

AGENDA

COUNTY OF OXFORD COUNCIL

Wednesday, March 26, 2025, 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 March 12, 2025
5. **PUBLIC MEETINGS**
 - 5.1 Resolution to go into a Public Meeting pursuant to the Planning Act
 - 5.1.1 Applications for Official Plan Amendment and Draft Plan of Subdivision OP 23-05-8 and SB 23-02-8 – Farhi Holdings Corp.

The proposed Official Plan Amendment and Draft Plan of Subdivision seek to re-designate the subject lands from Community Facility to Low, Medium and High Density Residential and Open Space to facilitate the redevelopment of an underutilized institutional site for residential purposes, and to accommodate a total of 254 residential units (comprised of 26 semi-detached dwelling units, 68 townhouse units, and 160 apartment units) on three blocks, with a block for park purposes and a block for stormwater management, served by one new local street connection from Lakeview Drive to Vansittart Avenue (Oxford Road 59).
 - 5.2 Resolution to Adjourn the Public Meeting
 - 5.3 Consideration of Report CP 2025-79 Applications for Official Plan Amendment and Draft Plan of Subdivision OP 23-05-8 and SB 23-02-8 –Farhi Holdings Corp.
6. **DELEGATIONS, PRESENTATIONS AND CONSIDERATION THEREOF**
 - 6.1 Annual Stewardship Award Presentation

Presentation of award to a County landowner who has made exemplary contributions to the preservation and enhancement of natural features and areas, such as woodlands, wetlands, streams and meadows.
 - 6.2 Town of Tillsonburg

Cephas Panschow, Development Commissioner
Re: Impact of Development Charges on Industrial Development

6.3 Avanti Solutions Inc.

Russ Armstrong, Vice President, Sales and Marketing
Re: Supporting Canadian Businesses

7. CONSIDERATION OF CORRESPONDENCE

7.1 Township of Zorra

March 12, 2025

Re: Zorra Township Resolution regarding U.S. Tariffs on Canadian Goods

7.2 Farhi Holdings Corporation

March 19, 2025

Re: Affordable Units - 401 Lakeview Drive

7.3 Millstone Homes

March 19, 2025

Re: 401 Lakeview Drive Development

8. REPORTS FROM DEPARTMENTS

8.1 COMMUNITY PLANNING

8.1.1 CP 2025-79 Applications for Official Plan Amendment and Draft Plan of Subdivision
OP 23-05-8 and SB 23-02-8 –Farhi Holdings Corp.

RECOMMENDATIONS:

1. That Oxford County Council approve Official Plan Application OP 23-05-8, submitted by Farhi Holdings Corporation, for lands described as Part Lot 5, Concession 12 (East Zorra) and Part of Lot 1, Plan 58, in the City of Woodstock to redesignate the subject lands from 'Community Facility' to 'Low, Medium and High Density Residential' and 'Open Space' to facilitate the development of the subject lands for residential development;
2. And further, that Council approve the attached Amendment No. 333 to the County of Oxford Official Plan and raise the necessary by-law to approve Amendment No. 333;
3. And further, that Oxford County Council grant draft approval to the proposed residential plan of subdivision, submitted by Farhi Holdings Corporation (SB 23028), for the lands described Part Lot 5, Concession 12 (East Zorra) and Part of Lot 1, Plan 58 in the City of Woodstock, with a lapsing date of 3 years from the date of draft plan approval, and subject to the conditions attached to this report as Schedule "A" being met prior to final approval.

8.2 HUMAN SERVICES

8.2.1 HS 2025-04 Homelessness Response Strategy (Presentation)

RECOMMENDATIONS:

1. That County Council adopt the Homelessness Response Strategy, as provided in Attachment 1 of Report HS 2025-04, entitled "Oxford County Homelessness Response Strategy", and that the recommended actions assist to guide the County's efforts in addressing and preventing homelessness;
2. And further, that Council direct staff to annually review the recommended actions of the Homelessness Response Strategy for consideration in the County's annual budget process;
3. And further, that Council authorize staff to establish a working group, consisting of up to six members from community partner organizations in the homelessness service system, and up to two County staff, for the purpose of monitoring and implementing the actions of the Homelessness Response Strategy, as well as supporting and improving Coordinated Access, and where relevant, the group be integrated into Safe and Well Oxford to reduce duplication;
4. And further, that Council authorize staff to expand the newly developed County-wide outreach team, consisting of both County and Area Municipal staff, which has been developed to ensure a coordinated and consistent approach to supporting and transitioning individuals out of encampments, to include support from community partners focused on housing stability;
5. And further, that Council authorize staff to pursue the acquisition of an appropriate property, in collaboration with the City of Woodstock, for a future Homelessness Support Centre that seeks to co-locate existing emergency shelter services, provide support services that are flexible and focused on transitioning individuals out of homelessness, address the actions of the Homelessness Response Strategy, and ensure a stable system that supports pathways out of homelessness, including connections with the proposed Homelessness and Addictions Recovery Treatment (HART) Hub/Wellness Centre, and that staff report back to Council with potential funding and implementation considerations;
6. And further, that Council authorize the establishment of an Ad Hoc Committee of Council, including the Warden (Chair) and Councillors _____, _____ and _____, for the purpose of providing preliminary feedback on potential locations for a future Homelessness Support Centre, prior to staff reporting back to Council with potential funding and implementation considerations;
7. And further, that staff release a Call for Applications for up to \$500,000 from the Homelessness Prevention Program (HPP) allocation that is anticipated from the province for the upcoming funding year (April 1, 2025 to March 31, 2026), for the purpose of inviting proposals from community partners that are focused on transitioning individuals out of homelessness, by providing support services in conjunction with the proposed Homelessness Support Centre and in line with the actions of the Homelessness Response Strategy;
8. And further, that Council authorize the transition of up to 20 units at the County-owned Community Housing project located at 82 Finkle Street, Woodstock, to support the creation of up to ten transitional and ten supportive housing beds, subject to receiving operating funding and

supports through the HART Hub/Wellness Centre;

9. And further, that Council authorize staff to implement a more comprehensive rent supplement program that focuses on housing individuals from the community housing waitlist (centralized waitlist), as well as individuals that are struggling to remain housed;
10. And further, that Council authorize staff to work with the City of London, as the Regional Service Manager, to implement the Homeless Individuals and Families Information System (HIFIS), with a goal of implementing Coordinated Access and supporting an outcomes-based approach to addressing homelessness, subject to available funding through the Homelessness Prevention Program (HPP);
11. And further, that Council authorize the Chief Administrative Officer and Director of Human Services to execute any agreements associated with the recommendations contained in this report.

8.3 PUBLIC WORKS

8.3.1 PW 2025-15 Contract Award – 2025 Road Resurfacing

RECOMMENDATION:

1. That Oxford County Council award a contract to the low bidder, GIP Paving Inc., in the amount of \$5,357,050 (excluding HST), for 2025 Road Resurfacing and authorize the Chief Administrative Officer and Director of Public Works to sign all documents related thereto.

