housing Projects Complete 98 unit housing project, including 62 affordable units, at 1231 Nellis Street, Woodstock. Complete 30 unit housing project, including 16 affordable units, at 98 Mill Street, Plattsville. Support the following affordable housing projects: <ul style="list-style-type: none"> 48-unit housing project at 785 Southwood Way, Woodstock Proposed project at 175 Springbank Avenue North, Woodstock 18-unit affordable housing project at 31 Victoria Street, Tillsonburg Release an RFP in 2023 to expend up to \$1.5 million in County Funding. Pursue land banking and funding opportunities for future affordable housing projects. Advocate for additional funding and explore additional opportunities to provide more affordable housing units. Monitor and evaluate the successfulness of the 'My Second Unit' Program. Initiate a housing repair program.	●	●	●	The projects at 1231 Nellis Street, Woodstock and 98 Mill Street, Plattsville are now complete. The affordable housing project at 31 Victoria Street, Tillsonburg is complete and tenants moved into the building in September 2023. The project at 785 Southwood Way, Woodstock has started. The RFP for 175 Springbank Avenue North, Woodstock was awarded to Dream Legacy Foundation and staff will work with the proponent throughout the project. A potential land purchase is underway, utilizing the \$1.5 million in County funding that was originally proposed for an RFP. Staff updated the eligibility and funding criteria of the 'My Second Unit' program in April, 2023 which increased interest. The repair program is now underway, with a total of twelve approved applications.
Update By-laws and 10-Year Shelter Plan Update the Municipal Housing Facilities By-law to better align with the outcomes of the Master Housing Strategy. Initiate the completion of a new 10-Year Shelter Plan for 2024	●	●		The County Municipal Housing Facilities By-law was updated to reflect the Master Housing Strategy, including more appropriate thresholds for affordable housing. Council approved the initiation of a new 10-Year Shelter Plan at the July 12 Council meeting. Public surveys for the 10 year Shelter Plan were released in September and public consultations sessions have been scheduled for later this fall.
Explore Opportunities to Improve Housing Options Across the Continuum Support the development of a transitional housing and shelter options throughout the County. Support sustainability of existing housing stock in the County and explore redevelopment opportunities with non-profit housing	●	●	●	Staff continue to explore new shelter and transitional housing opportunities and assist housing providers as they come to the end of mortgage.

Description	2023	2024	2025	Status Update
providers leading into end of mortgage/operating agreements.				
Operationalize By-Name List Activation and adherence to the objectives of the Provincially mandated By Name list as a means to try to assist individuals experiencing homelessness to gain supports and an identified pathway to being housed in a supportive manner.	●	●		The BNL and Coordinated Access System were implemented in July 2022 and are operational across the County. Staff continue to build education and awareness with community partners to increase participation in the system. To date 33 individuals from the BNL have been housed. As of September 30, 2023 there were 99 active individuals on the BNL.
24/7 Shelter Continue to work with our community partner in the provision of day space for individuals experiencing homelessness to receive services and referrals appropriate to their individual circumstance to increase their life stability.	●			24/7 Emergency shelter services are available in Woodstock and have been since the end of 2022. Staff continue to work with community partners to improve and/or expand services throughout the County as needed. Current initiatives include expansion of the Inn overnight shelter in Woodstock by up to an additional 25 beds, working with a community partner to open a day time space in Tillsonburg and the operation of the Out of the Cold overnight shelter in Tillsonburg. Human Services staff work out of the Day Space in Woodstock 3 days per week and 1 day per week a staff is on the Mobile Health Outreach Bus in Woodstock to build relationships and provide supports as required to some of our communities most vulnerable. Staff provide outreach support alongside OCCHC one day per week in Tillsonburg and attend in Ingersoll as needed. Staff continue to work with community partners on innovative ways to provide resources and spaces to address those experiencing homelessness.

Division Update

- Staff continue to provide ongoing support to community partners, local municipalities and developers in the development and maintenance of affordable housing projects.
- As interest rates and inflation continue to increase, it is becoming increasingly more difficult for housing providers and developers to offer affordable housing accommodations.
- The new 10-year Shelter Plan will provide an opportunity to consider new targets and goals as they relate to housing and homelessness into the next 10 years.

- Staff continue to work with community partners to build on the current Coordinated Access and BNL system in an effort to reduce homelessness and support individuals in obtaining and maintaining permanent housing. Reducing homelessness and chronic homelessness are key outcomes from the HPP Guidelines and staff are working on innovative initiatives that will allow choice for individuals.
- Staff continue to explore options for emergency shelter solutions across the County in collaboration with community partners to adjust to the needs of communities. Motel room programs are also offered through out County as needed when accessing the overnight emergency shelter is not an option.
- Staff work with community partners on responses to encampments to ensure the general health and well-being of those in encampments. The encampment response is in partnership with other community organizations. A core response group has been established and they are well connected to community.
- The Temporary Community Navigator position that is funded through HPP was filled and the incumbent started in September 2023 to assist in the community response to those experiencing homeless, mental health and addictions. The Navigator role will be mobile to work from different locations as needed to support individuals in navigating through systems to connect with and have access to available supports and services.

Goals and Objectives

Description	2023	2024	2025	Status Update
Paramedic Station Location Review Comprehensive review of existing capital facility upgrade and replacement needs based on deployment optimization, operational capacity and function.	●			Project work is progressing. Anticipated completion by end of 2023
Ambulance Act Legislation Changes Develop and implement new models of care that can safely reduce patient transfers and Emergency Department visits.	●	●	●	This work is ongoing. Palliative alternate patient care models have been implemented, with others scheduled for implementation later this year.
Local Community Health Care Integration Advance opportunities to deliver more comprehensive community health care through partnerships with other local health care and social service providers/institutions.	●	●	●	This work is ongoing. OCPS participates in multiple Oxford OHT committees and working groups that champion local community health care integration activities.
Updated Emergency Management Plan Review and update the current Emergency Management Plan to reflect any change requirements to the program to ensure compliance to Emergency Management and Civil Protection Act and to recommend the adoption of current best practices in emergency management.	●	●		The Emergency Management Coordinator begins in July, 2023. Work on this project is ongoing.
Medical Tiered Response Review Review and update all Medical Tiered Response agreements to ensure response criteria are supported by medical evidence, the program supports the Ambulance Response Time Performance Plan, and ensure a robust Quality Assurance program is in place to ensure the program meets the needs of the community.	●	●	●	The review will rely on the implementation of updated medical triage software within the Provincial Central Ambulance Communications Centres, which is not scheduled for London CACC until 2026.