8.3.2 PW 2025-16 Contract Award – Oxford Road 59 and Oxford Road 35 Reconstruction, City of Woodstock

RECOMMENDATIONS:

1. That County Council award a contract to the low bidder, Viewcon Construction Limited, in the amount of \$6,355,573 (excluding HST) for the reconstruction of Oxford Road 59 (Vansittart Avenue), from the Oxford Road 59 Bridge to 100 meters south of the Devonshire Avenue/Vansittart Avenue intersection, and Oxford Road 35 (Devonshire Avenue), from Vansittart Avenue to Victoria Street;
2. And further, that County Council authorize the transfer of \$13,849 from the Development Charges – Roads reserve and \$67,527 from the Stormwater reserve, for a total of \$81,376, to fund the budget shortfall for the urban storm sewer works portion of this project;
3. And further, that County Council authorize funding the \$351,000 shortfall in the Oxford Road 59 reconstruction budget from Housing-Enabling Core Servicing Funding;
4. And further, that County Council authorize the Chief Administrative Officer and Director of Public Works to sign all documents related to the execution of the Oxford Road 59 and Oxford Road 35 Reconstruction contract, including a Transfer Payment Agreement with the Province of Ontario for the approved funding under the Housing-Enabling Core Servicing Fund.

8.3.3 PW 2025-17 2024 Drinking Water Quality Management System Update

RECOMMENDATION:

1. That County Council receive Report PW 2025-17 entitled “2024 Drinking Water Quality Management System Update” as information.

8.3.4 PW 2025-18 2024 Annual Waste Management Reports

RECOMMENDATION:

1. That County Council receive Report PW 2025-18 entitled “2024 Annual Waste Management Reports” as information.

8.3.5 PW 2025-19 2024 Annual Wastewater System Performance

RECOMMENDATIONS:

1. That County Council receive Report PW 2025-19 entitled “2024 Annual Wastewater System Performance”, including the individual 2024 Annual Wastewater Treatment Plant and 2024 Consolidated Linear Infrastructure Summary Reports;
2. And further, that County Council receive the 2024 Annual Biosolids (Non-Agricultural Source Material) Summary Report, including the performance summary of the County’s wastewater treatment plant biosolids processing, land application program and biosolids centralized storage facility.

8.3.6 PW 2025-20 2024 Annual Transportation System Performance

RECOMMENDATION:

1. That County Council receive Report PW 2025-20 entitled “2024 Annual Transportation System Performance” as information.

8.3.7 PW 2025-21 2024 Annual Energy Report

RECOMMENDATION:

1. That County Council receive Report PW 2025-21 entitled “2024 Annual Energy Report” as information.

8.4 CORPORATE SERVICES

8.4.1 CS 2025-10 Oxford County Archives 2024 Community Impact Report

RECOMMENDATION:

1. That Report CS 2025-10 entitled “Oxford County Archives 2024 Community Impact Report” be received as information.

8.4.2 CS 2025-11 2025 Tax Policy

RECOMMENDATIONS:

1. That consideration of a 2025 tax policy and rates by-law be given at the Council meeting scheduled for April 9, 2025, that establishes:
 - a. Tax Ratios;
 - b. Tax Rate Reductions for Prescribed Property Subclasses;

c. Tax Rates for Upper Tier Purposes;

2. And further, that Council reaffirm tax policy previously established by By-law No. 5912-2017, being a by-law to provide a Financial Hardship Program, as set out in Attachment 1;
3. And further, that Council reaffirm tax policy previously established by By-law No. 5913-2017, being a by-law to establish a tax rebate program for the purpose of providing relief from taxes or amounts paid on account of taxes on eligible property occupied by eligible charities and similar organizations, as set out in Attachment 2.

8.4.3 CS 2025-12 Grants Program Policy Review and Update

RECOMMENDATION:

1. That the Grants Program Policy 6.26, be amended as attached to Report CS 2025-12 entitled "Grants Program Policy Review and Update", dated March 26, 2025.

9. UNFINISHED BUSINESS

9.1 Pending Items List

10. MOTIONS

11. NOTICE OF MOTIONS

12. ENQUIRIES

13. CLOSED SESSION

14. CONSIDERATION OF MATTERS ARISING FROM THE CLOSED SESSION

15. BY-LAWS

15.1 By-law No. 6717-2025

Being a By-law to adopt Amendment Number 336 to the County of Oxford Official Plan.

15.2 By-law No. 6718-2025

Being a By-law to adopt Amendment Number 333 to the County of Oxford Official Plan.

15.3 By-law No. 6719-2025

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

March 12, 2025

OXFORD COUNTY COUNCIL

MINUTES

March 12, 2025

Council Present	Deputy Warden Brian Petrie Councillor Jerry Acchione (Via WebEx) Councillor Bernia Martin Councillor David Mayberry Councillor Jim Palmer Councillor Mark Peterson Councillor Phil Schaefer Alternate Councillor Katie Grigg Alternate Councillor Connie Lauder Alternate Councillor Chris Parker
Council Absent	Warden Marcus Ryan Councillor Deb Gilvesy Councillor Deborah Tait
Staff Present	B. Addley, Chief Administrative Officer M. Abercrombie, Director of Public Works L. Buchner, Director of Corporate Services M. Dager, Director of Long-Term Care L. Mansbridge, Clerk P. Michiels, Director of Community Planning R. Orton, Deputy Chief of Paramedic Services R. Smith, Acting Director of Human Services

1. CALL TO ORDER

Oxford County Council meets in regular session this twelfth day of March, 2025, in the Council Chamber, County Administration Building, Woodstock at 9:30 a.m. with Deputy Warden Petrie in the chair.

2. APPROVAL OF AGENDA

RESOLUTION NO. 1

Moved By: Mark Peterson
Seconded By: Chris Parker

March 12, 2025

Resolved that the Agenda be approved as amended by changing the order of business by moving Item 7.1, Correspondence from the Township of Norwich, after Item 5.2 (Resolution to Adjourn the Public Meeting).

DISPOSITION: Motion Carried

3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

NIL

4. ADOPTION OF COUNCIL MINUTES OF PREVIOUS MEETING

4.1 February 26, 2025

RESOLUTION NO. 2

Moved By: Bernia Martin

Seconded By: Phil Schaefer

Resolved that the Council Minutes of February 26, 2025, 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: Chris Parker

Seconded By: Phil Schaefer

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

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

5.1.1 Application for Official Plan Amendment – OP 24-20-3 Lammert and Klaasje Brons

The Chair calls Paul Michiels, Director of Community Planning forward to present the Application for Official Plan Amendment – OP 24-20-3 Lammert and Klaasje Brons.

P. Michiels, through the use of a map, indicates the Application for Official Plan Amendment proposes to include site-specific policies to permit the expansion of an existing contractor shop and to permit a maximum of five employees not residing on the farm.

March 12, 2025

The Chair opens the meeting to comments and questions from members of Council. P. Michiels responds to a question from Deputy Warden Petrie.

The Chair opens the meeting to comments and questions from members of the Public. David Roe comes forward to speak in support of the Application. D. Roe indicates that the manufactured steel produced by the operation is typically utilized for farm related purposes and the expansion of the existing contractor shop is required to lay out the steel following manufacturing. D. Roe indicates the Township of Norwich Council supported the application unanimously.

The Chair opens the meeting to comments and questions from members of Council. D. Roe responds to questions from Councillors Peterson, Acchione, Schaefer and Alternate Councillor Grigg. D. Roe asks if Wes Brons may come forward to answer a question from Alternate Councillor Grigg. D. Roe and, with the Chair's permission, W. Brons responds to questions and comments from Alternate Councillor Grigg, Deputy Warden Petrie and Councillor Martin.

5.2 Resolution to Adjourn the Public Meeting

RESOLUTION NO. 4

Moved By: Phil Schaefer

Seconded By: Jerry Acchione

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

DISPOSITION: Motion Carried at 9:56 a.m.

RESOLUTION NO. 5

Moved By: Jim Palmer

Seconded By: Jerry Acchione

Resolved that correspondence Item 7.1 on the Open Agenda of March 12, 2025, be received.

DISPOSITION: Motion Carried

5.3 Consideration of Report CP 2025-73 Application for Official Plan Amendment – OP 24-20-3 Lammert and Klaasje Brons

RESOLUTION NO. 6

March 12, 2025

Moved By: Jim Palmer

Seconded By: Mark Peterson

That Oxford County Council approve Application No. OP 24-20-3, submitted by Lammert and Klaasje Brons for lands legally described as Part of Lot 19, Concession 8 (East Oxford) in the Township of Norwich, to amend the Official Plan to include a site-specific policy to permit the further expansion of an existing welding contractors shop located on the subject lands.

DISPOSITION: Motion Carried

6. DELEGATIONS, PRESENTATIONS AND CONSIDERATION THEREOF

NIL

7. CONSIDERATION OF CORRESPONDENCE

7.1 Township of Norwich

February 12, 2025

Re: Application for Official Plan Amendment - OP 24-20-3 Lammert and Klaasje Brons

The correspondence was dealt with following the Public Meeting.

7.2 Township of Zorra

February 19, 2025

Re: Road Safety

7.3 Township of Blandford-Blenheim

February 20, 2025

Re: Road Safety

RESOLUTION NO. 7

Moved By: Bernia Martin

Seconded By: Katie Grigg

Resolved that Item 7.2 from the Township of Zorra and Item 7.3 from Township of Blandford-Blenheim be received, and that County Council direct staff to return with a report on recommendations around the feasibility of implementing a long-term Vision Zero Plan and the Good Roads Rural Road Safety Strategy across all of Oxford and that the report include information on advocacy efforts with the Provincial and Federal governments.

DISPOSITION: Motion Carried

8. REPORTS FROM DEPARTMENTS

March 12, 2025

8.1 COMMUNITY PLANNING

8.1.1 CP 2025-73 Application for Official Plan Amendment – OP 24-20-3 Lammert and Klaasje Brons

RECOMMENDATION:

1. That Oxford County Council not approve Application No. OP 24-20-3, submitted by Lammert and Klaasje Brons for lands legally described as Part of Lot 19, Concession 8 (East Oxford) in the Township of Norwich, to amend the Official Plan to include a site-specific policy to permit the further expansion of an existing welding contractors shop located on the subject lands.

The report was dealt with following the Public Meeting.

8.2 PUBLIC WORKS

8.2.1 PW 2025-13 Post Monitoring Speed Reviews – Beachville, Delmer, Verschoyle, Embro, Kintore and Uniondale

RECOMMENDATIONS:

1. That Oxford County Council receive Report PW 2025-13 regarding post monitoring speed reviews completed in Beachville (Oxford Road 9), Delmer (Oxford Road 20), Verschoyle (Oxford Road 10), Embro (Oxford Road 6), Kintore (Oxford Road 16, Oxford Road 119), and Uniondale (Oxford Road 28, Oxford Road 119);
2. And further, that Oxford County Council endorse the implementation of further traffic calming measures in Beachville (Oxford Road 9), Delmer (Oxford Road 20), Embro (Oxford Road 6), Kintore (Oxford Road 16, Oxford Road 119), and Uniondale (Oxford Road 28, Oxford Road 119) as recommended in Report PW 2025-13.

RESOLUTION NO. 8

Moved By: David Mayberry

Seconded By: Katie Grigg

Resolved that the recommendation contained in Report PW 2025-13 titled "Post Monitoring Speed Reviews – Beachville, Delmer, Verschoyle, Embro, Kintore and Uniondale", be adopted.

DISPOSITION: Motion Carried

8.3 HUMAN SERVICES

March 12, 2025

8.3.1 HS 2025-03 Canada-Wide Early Learning and Child Care (CWELCC)
Update and Expansion Plan

RECOMMENDATION:

1. That County Council receive Report HS 2025-03, entitled
“Canada-Wide Early Learning and Child Care (CWELCC) Update
and Expansion Plan” as information.

RESOLUTION NO. 9

Moved By: Connie Lauder

Seconded By: Jim Palmer

Resolved that the recommendation contained in Report HS 2025-03 titled
"Canada-Wide Early Learning and Child Care (CWELCC) Update and
Expansion Plan", be adopted.

DISPOSITION: Motion Carried

8.4 CAO

8.4.1 CAO 2025-01 Funding for Community Safety and Well-Being Plan Update
and Indigenous Consultation Plan Development

RECOMMENDATION:

1. That County Council receive Report CAO 2025-01 entitled
“Funding for Community Safety and Well-Being Plan Update and
Indigenous Consultation Plan Development” and authorize the
Chief Administrative Officer and Treasurer to reallocate the
unused 2025 Grant Policy Program funding of up to \$118,500 to
support two objectives approved in the 2025 Business Plan and
Budget:
 - a. Safe and Well Oxford Community Safety and Well-Being Plan
update; and
 - b. Development of an Oxford County Indigenous Consultation
Plan.

RESOLUTION NO. 10

Moved By: Bernia Martin

Seconded By: Katie Grigg

Resolved that the recommendation contained in Report CAO 2025-01
titled "Funding for Community Safety and Well-Being Plan Update and
Indigenous Consultation Plan Development ", be adopted.

March 12, 2025

DISPOSITION: Motion Carried

8.5 CORPORATE SERVICES

8.5.1 CS 2025-09 Delegation Policy Update

RECOMMENDATION:

1. That Schedule "A" to By-law 4890-2007, being a by-law to establish a Delegation of Powers and Duties Policy, be amended as attached to Report CS 2025-09 entitled "Delegation Policy Update", dated March 12, 2025.

RESOLUTION NO. 11

Moved By: Chris Parker

Seconded By: Mark Peterson

Resolved that the recommendation contained in Report CS 2025-09 titled "Delegation Policy Update", be adopted.

DISPOSITION: Motion Carried

9. UNFINISHED BUSINESS

9.1 Pending Item List

No discussion takes place regarding the Pending Items List.

10. MOTIONS

NIL

11. NOTICE OF MOTIONS

11.1 Councillor Mayberry

That Schedule "A" to By-law 4889-2007, being a by-law to impose fees and charges for services provided by the County of Oxford that are not covered through direct taxation, be amended to increase the Bag Tag fee from \$2.00 to \$3.00, effective January 1, 2026.

RESOLUTION NO. 12

Moved By: David Mayberry

Seconded By: Mark Peterson

That Schedule "A" to By-law 4889-2007, being a by-law to impose fees and charges for services provided by the County of Oxford that are not covered through direct taxation, be amended to increase the Bag Tag fee from \$2.00 to \$3.00, effective January 1, 2026.

March 12, 2025

DISPOSITION: A recorded vote is requested by Alternate Councillor Chris Parker with the following results:

Those in Favour of the Motion	Those Opposed to the Motion
Councillors Peterson, Schaefer, Alternate Councillor Grigg, Councillor Mayberry, Councillors Palmer and Martin and Deputy Warden Petrie.	Councillor Acchione and Alternate Councillors Lauder and Parker.
Total 7	Total 3

DISPOSITION: Motion Carried

12. ENQUIRIES

NIL

13. CLOSED SESSION

RESOLUTION NO. 13

Moved By: Connie Lauder

Seconded By: David Mayberry

That Council rise and go into a closed session to consider Report PW (CS) 2025-14 regarding a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

DISPOSITION: Motion Carried at 11:01 a.m.

Oxford County Council meets in Closed Session in Room 129 as part of a regular meeting, this 12th day of March, 2025.

11:03 a.m. with Deputy Warden Petrie in the chair.