Division Update

- Recruitment for Manager of Paramedic Operations and Performance is complete. Ryan Orton (internal candidate) is the successful candidate.
- OCPS is on track to respond to 21,255 emergency calls in 2023, which is a 10.5% increase over 2022.
- The Community Paramedicine funding has been extended through to March 31, 2026. We are hopeful the funding will be made permanent during this time.

Goals and Objectives

Description	2023	2024	2025	Status Update
Official Plan Review Review and update OP policies to ensure consistency with Provincial legislation and policy; including extensive municipal, public and stakeholder consultation. Current/upcoming phases and amendments will focus on planning for growth (i.e. secondary planning) and policies pertaining to natural environment and environmental sustainability and implementation measures.	●	●		Largely on hold due to release of proposed PPS updates in 2023. Agricultural policy amendments awaiting Provincial approval; additional residential unit (ARU) policies completed or underway (Tillsonburg/Ingersoll); Natural Heritage/Hazard policy updates in progress – ONHSS updates compete, policy options in development; Secondary Planning – see Planning for Growth.
Planning for Growth Assist Area Municipalities with initiating and/or reviewing secondary planning and other studies and planning applications necessary to expand settlement areas, where required, to accommodate forecasted growth as identified through the County's Phase 1 Comprehensive Review. Such exercises are currently underway in a number of area municipalities (i.e. Wdstk, Ing. BB & EZT), with number of others under consideration. To ensure up to date information is available to inform such exercises, CP will be updating the County's growth forecasts and land needs analysis to reflect 2021 Census data and recent growth trends.	●	●		Secondary Planning – Karn Road (Woodstock) and Mount Elgin SPs complete; Drumbo SP adopted by Twp Council and implemented via Official Plan amendments; Tavistock/Innerkip and SW Ingersoll SPs in progress. Comprehensive updates to County growth forecasts and land need analysis continue to be deferred pending release of final proposals for PPS updates.
Planning for Infrastructure Continue to work with Public Works to maintain current and accurate servicing capacity information to better inform responses on available capacity and the timely identification of potential future infrastructure needs. This includes assisting with the development/update of Water and Wastewater and other infrastructure masterplans to ensure they are coordinated with planning for growth.	●			Community Planning review/input into draft transportation and water/wastewater master plans largely complete. Continue to assist with further refinements and implementation considerations, particularly with respect to coordinating planning for water/wastewater infrastructure with planning for growth.
Housing Initiatives Continue to work with Human Services, other departments and Area Municipalities to develop implementation tools to assist in addressing the need, and increasing opportunities, for housing that is affordable and attainable for Oxford residents.	●	●	●	Ongoing; continue to work to improve and share housing related data (housing supply/unit counts) and support HS housing initiatives (e.g. specific housing projects; input into Housing Plan updates; support for data sharing initiatives); ARU implementation completed or nearing completion across the County.

Description	2023	2024	2025	Status Update
Zoning By-Law and Development Process Updates Continue to work with Area Municipalities to review and update AM Zoning By-laws with a view to implementation of the various items identified through recent OP updates (e.g. ARUs) and internal review. Work with County Departments and AM partners to complete implementation of a development application tracking solution with a view to improving development review processes and creating efficiencies.	●			Zoning provisions for ARUs have been approved or underway (Tillsonburg and Ingersoll) or being updated (Wdsk). Implementation of development application tracking solution (Cloud Permit) remains on-going; working closely with service provider to ensure system goes live early in 2024

Goals and Objectives

Description	2023	2024	2025	Status Update
Water and Wastewater				
SCADA Master Plan Implementation Multi-year enhancement project to upgrade, replace and standardize aging and obsolete hardware and software systems; allow for interconnection of remote sites; improve cyber-security; and improve data collection, storage and reporting for water and wastewater systems.	●	●	●	Multi-year implementation in progress, with design and implementation of pilot projects at Beachville, Dereham Center, Hickson, Lakeside Water Treatment Plants and Thamesford Wastewater Treatment Plant underway.
2024 Water and Wastewater Master Servicing Plan Develop, evaluate and select preferred long term water and wastewater servicing strategies to support existing servicing needs and accommodate future projected population and employment growth to the year 2046. Master Plan will further inform the 2024 Development Charges Background Study of growth related water and wastewater capital projects.	●			Notice of Study Completion has been issued and final 30 day public review period has commenced.
Drinking Water Quality Improvements Evaluation and implementation of water treatment technologies at various water treatment facilities for parameters such as iron, sodium, strontium and manganese, etc.	●	●	●	Brownsville and Tillsonburg Well 7A water quality improvement projects are in progress.
Drumbo Wastewater Treatment Plant Capacity Expansion Completion of Phase 1 construction of the expanded wastewater treatment facility to accommodate future growth and improve wastewater effluent quality.	●	●		In progress. Target in-service date is Q1, 2024.
Tillsonburg Wastewater Treatment Plant Upgrades Upgrading both primary and secondary clarifiers and headworks to eliminate treatment process constraints and optimize wastewater treatment plant operational performance	●			In progress. Target in-service date is Q1, 2024.
Groundwater Water Modelling Completion of updated groundwater modelling of existing supply wells that utilize outdated wellhead protection area delineations.	●			Installation of monitoring wells within Ingersoll WHPAs has been awarded and drilling commenced.
Tavistock New Well Supply Class EA Study Class Environmental Assessment (EA) Study to assess and determine the optimum location for a new well in Tavistock for water supply redundancy and to support future growth and development.	●			Public Consultation Center #2 completed, with final Environmental Study Report targeted for Q4, 2023.

Description	2023	2024	2025	Status Update
Mount Elgin Wastewater Treatment Plant Capacity Expansion Phase 3 and Phase 4 design to provide the community with additional capacity to service development.	●			90% design completed. Project design under MECP consultation prior to construction in 2024.
Norwich Wastewater Treatment Plant Capacity Expansion Class EA Study Class Environmental Assessment (EA) Study to comprehensively develop, evaluate and select a preferred long-term wastewater servicing solution and wastewater treatment plant design alternative to service existing needs and future projected population and employment growth (to 2046) in the community of Norwich.	●			80% completed. MECP consultation with assimilative capacity study and discharge limits.
Thamesford Wastewater Treatment Plant Upgrades Design of upgrades to include new headworks facility (screening/grit removal) and aeration equipment, to address current operational challenges.	●			65% detailed design completed.

Division Update

- Norwich Water Tower Painting completed and in-service.
- Strik Drain selection of preferred treatment option is completed and detailed design is nearing completion.

Goals and Objectives

Description	2023	2024	2025	Status Update
Library Board Orientation and Library Strategic Planning The 2023 Library Board will consist of 5 laypersons and 2 county councillors. In order to support the development of returning and new board members, library staff will develop and deliver an orientation training plan. To further develop the Library Board's goals and objectives for the term, staff will retain the services of a consulting firm to conduct research, surveys and focus groups to create a Library Strategic Plan that will guide the 2023 – 2027 Library Board and Administration.	●	●		Library Board orientation is complete Strategic Planning Consultant has been engaged; community engagement is underway; expect final Strategic Plan to be completed in October
Ox on the Run Year-Round Mobile Outreach Pilot Beginning in 2023, Oxford County Library will conduct a 2-year full-service pilot for year-round Ox on the Run Mobile Library Services. Using the goals of the Future Oxford – Reducing Poverty Together Strategy, library staff will work with area municipalities and community partners to bring library services, collections and programs to underserved and vulnerable communities and neighborhoods.	●	●		Official Launch took place June 28 at the <i>Touch a Truck</i> event in Ingersoll – over 200 participants Summer programming completed and Fall programming is underway in collaboration with community partners
Finalize the Development of a Library Technology Plan Using Data from the Bridge and Edge Project (anticipated end date, August 2022), Library staff will work with IT and IS teams to develop a plan to address gaps in Community Value and Engagement; Technology Planning and Management; and Staff Digital Expertise.	●			Collaborating with IT staff on the development of a Technology Plan with a focus on privacy and statistics – to be completed in October Identified some initiatives that will require budget consideration in 2024 related to public computers, maker spaces and training
Evaluation of Library Services for a Service Delivery Model Framework Using a SWOT framework, articulate the lessons learned, successes achieved, challenges to be addressed and opportunities to adapt and improve library services. Incorporate recommendations into a new Service Delivery Model that will inform library services, spaces, collections, programming and technology.	●			Service Delivery Model Framework is planned to be completed in October

Modernization Project Update September 30, 2023

Modernization Initial Allocation of \$725,000

Modernization Project	Project Approval ¹	Life to Date Actuals	Divisional Project Update
Tourism – In Market Visitor Information Signage [CS 2020-46]	\$70,000	\$20,157	On-going <i>Est. Comp- Q4 2023</i> In 2023, signage has been installed in downtown Woodstock, Canada's Outdoor Farm Show, and at several hotels. Signage is in progress for downtown Ingersoll, Thamesford and Zorra. Attraction signage is in testing.
Roads – GPS/AVL and Road Patrol Compliance Software Evaluation [CS 2020-46]	1,384	1,384	Complete
Waste Management - Weigh Scale Software Optimization [CS 2020-46]	164,406	164,406	On-going <i>Est. Comp- Q4 2023</i> Software procurement is complete; customer web based reporting and payment module to be fully implemented by end of 2023.
Information Services – Mobile Solution for CloudPermit (Building Inspections) [CS 2020-46]	72,448	72,448	Complete
Information Services – Requirements for CloudPermit – Community Planning [CS 2020-46]	100,000	74,014	On-going <i>Est. Comp- Q1 2024</i> Implementation is proceeding with expected completion in Q1 of 2024.
Woodingford Lodge – Visual Enhancement for Resident Dining & Meal Choices [CS 2020-46]	37,147	37,147	Complete
Paramedic Services – Real-Time Data CAD Integration [CS 2020-46]	33,886	33,886	Complete
Human Resources – HRIS Configuration and Implementation [CS 2020-46]	47,768	47,768	Complete
Information Services – Drone	39,201	39,201	Complete

¹ Includes provincial modernization funding, and budget transfers

Modernization Project	Project Approval ¹	Life to Date Actuals	Divisional Project Update
[2021 Budget]			
General – Joint Service Delivery Review [CS 2019-04]	20,000	20,000	Complete
Human Resources – Scheduling Software Configuration and Implementation [CS 2021-14]	27,998	27,998	Complete
Uncommitted – Project Savings Realized	79,091	-	To be allocated to MMF project overruns
	693,329	538,409	
Transferred to MMF Intake 2 Projects	28,405	-	
Transferred to MMF Intake 3 Projects	3,266	-	
	\$725,000	\$538,409	

Modernization Intake 2 Projects

Modernization Project Proposals [CS 2021-14]	Project Approval ²	Life to Date Actuals	Divisional Project Update
Finance - Review Feasibility of Digital Accounts Payable Process	\$35,565	\$35,565	Complete
Information Services – Public Websites Modernization	180,240	182,603	Complete
Information Services – Road and Address GIS Data Transformation	167,800	164,355	Complete
Water and Wastewater – Operations and Maintenance Service Delivery Review	101,719	101,719	Complete
Roads - Operations and Maintenance Service Delivery Review	141,121	141,121	Complete
Paramedic Services – Deployment Review	150,000	131,270	Complete
	\$776,445	\$759,633	

² Includes provincial modernization funding, budget transfers, and required County cost shared portion where applicable