Council Present	Deputy Warden Brian Petrie
	Councillor Jerry Acchione (Via WebEx)
	Councillor Bernia Martin
	Councillor David Mayberry
	Councillor Jim Palmer
	Councillor Mark Peterson
	Councillor Phil Schaefer
	Alternate Councillor Katie Grigg
	Alternate Councillor Connie Lauder
	Alternate Councillor Chris Parker

Staff Participants:

March 12, 2025

B. Addley, Chief Administrative Officer
 M. Abercrombie, Director of Public Works
 L. Buchner, Director of Corporate Services
 M. Dager, Director of Long-Term Care
 L. Mansbridge, Clerk
 P. Michiels, Director of Community Planning
 R. Smith, Acting Director of Human Services

**DISCLOSURES OF
 PECUNIARY INTEREST
 AND THE GENERAL NATURE THEREOF:**

NIL

DELEGATIONS AND PRESENTATIONS:

NIL

CONSIDERATION OF CORRESPONDENCE:

NIL

UNFINISHED BUSINESS:

NIL

ENQUIRIES:

NIL

REPORTS FROM DEPARTMENTS:

1. PW (CS) 2025-14

RESOLUTION NO. 14

Moved By: Phil Schaefer

Seconded By: Connie Lauder

Resolved that Council reconvene in Open Session.

DISPOSITION: Motion Carried at 11:05 a.m.

Council and staff return to the Council Chamber at 11:07 a.m. All members of Council present with the exception of Councillor Acchione.

14. CONSIDERATION OF MATTERS ARISING FROM THE CLOSED SESSION

- 14.1 PW (CS) 2025-14

RESOLUTION NO. 15

Moved By: Jim Palmer

Seconded By: Chris Parker

March 12, 2025

Resolved that the recommendations contained in Report PW (CS) 2025-14, be adopted.

DISPOSITION: Motion Carried

Councillor Acchione returns to the meeting via WebEx at 11:08 a.m.

15. BY-LAWS

15.1 By-law No. 6714-2025

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

15.2 By-law No. 6715-2025

Being a By-law to amend By-law No. 6621-2024, being a By-law to remove certain lands from Part Lot Control.

15.3 By-law No. 6716-2025

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. 16

Moved By: Katie Grigg

Seconded By: Jerry Acchione

Resolved that the following By-laws be read a first and second time: 6714-2025 to 6716-2025 inclusive.

DISPOSITION: Motion Carried

RESOLUTION NO. 17

Moved By: Katie Grigg

Seconded By: Jerry Acchione

Resolved that the following By-laws be given a third and final reading: 6714-2025 to 6716-2025 inclusive.

DISPOSITION: Motion Carried

16. ADJOURNMENT

RESOLUTION NO. 18

Moved By: Mark Peterson

Seconded By: David Mayberry

Resolved that the Council meeting of March 12, 2025 be adjourned until the next meeting scheduled for March 26, 2025 at 9:30 a.m.

March 12, 2025

DISPOSITION: Motion Carried at 11:09 a.m.

Minutes adopted on March 26, 2025 by Resolution No. ____.

MARCUS RYAN, WARDEN

LINDSEY A. MANSBRIDGE, CLERK

Council Delegation Request Form

Please complete the following information if you wish to make a presentation during a regular meeting of Council.

Meetings are held in the Council Chamber, Oxford County Administration Building, 21 Reeve Street, Woodstock. Parking is available in the municipal lot on Peel Street at the cost of \$2/day. [Click here for a list of upcoming meetings.](#)

Delegations take place at the beginning of the meeting and are allowed 15 minutes for their presentation after which the Warden opens the floor to questions from Council.

Please note the following:

- Information provided on this form will be publicly available;
- Council meetings are publicly broadcast;
- Delegation Requests will only be granted for those wishing to speak to subject matter which is directly aligned with Oxford County services and/or Strategic Goals.

Delegation information:

Organization’s Name (if applicable)	Town of Tillsonburg
Name and Title of Primary Contact / Main Presenter	Cephas Panschow, Development Commissioner
Street Address	10 Lisgar Ave
Daytime Contact Number	519.688.5651
Email	cpanschow@tillsonburg.ca

Presentation Details:

Date you wish to present to Council	Wednesday, March 26, 2025
How would you like to attend the Council meeting?	<div>In-Person</div>

Those wishing to attend the meeting in-person are required to attend a briefing session with a member of the Clerk's Dept. 15 minutes prior to the meeting.

Those wishing to participate virtually are required to log in 15 minutes prior to the meeting.

If attending an in-person council meeting , do you or any members of your party require accessibility accommodations?	No
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Use the space below to clearly outline the purpose for your presentation to council. Provide a brief outline of your subject matter including your suggested outcome

Tillsonburg Town Council passed a resolution regarding the removal of the exemption for Industrial Development Charges at their February 24, 2025 meeting and directed staff to speak to County Council in this regard (see below resolution).

- A. THAT report EDM 25-009 titled “Economic Development Advisory Committee Recommendation – Proposed Industrial Development Charges” be received as information; and
- B. THAT Council supports the Economic Development Advisory Committee’s recommendation; and
- C. THAT Council direct the Development Commissioner to submit a delegation request to Oxford County Council to speak to the impact of development charges on industrial development particularly in light of a softening industrial market, the Town’s supply of industrial land coming to market and the impact of the U.S. tariffs which could further exacerbate the challenge of attracting industrial development to help the Town of Tillsonburg maintain a more competitive position against neighbouring municipalities that do not have development charges currently.

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

If YES please note it must be provided to the Clerk’s department no later than 4:30 p.m. on the Wednesday prior to the meeting (one week prior to the meeting) in order to be included in the public agenda.

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

Please contact the Clerk’s office at 519-539-9800 or email the Clerk’s office (clerksoffice@oxfordcounty.ca) if you have any questions or concerns. Personal information on this form is collected under the authority of the Municipal Freedom of Information and Protection of Privacy Act, as amended. Questions about the collection of personal information should be directed to the CAO / Clerk’s Office, County of Oxford.

Council Delegation Request Form

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- Council meetings are publicly broadcast;
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Delegation information:

Organization's Name (if applicable)	Avanti Software Inc.
Name and Title of Primary Contact / Main Presenter	Russ Armstrong, VP Sales & Marketing
Street Address	1545 Venetia Drive
Daytime Contact Number	4165208551
Email	rarmstrong@avanti.ca

Presentation Details:

Date you wish to present to Council	Tuesday, March 25, 2025
How would you like to attend the Council meeting?	Virtual (requires an internet connection)

Those wishing to attend the meeting in-person are required to attend a briefing session with a member of the Clerk's Dept. 15 minutes prior to the meeting.

Those wishing to participate virtually are required to log in 15 minutes prior to the meeting.

Use the space below to clearly outline the purpose for your presentation to council. Provide a brief outline of your subject matter including your suggested outcome

I would like to encourage Oxford County to follow suit with other Canadian cities and municipalities and support Canadian businesses. The city of Toronto recently announced it will implement 10 actions to support businesses, protect workers and strengthen Toronto's economy. I encourage Oxford County to

follow suit and also announce a similar plan.

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

Yes

If YES please note it must be provided to the Clerk’s department no later than 4:30 p.m. on the Wednesday prior to the meeting (one week prior to the meeting) in order to be included in the public agenda.

If YES, please upload here (Allowed extensions pdf, doc, docx, xls, xlsx, jpg, jpeg, gif, png, tif)

Avanti Software - Oxford County - Dele...pdf

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

No

Please contact the Clerk’s office at 519-539-9800 or email the Clerk’s office (clerksoffice@oxfordcounty.ca) if you have any questions or concerns. Personal information on this form is collected under the authority of the Municipal Freedom of Information and Protection of Privacy Act, as amended. Questions about the collection of personal information should be directed to the CAO / Clerk’s Office, County of Oxford.



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Delegation to Council – Buy Canadian

Purchasing Decision Criteria – Buy Canadian

I would like to encourage Oxford County to follow suit with other Canadian cities and municipalities and support Canadian businesses.

The city of Toronto recently announced that it will implement 10 actions to support businesses, protect workers and strengthen Toronto's economy.

I encourage Oxford County to follow suit and announce a similar plan.

A contract awarded to a US company takes jobs away from Canadians, reduces out tax based and could be subject to increased tariff fees in the future.

Canadian Support will build the future Canadian Software Champions

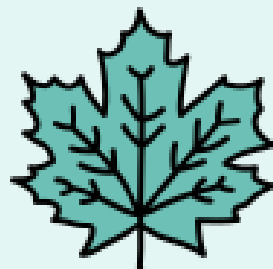
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CORPORATION OF THE TOWNSHIP OF ZORRA

163 Brock Street, PO Box 189 Thamesford, ON, N0M 2M0
Ph. 519-485-2490 • 1-888-699-3868 • Fax 519-485-2520

Item 14

17
15-02-2025

Date: February 5, 2025

Moved by Marcus Ryan

Seconded by Crystal Finch

WHEREAS Canada and the United States (U.S.) have the world's most comprehensive and dynamic trading relationship, which supports millions of jobs in each country; and,

WHEREAS on February 1, 2025, the U.S. announced that it is imposing tariffs of 25 per cent on all Canadian goods, and a tariff of 10 per cent on energy exports from Canada, imported into the U.S. from Canada; and,

WHEREAS the Government of Canada has responded to the U.S. imposition of tariffs on Canadian goods by introducing a first set of countermeasures designed to apply economic pressure on the U.S. to remove the tariffs as soon as possible; and,

WHEREAS the Government of Ontario has also been responsive to the imposition of U.S. tariffs on Canadian goods, including banning U.S. companies from Provincial contracts and discontinuing existing contracts with U.S. companies; and,

WHEREAS municipalities, while relatively small players in Canada-U.S. trade, collectively procure substantial quantities of goods and services from U.S. suppliers;

NOW THEREFORE BE IT RESOLVED THAT Council direct staff to prepare a report outlining actions that can be taken to ensure relevant Township of Zorra procurement practices are aligned with recent directives advanced by the Province of Ontario and Government of Canada; and further,

THAT a copy of this resolution be forwarded to all Oxford County Municipalities, the Association of Municipalities of Ontario (AMO), Oxford County MPP Candidates, Oxford County MP – Arpan Khanna, and the Office of the Prime Minister of Canada.

☒ Carried

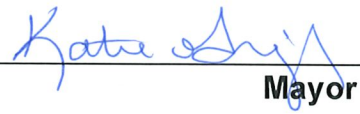
☐ Defeated

☐ Recorded Vote

☐ Deferred

Recorded Vote:

	Yea	Nay
Mayor Ryan		
Councillor Stewart		
Councillor Grigg		
Councillor Mitchell		
Councillor Finch		



Mayor

201 – 620 Richmond St
London ON
N6A 5J9

March 19, 2025

T (519) 645-6666
F (519) 645-7735

Dear Mr. Gilbert,

Re: Affordable Units – 401 Lakeview

farhi.ca

1 of 1

Please take this letter as FHC's commitment to facilitate 3% of our proposed residential mid-rise units at 401 Lakeview for affordable housing for a period of **2 years**. Based on the current application, this will amount to a commitment of 5 units.

Affordability will be set to 100% of AMR rates for the area in coordination with Oxford County and the City of Woodstock.

FHC understands that there will be no financial incentive, nor will we qualify for initiatives such as the Development Charge Rebate. We are purely addressing the need for affordable units.

Eric Gilbert
Manager of Development Planning
21 Reeves Street
Woodstock, ON
N4S 7Y3

In addition to this commitment, it is well understood that adding new units ultimately increases affordability in the total housing stock. As we have indicated in our application, this development immediately addresses the shortage of homes in Oxford County and will offer a variety of housing options for residents in all stages of the lives.

Delivered via email only

cc
Rebecca Smith (rsmith@oxfordcounty.ca))

Regards,



Shmuel Farhi



Dear Oxford County Council,

We would like to offer our support for Farhi Holding Corporation's 401 Lakeview Development in Woodstock, Ontario. We have had the pleasure of working with FHC on over a dozen projects ranging from Single family homes to large multi-family retrofits and are partnered in projects across Southwestern Ontario. FHC is a willing partner and has proven themselves as a developer who facilitates builders to respond to our ongoing housing crises.

As a company, Millstone Homes has built over 397 homes, townhomes, and multifamily units in Ontario and employs over 20 people directly and many more indirectly through our trades. We pride ourselves in being a distinguished custom home builder who focuses on unique designs, personalized service, and exceptional value. With over two decades of excellence and innovation, our company aims to offer high design standards and materials while emphasizing resource-efficient approaches and affordable options.

We can confirm that we have entered into an agreement with FHC to build out the semi-detached and townhome units in the 401 Lakeview development. We hope to get started as soon as the subdivision is registered, and permits are ready to be issued as we believe in Woodstock's market and need for housing.

We are also best suited to integrate our product into the existing community and worked with a professional architectural firm to put together conceptual designs of our product that have been included in the submission package and presentation.

Our intention is to bring much needed housing to this area as soon as we are approved to do so and start construction right away on the semi-detached units. This will also create a physical buffer for the community as the rest of the development proceeds.

Regards,

Vasile Caniuc



**MILLSTONE
HOMES**

REPORT TO COUNTY COUNCIL

Applications for Official Plan Amendment and Draft Plan of Subdivision OP 23-05-8 and SB 23-02-8 – Farhi Holdings Corp.

To: Warden and Members of County Council

From: Director of Community Planning

RECOMMENDATIONS

1. That Oxford County Council approve Official Plan Application OP 23-05-8, submitted by Farhi Holdings Corporation, for lands described as Part Lot 5, Concession 12 (East Zorra) and Part of Lot 1, Plan 58, in the City of Woodstock to redesignate the subject lands from 'Community Facility' to 'Low, Medium and High Density Residential' and 'Open Space' to facilitate the development of the subject lands for residential development;
2. And further, that Council approve the attached Amendment No. 333 to the County of Oxford Official Plan and raise the necessary by-law to approve Amendment No. 333;
3. And further, that Oxford County Council grant draft approval to the proposed residential plan of subdivision, submitted by Farhi Holdings Corporation (SB 23-02-8), for the lands described Part Lot 5, Concession 12 (East Zorra) and Part of Lot 1, Plan 58 in the City of Woodstock, with a lapsing date of 3 years from the date of draft plan approval, and subject to the conditions attached to this report as Schedule "A" being met prior to final approval.

REPORT HIGHLIGHTS

- The proposed Official Plan Amendment seeks to re-designate the lands from Community Facility to Low, Medium and High Density Residential and Open Space to facilitate the redevelopment of an underutilized institutional site for residential purposes.
- The proposed plan of subdivision will accommodate a total of 254 residential units (comprised of 26 semi-detached dwelling units, 68 townhouse units, and 160 apartment units) on three blocks, with a block for park purposes and a block for stormwater management, served by one new local street connection from Lakeview Drive to Vansittart Avenue (Oxford Road 59).

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- Planning staff recommend that the applications be given favourable consideration, as the proposal is consistent with the 2024 Provincial Planning Statement and the policies of the Official Plan respecting the designation of additional medium and high density areas and residential infill development.