Modernization Intake 3 Projects

Modernization Project Proposals [CS 2021-38]	Project Approval	Life to Date Actuals	Divisional Project Update
Human Resources - Digitizing Disability Management	\$44,266	\$44,266	Complete
Finance - Accounts Payable Digitization Implementation	285,000	11,497	On-going <i>Est. Comp- Dec 2023</i> Implementation is delayed due to programming issue identified through software testing. Working with third-party vendor to resolve.
Woodingford Lodge - Automated Scheduling Solution for Long Term Care	61,588	61,588	Complete
Clerks - Modernizing Access to Archival Records	22,700	22,611	Complete
Paramedic Services - Emergency Notification and Communication Software	19,500	21,545	<p>On-going <i>Est. Comp- Dec 2023</i></p> <p>Oxford County has rolled out the communication platform and provided onboarding to the eight area municipalities. Currently municipalities are entering critical contact information including their emergency control group members and external stakeholders. They are conducting internal notification tests to familiarize themselves with the tools.</p> <p>A county-wide notification test will take place early November to test the system as a whole and identify any gaps between contacts and the organizations. Issues will be followed up and the system will be fully operationally by Q4-23</p>
Woodingford Lodge - Nutritional Services Review	95,000	50,880	Complete
Housing - Subsidized Housing Operations Optimization Review	35,362	35,362	Complete
Clerks - Digital Risk Management and Information System	48,000	45,257	Complete
	\$611,416	\$293,005	

PENDING ITEMS

Copied for Council Meeting of November 8, 2023

Council Meeting Date	Issue	Pending Action	Lead Dept.	Status
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
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
10/25/23	HS 2023-18 - Oxford County Community Housing - Maximum Rent Increase for 2024	deferred to the meeting of November 8, 2023	HS	11/08/23
10/25/23	PW 2023-43 - Oxford Road 19 road Reconstruction Municipal Class Environmental Assessment Study	deferred to the meeting of November 8, 2023	PW	11/08/23
10/25/23	CS 2023-36 Reserves Year End Allocations and Policy Review	deferred to the meeting of November 8, 2023	CS	11/08/23
10/25/23	CS 2023-37 - Business Plan and Budget Review - 3rd Quarter	deferred to the meeting of November 8, 2023	CS	11/08/23

THE COUNTY OF OXFORD

BY-LAW NO. **6578-2023**

BEING a By-Law to adopt Amendment Number 306 to the County of Oxford Official Plan.

WHEREAS, Amendment Number 306 to the County of Oxford Official Plan has been recommended by resolution of the Council of the Township of Blandford-Blenheim and the County of Oxford has held a public meeting, and has recommended Amendment Number 306 to the County of Oxford Official Plan for adoption, and,

NOW THEREFORE, the County of Oxford pursuant to the provisions of the Planning Act, R.S.O. 1990, as amended, enacts as follows:

1. That Amendment Number 306 to the County of Oxford Official Plan, being the attached explanatory text, is hereby adopted.
2. This By-Law shall come into force and take effect on the day of the final passing thereof.

READ a first and second time this 8th day of November, 2023.

READ a third time and finally passed this 8th day of November, 2023.

MARCUS RYAN, WARDEN

CHLOÉ J. SENIOR, CLERK

AMENDMENT NUMBER 306
TO THE COUNTY OF OXFORD OFFICIAL PLAN

the following Plan attached hereto as explanatory text, constitutes
Amendment Number 306 to the County of Oxford Official Plan.

1.0 PURPOSE OF THE AMENDMENT

The purpose of this amendment is to implement a site-specific policy in the Official Plan that will allow for a warehouse operation on the western portion of the subject lands comprising approximately 27.9 ha (69 acres) in the Township of Blandford-Blenheim. The remaining 13.4 ha (33.2 acres) on the eastern portion of the subject lands are not subject to this amendment.

2.0 LOCATION OF LANDS AFFECTED

This amendment applies to lands described as Part Lots 17 & 18, Concession 7 (Blenheim). The lands are located on the north side of Oxford Road 29, immediately east of the Highway 401 interchange, and are municipally known as 806721 and 806727 Oxford Road 29.

3.0 BASIS FOR THE AMENDMENT

This amendment has been initiated to permit the development of a warehouse operation on the westerly portion of the subject lands. The operation would consist of two warehouse facilities comprising up to 46,451 m² (500,000 ft²) each.

It is the opinion of Council that the amendment is consistent with the relevant policies of the PPS. Council is of the opinion that the subject lands are suitable for the site-specific use as they are located in close proximity to a major transportation route (Highway 401) and the location will have limited impact on agricultural operations in the vicinity.

In light of the foregoing, it is the opinion of Council that the proposed Official Plan Amendment is consistent with the policies of the PPS and supports the objectives and strategic initiatives of the Official Plan.

4.0 DETAILS OF THE AMENDMENT

- 4.1 That Section 3.1.4 – *Policies for Agricultural Uses in the Agricultural Reserve*, as amended, is hereby further amended by adding the following specific development policy at the end of Section 3.1.4.1.3 – *Special Policies*:

“3.1.4.1.3.6 Part Lots 17 & 18, Concession 7 (Blenheim), Township of Blandford-Blenheim

Location The lands to which this Section applies are described as Part Lots 17 & 18, Concession 7 (Blenheim) in the Township of Blandford-Blenheim. The lands are located on the north side of Oxford Road 29, immediately east of the Hwy 401 interchange and comprise approximately 27.9 ha (69 acres) with frontage and direct access to Oxford Road 29. The remaining 13.4 ha (33.2 acres) located east of the subject lands and forming part of the larger land holding are not included in this amendment.

Policies Notwithstanding Section 3.1.4.1, *Permitted Uses*, or any other relevant policies of the Official Plan to the contrary, a non-agricultural use consisting of a warehouse operation with a gross floor area of up to 929,000 m² (1,000,000 ft²) may be permitted on the subject lands.

The extent of the lands to be used for the warehouse purposes will be delineated in the Township of Blandford-Blenheim Zoning By-law.

5.0 IMPLEMENTATION

This Official Plan Amendment shall be implemented in accordance with the implementation policy of the Official Plan.