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 impacts beyond what has been approved in the current year's budget.

Communications

Notice of complete application regarding this proposal was originally provided to the public and surrounding neighbours in October 2023, with a revised Notice of Complete Application provided on October 28, 2024 that reflected the applicant's revised proposal following consideration of agency and public comments provided upon review of the original submission. A notice of public meeting was issued on February 4, 2025 in accordance with the requirements of the Planning Act.

The applicant also hosted a public open house on April 10, 2024 to solicit public input. In response to the input received, the location of the apartment buildings was revised to be further from the existing neighbourhood (i.e. at the westerly limit of the site), more on-site parking is now provided, the number of residential units proposed was reduced from 268 units to 254 units.

Planning staff have received correspondence from the public expressing concerns with the proposed density of the development, compatibility with the surrounding neighbourhood, parking and traffic impacts and safety. Comments received to date are included as an attachment to this report for Council's consideration.

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
Goal 1.1 – 100% Housed Goal 1.2 – Sustainable infrastructure and development	Goal 2.2 – Preserve and enhance our natural environment	

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

DISCUSSION

Background

Owner: Farhi Holdings Corporation
 620 Richmond Street, Suite 201, London ON N6A 5J9

Agent: Monteith Brown Planning Consultants
 c/o Jay McGuffin
 610 Princess Avenue, London ON N6B 2B9Y9

Location:

The subject lands front on the northeast corner of the Lakeview Drive and Vansittart Avenue intersection, and are legally known as Part Lot 5, Concession 12 (East Zorra), Part of Lot 1, Plan 58, in the City of Woodstock, and known municipally as 401 Lakeview Drive.

County of Oxford Official Plan:

Existing:

Schedule 'W-1'

City of Woodstock
 Land Use Plan

Community Facility

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Proposed:

Schedule 'W-1'	City of Woodstock Land Use Plan	Residential and Open Space
Schedule 'W-3'	City of Woodstock Residential Density Plan	Low Density Residential Medium Density Residential High Density Residential and Open Space
Schedule 'W-4'	City of Woodstock Leisure Resources and School Facilities Plan	Open Space

City of Woodstock Zoning By-law No. 8626-10:

Existing Zoning:	'Community Facility Zone (CF)'
Proposed Zoning:	'Residential Zone 2 (R2)' 'Special Residential Zone 3 (R3-sp)' 'Special Residential Zone 4 (R4-sp)' 'Special Active Use Open Space Zone (OS2-sp)' 'Active Use Open Space Zone (OS2)'
Recommended Zoning:	'Residential Zone 2 (R2)' 'Special Residential Zone 3 (R3-sp)' 'Special Residential Zone 4 (R4-sp)' 'Special Active Use Open Space Zone (OS2-sp)' 'Passive Open Space Zone (OS1)'

Proposal:

Applications have been received by the County of Oxford and City of Woodstock to amend the Official Plan and the City's Zoning By-law to facilitate the development of the subject lands for residential use via a plan of subdivision.

The purpose of the proposed Official Plan Amendment is to redesignate the subject lands to low, medium and high density residential, and open space to facilitate a mix of low, medium and high density residential development, as well as one parkland block and a storm water management pond block. A site-specific policy is also proposed that would permit a maximum residential density of 75 units per hectare, above the current 70 units/hectare maximum for the medium density townhouse blocks, and a maximum residential density of 151 units/ hectare, where 150 units/ hectare is the maximum for the proposed high density residential block. The low density block has a density of 25 units/ hectare, with the overall blended density of the development being 65 units/ hectare.

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The purpose of the proposed draft plan of subdivision is to create 5 blocks, consisting of one low density block for 26 semi-detached dwellings, one medium density block for 68 stacked townhouses, one high density block for 2 seven storey apartment buildings (consisting of 80 units each), one park block and a storm water management block, served by one new local street.

The purpose of the proposed zone change application is to rezone the subject lands from 'Community Facility Zone (CF)' to 'Residential Zone 2 (R2)', 'Special Residential Zone 3 (R3-sp)', 'Special Residential Zone 4 (R4-sp)' and 'Special Active Use Open Space Zone (OS2-sp)'. The proposed special provisions are outlined in the Zoning By-Law amendment section of this report.

The subject lands are approximately 3.9 hectares (9.62 ac) in size and have historically been used for institutional purposes. The lands contain a one storey office building (1,059 m²) that is proposed to be removed to facilitate the proposed residential development.

Surrounding land uses include low density residential development, with areas of medium density residential development to the east, southeast and southwest. A high-density residential development is located to the west, on the opposite side of Vansittart Avenue, adjacent to a small commercial block.

The applicant has filed a number of studies and reports including a Planning Justification Report, Functional Servicing Report, Traffic Impact Study, Archaeological Assessment, Tree Preservation Report, Shadowing Study, Parking Study, Phase 1 and 2 Environmental Site Assessment, and Noise Feasibility Assessment. The Traffic Impact Study and Parking Study were peer reviewed by Oxford County Public Works to confirm the findings of the study.

As noted previously, the applicant modified the original proposal to address agency comments and following an open house hosted by the applicant, the proposal was modified in response to comments expressed by the public. The revised proposal included a reduction in the number of residential units proposed, provision of additional parking spaces through the introduction of below grade parking for the apartment dwellings, and relocation of the apartment buildings to be situated closer to Vansittart Avenue, rather than Lakeview Drive.

Plate 1, Location Map with Existing Zoning, indicates the location of the subject site and the existing zoning in the immediate vicinity.

Plate 2, 2020 Aerial Map, provides an aerial view of the subject property and surrounding area.

Plate 3, Applicant's Sketch, provides the layout of the proposed forms of development.

Plate 4, Proposed Draft Plan of Subdivision, provides the layout of the proposed forms of development and future road network.

Comments

Planning Act

Section 2 of the Planning Act respecting Provincial Interests, provides that a municipal Council, in carrying out their responsibilities under the Planning Act, shall have regard to, among other matters, matters of provincial interest such as (but not limited to):

- the protection of ecological systems and agricultural resources;
- the adequate provision and efficient use of communication, transportation, sewage and water services and waste management systems;

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- the adequate provision of a full range of housing, including affordable housing;
- the resolution of planning conflict involving public and private interests;
- the protection of public health and safety;
- the appropriate location of growth and development;
- the promotion of development that is designed to be sustainable, to support public transit and be oriented to pedestrians; and
- the promotion of built form that, among other matters, is well designed and encourages a sense of place.

Section 51 (24) of the Planning Act provides that in considering a draft plan of subdivision, regard shall be had, among other matters, to the health, safety, convenience, accessibility for persons with disabilities and welfare of the present and future inhabitants of the municipality and to:

- a) the effect of development of the proposed subdivision on matters of provincial interest as referred to in section 2;
- b) whether the proposed subdivision is premature or in the public interest;
- c) whether the plan conforms to the official plan and adjacent plans of subdivision, if any;
- d) the suitability of the land for the purposes for which it is to be subdivided (including affordable housing units, if any);
- e) the number, width, location and proposed grades and elevations of highways, and the adequacy of them, and the highways linking the highways in the proposed subdivision with the established highway system in the vicinity and the adequacy of them;
- f) the dimensions and shapes of the proposed lots;
- g) the restrictions or proposed restrictions, if any, on the land proposed to be subdivided or the buildings and structures proposed to be erected on it and the restrictions, if any, on adjoining land;
- h) conservation of natural resources and flood control;
- i) the adequacy of utilities and municipal services;
- j) the adequacy of school sites;
- k) the area of land, if any, within the proposed subdivision that, exclusive of highways, is to be conveyed or dedicated for public purposes;
- l) the extent to which the plan's design optimizes the available supply, means of supplying, efficient use and conservation of energy; and
- m) the interrelationship between the design of the proposed plan of subdivision and site plan control matters relating to any development on the land, if the land is also located within a site plan control area designated under subsection 41 (2) of this Act.

2024 Provincial Planning Statement (PPS)

The 2024 Provincial Planning Statement (PPS) provides policy direction on matters of provincial interest related to land use planning and development. Under Section 3 of the *Planning Act*, where a municipality is exercising its authority affecting a planning matter, such decisions, "shall be consistent with" all policy statements issued under the Act. The following outlines the key PPS policies that have been considered, but is not intended to be an exhaustive list.

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Section 2.1.3 directs that sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected requirements of current and future residents of the regional market area by maintaining at all times the ability to accommodate residential growth for a minimum of 15 years through lands which are designated and available for residential development, and to maintain at all times where new development is to occur, land with servicing capacity sufficient to provide at least a three-year supply of residential units available through lands suitably zoned, including units in draft approved or registered plans.

Section 2.1(6) of the PPS states that planning authorities should support the achievement of complete communities by accommodating an appropriate range and mix of land uses, housing and transportation options, employment, public services facilities, recreation and parks, and open space to meet long-term needs. Further, complete communities improve accessibility for people of all ages and abilities and improve social equity and overall quality of life.

Section 2.2.1- Housing provides that Planning authorities shall provide for an appropriate range and mix of housing options and densities to meet projected needs of current and future residents of the regional market area by:

- a) establishing and implementing minimum targets for the provision of housing that is affordable to low and moderate income households, and coordinating land use planning and planning for housing with Service Managers to address the full range of housing options, including affordable housing needs;
- b) permitting and facilitating:
 - 1. all housing options required to meet the social, health, economic and wellbeing requirements of current and future residents, including *additional needs housing* and needs arising from demographic changes and employment opportunities; and
 - 2. all types of residential intensification, including the development and redevelopment of underutilized commercial and institutional sites (e.g. shopping malls and plazas) for residential use, development and introduction of new housing options within previously developed areas, and redevelopment, which results in a net increase in residential units in accordance with policy 2.3.1.3;
- c) promoting densities for new housing which efficiently use land, resources, infrastructure and public service facilities, and support the use of active transportation.

Section 2.3.1 of the PPS indicates that settlement areas shall be the focus of growth and development and land use patterns within settlement areas shall be based on densities and a mix of land uses which;

- a) Efficiently use land and resources;
- b) Optimize existing and planned infrastructure and public service facilities;
- c) Support active transportation;
- d) Are transit-supportive as appropriate, and
- e) Are freight supportive.

Section 2.3.1.3 also directs that planning authorities shall support general intensification and redevelopment to support the achievement of complete communities, including by planning for a range and mix of housing options and prioritizing planning and investment in infrastructure and public service facilities.

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Section 3.6 of the PPS addresses infrastructure and public service facilities and states that infrastructure and public service facilities shall be provided in an efficient manner while accommodating projected needs. Planning for infrastructure and public service facilities shall be coordinated and integrated with land use planning and growth management so that they are;

- a) Financially viable over their life cycle, which may be demonstrated through asset management planning;
- b) Leverage the capacity of development proponents, where appropriate; and,
- c) Are available to meet current and projected needs.

Before consideration is given to developing new infrastructure and public service facilities, the use of existing infrastructure and public service facilities should be optimized and opportunities for adaptive re-use should be considered, wherever feasible.

Municipal sewage services and municipal water services are the preferred form of servicing for settlement areas to support protection of the environment and minimize potential risks to human health and safety. Municipal sewage services and municipal water services include both centralized servicing systems and decentralized servicing systems.

Planning for stormwater management shall;

- a) Be integrated with planning for sewage and water services and ensure that systems are optimized, retrofitted as appropriate, feasible and financially viable over their full life cycle;
- b) Minimize or, where possible, prevent or reduce increases in stormwater volumes and contaminant loads;
- c) Minimize erosion and changes in water balance, including through the use of green infrastructure;
- d) Mitigate risk to human health, safety, property and the environment;
- e) Maximize the extent of function of vegetative and pervious surfaces;
- f) Promote best practices, including stormwater attenuation and re-use, water conservation and efficiency and low impact development; and
- g) Align with any comprehensive municipal plans for stormwater management that consider cumulative impacts of stormwater from development on a watershed scale.

Official Plan

The subject lands are currently designated 'Community Facility' according to the City of Woodstock Land Use Plan. The Community Facility designation is intended to provide locations for large scale institutional, cultural and recreational uses which serve residents throughout the City and County. Permitted uses within the Community Facility designation include hospitals, community colleges, major recreational facilities, large cultural facilities, religious institutions, fairgrounds, chronic care facilities which provide continuous medical supervision for patients, facilities utilized primarily by service clubs, trade unions and community cultural groups, long-term care facilities such as nursing homes or homes for the aged, retirement homes, continuum-of-care housing which provide a range of accommodations from independent residential units to chronic care facilities within the same complex, emergency shelters, funeral homes, cemeteries and similar types of community oriented uses.

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In addition to these uses, all forms of institutional uses permitted in the Residential Area designation including elementary and secondary schools, churches and day care facilities are permitted in the Community Facilities designation. Funeral homes and public uses such as fire, police and ambulance service uses are also permitted.

The subject application proposes to redesignate the lands to facilitate a mix of low, medium and high density residential development. Section 7 of the County Official Plan contains policies specific to the City of Woodstock and provides guidance with respect to the designation and development of lands for primarily residential purposes. To assist with achieving the land use objectives for residential areas, the City of Woodstock is divided into smaller planning areas called Community Planning Districts. As per Section 7.2.3.2.1, within established communities in existing built-up Community Planning Districts, it is anticipated that further residential development will largely occur through residential intensification consistent with the policies of the Low Density, Medium Density and High Density Residential Districts as applicable.

Low Density Residential Districts are those lands that are primarily developed or planned for a variety of low-rise, low density housing forms including both executive and smaller single detached dwellings, semi-detached and duplex dwellings, additional residential units and converted dwellings, street fronting townhouses, quadraplexes, low density cluster development and low rise apartments. In these Districts, it is intended that there will be a mixing and integration of different forms of housing to achieve a low overall density of use. The overall maximum net residential density is 30 units per hectare (12 units per acre), and the minimum net residential density is 22 units per hectare (9 units per acre).

As per Section 7.2.4.1.3 of the Official Plan, where infill development is proposed on vacant or underutilized sites within established residential areas by plan of subdivision, City Council and County Council will ensure that:

- the nature of the proposed residential development will be evaluated having regard to the type of housing found in the surrounding residential neighbourhood;
- any new residential lots with direct exposure to an established residential street will be consistent with the size of lots within a 2 block area on the same street and new residential development will maintain setbacks and spacing between dwellings consistent with the established built pattern;
- measures will be incorporated into subdivision design to buffer and screen existing residential uses from the new development;
- proposed multiple unit developments will comply with the multiple unit requirements for Low Density Residential Areas.

Additionally, all infill proposals will be subject to the following criteria:

- the location of vehicular access points, the effect of traffic generated by the proposal on the public road system, pedestrian and vehicular safety and surrounding properties is addressed and found to be acceptable;
- existing municipal services and community facilities will be adequate to accommodate the proposed infill project;
- stormwater run-off from the proposal will be adequately controlled and will not negatively affect adjacent properties;

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- the extent to which the proposed development provides for the retention of any desirable vegetation or natural features that contribute to the visual character of the surrounding area;
- the effect of the proposed development on environmental resources or the effects of environmental constraints on the proposed development will be addressed and mitigated;
- compliance of the proposed development with the provisions of the Zoning By-Law and other municipal by-laws;
- consideration of the potential effect of the development on natural and heritage resources and their settings.