6.0 INTERPRETATION

This Official Plan Amendment shall be interpreted in accordance with the interpretation policy of the Official Plan.

THE COUNTY OF OXFORD

BY-LAW NO. **6579-2023**

BEING a By-Law to adopt Amendment Number 307 to the County of Oxford Official Plan.

WHEREAS, Amendment Number 307 to the County of Oxford Official Plan has been recommended by resolution of the Council of the City of Woodstock and the County of Oxford has held a public hearing and has recommended the Amendment for adoption.

NOW THEREFORE, the County of Oxford pursuant to the provision of the Planning Act, R.S.O. 1990, as amended, enacts as follows:

1. That Amendment Number 307 to the County of Oxford Official Plan, being the attached explanatory text, is hereby adopted.
2. This By-Law shall come into force and take effect on the day of the final passing thereof.

READ a first and second time this 8th day of November, 2023.

READ a third time and finally passed this 8th day of November, 2023.

MARCUS RYAN, WARDEN

CHLOÉ J. SENIOR, CLERK

AMENDMENT NUMBER 307
TO THE COUNTY OF OXFORD OFFICIAL PLAN

The following text attached hereto constitutes
Amendment Number 307 to the County of Oxford Official Plan.

1.0 PURPOSE OF THE AMENDMENT

The purpose of this amendment is to amend the policies of Section 7.2.4.3 of the Official Plan respecting Additional Residential Units and Converted Dwellings, to reflect legislative changes made to the Planning Act to permit Additional Residential Units broadly throughout residential areas of serviced settlements.

2.0 LOCATION OF LANDS AFFECTED

This amendment will generally apply to all lands within the City of Woodstock.

3.0 BASIS FOR THE AMENDMENT

Bill 23, *More Homes Built Faster Act* received Royal Assent on November 28, 2022 and made a number of amendments to the *Planning Act* and the *Development Charges Act* intended to increase the availability and affordability of housing. One of the amendments to the *Planning Act* requires municipal Official Plans to contain policies that permit the use of up to three residential units on a residential lot within a settlement serviced by both municipal drinking water and wastewater disposal services, and any policies that have the effect of prohibiting such units will have no effect. The additional units may be in the form of two units within (and in addition to) the principal single detached dwelling, semi-detached dwelling or street townhouse dwelling or one additional units within the principal single detached dwelling, semi-detached dwelling or street townhouse dwelling and one additional unit in an ancillary building.

This Official Plan amendment modifies the existing policies for the City of Woodstock respecting Additional Residential Units that were introduced through OPA 271, adopted on February 23, 2022 and introduces clarifications that a maximum of three residential units may be permitted on a lot containing a single detached, semi-detached or townhouse dwelling, and that two ARUs may be permitted within the principal dwelling.

It is the opinion of Council that the proposed Official Plan Amendment is consistent with the Provincial Policy Statement and implements the legislative changes enacted by the Province regarding Additional Residential Units, and further, the amendment supports the objectives and strategic initiatives of the Official Plan.

4.0 DETAILS OF THE AMENDMENT

- 4.1 That Chapter 7 - CITY OF WOODSTOCK LAND USE POLICIES, Section 7.2.4.3, is hereby amended by deleting the first bullet point in subsection 7.2.4.3, Additional Residential Units and Converted Dwellings, and replacing it with the following:

- A maximum of two *additional residential units* are permitted on a lot, in addition to the principal dwelling. The *additional residential units* may consist of up to two units in the principal dwelling or one in the principal dwelling and/or one in a structure ancillary to the principal dwelling;

- 4.2 That Chapter 7 - CITY OF WOODSTOCK LAND USE POLICIES, Section 7.2.4.3, is hereby amended by deleting the following duplicate bullet point in subsection 7.2.4.3 Additional Residential Units and Converted Dwellings:

- Any potential increase in on-streeting parking demand can be adequately accommodated and/or managed;

- 4.3 That Chapter 7 - CITY OF WOODSTOCK LAND USE POLICIES, is hereby amended by deleting the paragraph in subsection 7.2.4.3, Additional Residential Units and Converted Dwellings, corresponding with the side bar title SITE PLAN CONTROL in subsection 7.2.4.3:

Such converted dwellings may be subject to site plan control.

5.0 IMPLEMENTATION

This Official Plan Amendment shall be implemented in accordance with the implementation policies of the Official Plan.

6.0 INTERPRETATION

This Official Plan Amendment shall be interpreted in accordance with the interpretation policies of the Official Plan.

COUNTY OF OXFORD

BY-LAW NO. 6580-2023

BEING a By-Law to adopt Amendment Number 309 to the County of Oxford Official Plan.

WHEREAS, Amendment Number 309 to the County of Oxford Official Plan has been recommended by resolution of the Council of the Town of Tillsonburg and the County of Oxford has held a public hearing and has recommended the Amendment for adoption.

NOW THEREFORE, the County of Oxford pursuant to the provisions of the Planning Act, R.S.O. 1990, as amended, enacts as follows:

1. That Amendment Number 309 to the County of Oxford Official Plan, being the attached explanatory text, is hereby adopted.
2. This By-Law shall come into force and take effect on the day of the final passing thereof.

READ a first and second time this 8th day of November 2023.

READ a third time and finally passed this 8th day of November 2023.

MARCUS RYAN, WARDEN

CHLOÉ J. SENIOR, CLERK

AMENDMENT NUMBER 309
TO THE COUNTY OF OXFORD OFFICIAL PLAN

The following Plan attached as explanatory text,
Constitutes Amendment Number 309 to the County of Oxford Official Plan.

1.0 PURPOSE OF THE AMENDMENT

The purpose of the amendment is to include a site-specific policy to allow a medical centre as a permitted use on certain lands in the Town of Tillsonburg, in addition to other uses currently permitted within the broader Service Commercial land use designation.

2.0 LOCATION OF LANDS AFFECTED

This amendment applies to land in the Town of Tillsonburg comprising an area approximately 1.68 ha (4.15 ac), which is legally described as Part of Lot 1, Plan 41M-103, Part 2 of 41R-5579 in the Town of Tillsonburg. The lands front on the west side of Broadway, north of North Street West and are known municipally as 671 Broadway.

3.0 BASIS FOR THE AMENDMENT

The subject lands comprise lands currently designated Service Commercial according to the Land Use Plan for the Town of Tillsonburg, as contained in the County Official Plan. The text-only, site specific, amendment adds a medical centre as a permitted use on the subject lands, in addition to the broad range of uses otherwise permitted in the Service Commercial designation.

Council is of the opinion that the proposed medical centre is compatible with surrounding residential and commercial land uses in the area and will not detract from the planned function of the Central Area as the first destination for retail and office uses.

Land uses in proximity to this subject site are Service Commercial, and it is anticipated that the redevelopment of the subject lands and the proposed inclusion of a medical centre use on the subject lands will have minimal impact on the existing development in the surrounding area and vicinity.

4.0 DETAILS OF THE AMENDMENT

4.1 That Section 8.3.3.4 - *Specific Development Policies*, as amended, be further amended to add the following subsection at the end thereof:

“8.3.3.4.8 Part of Lot 1, Plan 41M-103, Part 2 of 41R-5579, Town of Tillsonburg – 671 Broadway

In addition to the uses permitted in Section 8.3.3, on lands legally described as Part of Lot 1, Plan 41M-103, Part 2 of 41R-5579, located on the west side of Broadway north of North Street East, a medical centre may also be permitted on those lands identified as having reference to this subsection.”

5.0 IMPLEMENTATION

This Official Plan Amendment shall be implemented in accordance with the relevant implementation policies contained in the Official Plan.

6.0 INTERPRETATION

This Official Plan Amendment shall be interpreted in accordance with the relevant interpretation policies of the Official Plan.

COUNTY OF OXFORD

BY-LAW NO. **6581-2023**

BEING a By-Law to remove certain lands from Part Lot Control.

WHEREAS, 1879784 ONTARIO INC., has applied to the County of Oxford to delete, by by-law, certain lands for twenty-two (22) residential lots in a registered subdivision from Part Lot Control.

AND WHEREAS pursuant to Subsection 77(1) of the Planning Act, R.S.O. 1990, c. P.13, as amended, the County of Oxford may pass a by-law under subsection 50(7) of the Planning Act, R.S.O. 1990, Chapter P.13, as amended;

NOW THEREFORE, the Council of the County of Oxford enacts as follows:

- 1. Pursuant to subsection 50(7), subsection 50(5) of the Planning Act, R.S.O. 1990, c. P.13, as amended, does not apply to:

Descriptions as shown in Schedule “A” forming part of this By-law.

- 2. Pursuant to subsection 50 (7.3) of the Planning Act, R.S.O. 1990, c. P.13, as amended, this By-Law shall expire on **November 8th, 2024**, unless it shall have prior to that date been repealed or extended by the Council of the County of Oxford.
- 3. That this By-Law shall become effective on the date of third and final reading.
- 4. That after the lots or any portion thereof have been conveyed to individual transferees this By-Law may be repealed by the Council of the County of Oxford.

READ a first and second time this 8th day of November, 2023.

READ a third time and finally passed this 8th day of November, 2023.

MARCUS RYAN, WARDEN

CHLOÉ J. SENIOR, CLERK

COUNTY OF OXFORD

BY-LAW NO. **6581-2023**

SCHEDULE "A"

Pursuant to subsection 50(7), subsection 50(5) of the Planning Act, R.S.O. 1990, c. P.13, as amended, does not apply to:

Block 27, Registered Plan 41M-307, being PARTS 1 through 59, designated on a Plan of Survey deposited in the Land Registry Office for Oxford No. 41 as Reference Plan 41R 10491, Town of Ingersoll, County of Oxford, comprising a total of twenty-two (22) parcels and each parcel to be conveyed to individual transferees in accordance with the following descriptions:

- i. Part of Block 27, Registered Plan 41M-307, designated as Parts 1, 2 & 52 on Reference Plan 41R 10491; reserving a right of way over Part of Block 27, Registered Plan 41M-307, designated as Parts 2 & 52 on Reference Plan 41R- 10491 in favour of the owners from time to time of Part of Block 27, Plan 41M-307, designated as Parts 3, 4, 5, 6, 7 & 8 on Reference Plan 41R-10491 for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only, and provided that the owner of the lands for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Parts 1, 2 & 52 on Reference Plan 41R-10491 as in instrument number CO272611;
- ii. Part of Block 27, Registered Plan 41M-307, designated as Parts 3 & on Reference Plan 41R 10491 ; together with a right of way over Part of Block 27, Plan 41M-307, designated as Parts 2 & 52 on Reference Plan 41R-10491 for the purposes of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only, and provided that the owners of the lands for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; reserving a right of way over Part of Block 27, Registered Plan 41M-307, designated as Part 3 on Reference Plan 41R-10491 in favour of the owners from time to time of Part of Block 27, Plan 41M-307, designated as Parts 5, 6, 7 & 8 on Reference Plan 41R-10491, for and the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Parts 3 & 4 on Reference Plan 41R-10491 as in Instrument No. CO272611;

- iii. Part of Block 27, Registered Plan 41M-307, designated as Parts 5 & 6 on Reference Plan 41R 10491 ; together with a right of way over Part of Block 27, Registered Plan 41M-307, designated as Parts 2, 3 & 52 on Reference Plan 41R-10491, for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; reserving a right of way over Part of Block 27, Registered Plan 41M-307, designated as Part 6 on Reference Plan 41R-10491 in favour of the owners of from time to time of Part of Block 27, Registered Plan 41M-307, designated as Parts 7 & 8 on Reference Plan 41R-10491 for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Parts 5 & 6 on Reference Plan 41R-1491 as in Instrument No. CO272611;
- iv. Part of Block 27, Registered Plan 41M-307, designated as Parts 7 & 8 on Reference Plan 41R 10491 ; together with a right of way over Part of Block 27, Registered Plan 41M-307, designated as Parts 2, 3, 6 & 52 on Reference Plan 41R-10491 for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Parts 7 & 8 on Reference Plan 41R-10491 as in Instrument No. CO272611;
- v. Part of Block 27, Registered Plan 41M-307, designated as Parts 9 & 10 on Reference Plan 41R 10491 ; together with a right of way over Part of Block 27, Registered Plan 41M-307, designated as Parts 11, 14, 15, 17 & 18 on Reference Plan 41R-10491 for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Parts 9 & 10 on Reference Plan 41R-10491 as in Instrument No. CO272611;

- vi. Part of Block 27, Registered Plan 41M-307, designated as Parts 11 & 12 on Reference Plan 41R 10491; together with a right of way over Part of Block 27, Plan 41M-307, designated as Parts 14, 15, 17 & 18 on Reference Plan 41R-10491 for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; reserving a right of way over Part of Block 27, Registered Plan 41M-307, designated as Part 11 on Reference Plan 41R-10491 in favour of the owners from time to time of Part of Block 27, Registered Plan 41M-307, designated as Parts 9 & 10 on Reference Plan 41R-10491, for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Parts 11 & 12 on Reference Plan 41R-10491 as in Instrument No. CO272611;

- vii. Part of Block 27, Registered Plan 41M-307, designated as Parts 13 & 14 on Reference Plan 41R 10491 ; together with a right of way over Part of Block 27, Registered Plan 41M-307 designated as Parts 15, 17 & 18 on Reference Plan 41R-10491, for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; reserving a right of way over Part of Block 27, Registered Plan 41M-307, designated a Part 14 on Reference Plan 41R-10491 in favour of the owners from time to time of Part of Block 27, Registered Plan 41M-307, designated as Parts 9, 10, 11 & 12 on Reference Plan 41R-10491 for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; and subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Parts 13 & 14 on Reference Plan 41R-10491 as in Instrument No. CO272611;

- viii. Part of Block 27, Registered Plan 41M-307, designated as Parts 15, 16, 17 & 18 on Reference Plan 41R 10491 ,; reserving a right of way over Part of Block 27, Registered Plan 41M-307, designated as Parts 15, 17 & 18 on Reference Plan 41R-10491 in favour of the owners from time to time of Part of Block 27, Registered Plan 41M-307, designated as Parts 9, 10, 11, 12, 13 & 14 on Reference Plan 41R-10491, for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Parts 15, 16, 17 & 18 on Reference Plan 41R-10491 as in Instrument No. CO272611;

- ix. Part of Block 27, Registered Plan 41M-307, designated as Parts 19, 20, 21 & 22 on Reference Plan 41R 10491 ; reserving a right of way over Part of Block 27, Registered Plan 41M-307, designated as Parts 19, 20 & 22 on Reference Plan 41R-10491 in favour of the owners from time to time of Part of Block 27, Registered Plan 41M-307, designated as Parts 23, 24, 25 & 26 on Reference Plan 41R-10491, for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated a Parts 19, 20, 21 & 22 on Reference Plan 41R-10491 as in Instrument No. CO272611;
- x. Part of Block 27, Registered Plan 41M-307, designated as Parts 23 & 24 on Reference Plan 41R 10491 ;,together with a right of way over Part of Block 27, Registered Plan 41M-307, designated as Parts 19, 20 & 22 on Reference Plan 41R-10491, for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; ; reserving a right of way over Part of Block 27, Registered Plan 41M-307, designated as Part 23 on Reference Plan 41R-10491 in favour of the owners from time to time of Park of Block 27, Plan 41M-307, designated as Parts 25 & 26 on Reference Plan 41R.10491, for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Parts 23 & 24 on Reference Plan 41R-10491 as in Instrument No. CO272611;
- xi. Part of Block 27, Registered Plan 41M-307, designated as Parts 25 & 26 on Reference Plan 41R 10491 ; together with a right of way over Part of Block 27, Registered Plan 41M-307, designated as Parts 19, 20, 22 & 23 on Reference Plan 41R-10491 for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Parts 25 & 26 on Reference Plan 41R-10491 as in Instrument No. CO272611;
- xii. Part of Block 27, Registered Plan 41M-307, designated as Parts 27 & 28 on Reference Plan 41R 10491 ; together with a right of way over Part of Block 27, Registered Plan 41M-307, designated as Parts 30, 31 & 53 on Reference Plan 41R-10491, for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; subject to an easement in gross over Part of Block 27, Plan 41M-307, designated as Parts 27 & 28 on Reference Plan 41R-10491 as in Instrument No. CO272611;

- xiii. Part of Block 27, Registered Plan 41M-307, designated as Parts 29 & 30 on Reference Plan 41R 10491 ; together with a right of way over Part of Block 27, Registered Plan 41M-307, designated as Parts 31 & 53 on Reference Plan 41R-10491, for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; reserving a right of way over Part of Block 27, Registered Plan 41M-307, designated as Part 30 on Reference Plan 41R-10491 in favour of the owners from time to time of Part of Block 27, Registered Plan 41M-307, designated as Parts 27 & 28 on Reference Plan 41R-10491, for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Parts 29 & 30 on Reference Plan 41R-10491 as in Instrument No. CO272611;

- xiv. Part of Block 27, Registered Plan 41M-307, designated as Parts 31, 32 & 53 on Reference Plan 41R 10491 ; reserving a right of way over Part of Block 27, Registered Plan 41M-307, designated as Parts 31 & 53 on Reference Plan 41R-10491 in favour of the owners from time to time of Part of Block 27, Registered Plan 41M-307, designated as Parts 27, 28, 29 & 30 on Reference Plan 41R-10491, for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated a Parts 31, 32 & 53 on Reference Plan 41R-10491 as in Instrument No. CO272611;

- xv. Part of Block 27, Registered Plan 41M-307, designated as Parts 33, 34, 54 & 55 on Reference Plan 41R-10491 ; reserving a right of way over Part of Block 27, Registered Plan 41M-307, designated as Parts 54 & 55 on Reference Plan 41R-10491 in favour of the owners from time to time of Part of Block 27, Registered Plan 41R-10491, designated as Parts 35, 36, 37, 38 & 56 on Reference Plan 41R-10491, for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Parts 33, 34, 54 & 55 on Reference Plan 41R-10491 as in Instrument No. CO272611; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Parts 34 & 55 on Reference Plan 41R-10491 as in Instrument No. LT73068;

- xvi. Part of Block 27, Registered Plan 41M-307, designated as Parts 35, 36 & 56 on Reference Plan 41R 10491 ; together with a right of way over Part of Block 27, Registered Plan 41M-307, designated as Parts 54 & 55 on Reference Plan 41R-10491, for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; reserving a right of way over Part of Block 27, Registered Plan 41M-307, designated a Part 56 on Reference Plan 41R-10491 in favour of the owners from time to time of Part of Block 27, Registered Plan 41M-307, designated as Parts 37 & 38 on Reference Plan 41R-10491, for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Parts 35, 36 & 56 on Reference Plan 41R-10491 as in Instrument No. CO272611; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Part 35 on Reference Plan 41R-10491 as in Instrument No. LT73068;
- xvii. Part of Block 27, Registered Plan 41M-307, designated as Parts 37 & 38 on Reference Plan 41R 10491 ; together with a right of way over Part of Block 27, Registered Plan 41M-307, designated as Parts 54, 55 & 56 on Reference Plan 41R-10491, for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Parts 37 & 38 on Reference Plan 41R-100491 as in Instrument No. CO272611; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Part 38 on Reference Plan 41R-10491 as in Instrument No. LT73068;
- xviii. Part of Block 27, Registered Plan 41M-307, designated as Parts 39 & 40 on Reference Plan 41R 10491 ; together with a right of way over Part of Block 27, Registered Plan 41M-307, designated as Parts 57, 58 & 59 on Reference Plan 41R-10491, for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Parts 39 & 40 on Reference Plan 41R-10491 as in Instrument No. CO272611; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated a Part 39 on Reference Plan 41R-10491 as in Instrument No. LT73068;

- xix. Part of Block 27, Registered Plan 41M-307, designated as Parts 41, 42 & 57 on Reference Plan 41R 10491 ; together with a right of way over Part of Block 27, Registered Plan 41M-307, designated a Parts 58 & 59 on Reference Plan 41R-10491, for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; reserving a right of way over Part of Block 27, Registered Plan 41M-307, designated as Part 57 on Reference Plan 41R-10491 in favour of the owners from time to time of Part of Block 27, Registered Plan 41M-307, designated as Parts 39 & 40 on Reference Plan 41R-10491, for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Parts 41, 42 & 57 on Reference Plan 41R-10491 as in Instrument No. CO272611; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Part 42 on Reference Plan 41R-10491 as in Instrument No. LT73068;
- xx. Part of Block 27, Registered Plan 41M-307, designated as Parts 43, 44, 58 & 59on Reference Plan 41R-10491 ; reserving a right of way over Part of Block 27, Registered Plan 41M-307, designated as Parts 58 & 59 on Reference Plan 41R-10491 in favour of the owners from time to time of Part of Block 27, Registered Plan 41M-307, designated as Parts 39, 40, 41, 42 & 57 on Reference Plan 41R-10491, for the purpose of unobstructed ingress and egress to those lands provided that such ingress and egress is restricted to pedestrian access and to the transportation of lawn mowers and other lawn and garden care implements and home repair implements and materials only and provided that the owners of the land for whose benefit such transportation is being affected shall be responsible to repair any damage caused thereby; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Parts 43, 44, 58 & 59 on Reference Plan 41R-10491 as in Instrument No. CO272611; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Parts 43 & 59 on Reference Plan 41R-10491 as in Instrument No. LT73068;
- xxi. Part of Block 27, Registered Plan 41M-307, designated as Parts 45, 46, 47 & 48 on Reference Plan 41R-10491 ; subject to an easement in gross over Part of Block 27, Registered Plan 41R-10491, designated as Parts 45, 46, 47 & 48 on Reference Plan 41R-10491 as in Instrument No. CO272611; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Parts 46 & 47 on Reference Plan 41R-10491 as in Instrument No. LT73068;
- xxii. Part of Block 27, Registered Plan 41M-307, designated as Parts 49, 50 & 51 on Reference Plan 41R 10491 ; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Parts 49, 50 & 51 on Reference Plan 41R-10491 as in Instrument No. CO272611; subject to an easement in gross over Part of Block 27, Registered Plan 41M-307, designated as Part 51 on Reference Plan 41R-10491 as in Instrument No. LT73068.

COUNTY OF OXFORD

BY-LAW NO. 6582-2023

BEING a By-law to further amend By-law No. 6208-2020, passed on March 11, 2020, being a By-law to remove certain lands from Part Lot Control.

WHEREAS, Council passed By-law No. 6208-2020 on March 11, 2020 containing an expiration date of March 11, 2021;

AND WHEREAS, Council passed By-law No. 6313-2021 on, February 24, 2021 containing an expiration date of February 24, 2022;

AND WHEREAS, Council passed By-law No. 6408-2022 on, January 26, 2022 containing an expiration date of January 26, 2023;

AND WHEREAS, Council passed By-law No. 6494-2022 on, December 14, 2022 containing an expiration date of December 14, 2023;

AND WHEREAS, **2079993 Ontario Inc.**, has applied to the County of Oxford to amend the expiration date of By-law No. 6208-2020, which deleted certain lands for forty-two (42) residential lots in a registered subdivision from Part Lot Control.

NOW THEREFORE, the Council of the County of Oxford enacts as follows:

1. That By-law No. 6208-2020 is hereby further amended by changing the expiration date to **November 8, 2024**.
2. That this By-Law shall become effective on the date of third and final reading.

READ a first and second time this 8th day of November, 2023.

READ a third time and finally passed this 8th day of November, 2023.

MARCUS RYAN,

WARDEN

CHLOÉ J. SENIOR,

CLERK

COUNTY OF OXFORD

BY-LAW NO. 6583-2023

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 eighth day of November, 2023.

READ a third time and finally passed this eighth day of November, 2023.

MARCUS RYAN, WARDEN

CHLOË J. SENIOR CLERK