Medium Density Residential areas are primarily developed or planned for low profile multiple unit development that exceed densities established for Low Density Residential Districts. These districts are intended to include townhouses, converted dwellings and apartment buildings.

In these Districts, it is intended that there will be a mixing and integration of different forms of housing to achieve a medium overall density of use.

The maximum net residential density in the Medium Density Residential Districts is 70 units per hectare (30 units per acre) and no building shall exceed four storeys in height at street elevation.

Any further Medium Density Residential designations [beyond those currently in the Official Plan] will be consistent with the following location criteria:

- sites which abut arterial or collector roads or sites situated in a manner which prevents traffic movements from the site from flowing through any adjoining Low Density Residential Districts;
- sites which are close to community supportive facilities such as schools; shopping plazas, institutional, recreational and open space areas;
- sites which are adjacent to the Central Area, designated Shopping Centres and Service Commercial Areas, Community Facilities, High Density Residential Districts or developed Medium Density Residential Districts.

In addition to the requirement for compliance to the locational policies; when considering proposals to designate lands for medium density residential development, City Council and County Council will be guided by the following:

- the size, configuration and topography of the site provides sufficient flexibility in site design to mitigate adverse effects on the amenities and character of any adjacent Low Density Residential area through adequate buffering and screening;
- the location of vehicular access points and the likely effects of traffic generated by the proposal on the public road system and surrounding properties relative to pedestrian and vehicular safety is acceptable;
- adequate hard service capacity including water distribution, sanitary and storm sewers, power and gas distribution facilities are available or will be available to accommodate the proposed development;
- adequate off-street parking and outdoor amenity areas can be provided;
- the availability of, and proximity to, existing or proposed services and amenities such as day care, schools, leisure facilities, shopping and parks to serve the new development;

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- the effect of the proposed development on environmental resources or the effect of environmental constraints on the proposed development will be addressed and mitigated as outlined in Section 3.2.

Lands designated for High Density Residential use are those lands that are primarily developed or planned for a limited range of large scale, multiple-unit forms of residential development. This designation shall be applied in a localized and site specific manner in locations where high density, high-rise development can:

- result in the preservation of features of the natural environment which may otherwise be compromised with more dispersed low-rise development, or constitute community land marks or reference points; or
- support the functionality of the municipal transit system; or
- support the viability and functionality of the Central Area.

The height and density limits applicable to the various forms of development allowed in the High Density Residential districts shall be determined on the basis of the nature, character and scale of adjacent land uses. Height and density limitations will be specified in the Zoning By-law and may vary from location to location. Unless there are specific site or area characteristics which favour higher limits, the net residential density will normally not exceed 150 units/ha (60 units/ac).

Any further High Density Residential designations [beyond those currently in the Official Plan] will be consistent with the following location criteria:

- the site will generally have direct access to arterial and collector roads;
- on vacant or under utilized sites adjacent to development which is already built at medium or high densities;
- sites which are close to community services and neighbourhood conveniences such as shopping plazas, institutional, recreational and open space facilities;
- sites which are adjacent to the Central Area, designated Shopping Centres or Community Facilities.

High density residential development will generally be discouraged adjacent to Low Density Residential development except where such low density residential development is proposed for redevelopment to higher density land uses or where considerable separation between the low density area and the proposed high density development exists.

In addition to the requirement for compliance to the locational policies; when considering proposals to designate lands for high density residential development, City Council and County Council will be guided by the following:

- the size, configuration and topography of the site provides sufficient flexibility in site design to mitigate adverse effects on the amenities and character of any adjacent Low Density Residential area through adequate buffering and screening;
- the location of vehicular access points and the likely effects of traffic generated by the proposal on the public road system and surrounding properties relative to pedestrian and vehicular safety is acceptable;
- adequate hard service capacity including water distribution, sanitary and storm sewers, power and gas distribution facilities are available or will be available to accommodate the proposed development;

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- adequate off-street parking and outdoor amenity areas can be provided;
- the availability of, and proximity to, existing or proposed services and amenities such as day care, schools, leisure facilities, shopping and parks to serve the new development;
- the effect of the proposed development on environmental resources or the effect of environmental constraints on the proposed development will be addressed and mitigated as outlined in Section 3.2.

All proposals for high density residential development shall be subject to site plan control. When considering any specific proposal for high density residential development, City Council will be satisfied that the criteria of Section 7.2.8 is adequately addressed.

The applicant is also proposing a park block and stormwater management blocks that will be designated Open Space. Open Space policies apply to areas that include parks, pathways, recreation areas and stormwater management facilities and similar facilities that are in public ownership.

Section 10.3.3 of the Official Plan respecting Plans of Subdivision provides that County Council and City Council will evaluate applications for plans of subdivision on the basis of the requirements of the Planning Act as well as criteria including, but not limited to, the following:

- whether the proposal is consistent with the objectives and policies of the Official Plan;
- that there is capacity available in the municipal water and sewage treatment systems and there is suitable provision for roads, water, storm and sanitary sewers, waste disposal, recyclable collection, public utilities, fire and police protection, parks, schools and other community facilities;
- the plan is designed to effectively accommodate Environmental Resources and mitigate environmental and human-made constraints;
- the plan is designed to reduce any negative effect on surrounding land uses, the transportation network, or significant natural features;
- the plan is designed to be integrated with adjacent developments;
- the plan is designed to be compatible with the existing features and topography of the site. Subdivisions proposing extensive areas of cut and fill will be discouraged.

Section 7.6 of the Official Plan contains the Transportation Policies for the City of Woodstock. Vansittart Avenue is designated as an arterial road, which serves moderate to high volumes of intra-urban and long distance traffic movements at moderate speeds and has limited property access. Lakeview Drive is designated as a minor collector road, which serves light volumes of traffic for short distances between local and arterial streets and provides access to individual properties.

The design of subdivisions within the City will take into account the following design criteria:

- the design of residential plans of subdivisions shall minimize the intersection of local streets with arterial roads;
- the subdivision of lands adjacent to an arterial road for the purpose of low density residential development will generally provide for reverse frontage lots and other suitable measures that would restrict vehicular access from individual properties to the arterial road;

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- the subdivision or severance of land adjacent to an arterial or collector road, for purposes other than low density residential development shall minimize the number of access points to the arterial or collector road through measures such as the provision of common driveways or a service road.

City Council, in its evaluation of major development proposals, shall consider the potential effect of the development on the safety, efficiency and volume of traffic flow on adjacent streets. Property owners may be required to contribute to the cost of road improvements which, in the opinion of City Council, are necessary to provide for safe vehicular turning movements to and from the site and to minimize the disruption to traffic flow. Examples of such improvements include road channelization to provide left turn lanes and the construction of raised medians.

To assist City Council in its consideration of traffic concerns and road improvement needs related to a major development proposal, an applicant may be required to prepare a traffic impact assessment.

As a condition of draft plan approval, County Council will require an applicant to satisfy conditions prior to final approval and registration of the plan of subdivision or condominium. The applicant will be required to meet conditions of draft approval within the specified time period, failing which, draft plan approval may lapse.

To provide for the fulfilment of these conditions and for the installation of services according to municipal standards, County Council shall require an applicant to enter into a subdivision agreement with the Area Municipality and, where necessary, the County, prior to final approval of the plan.

City of Woodstock Zoning By-law

The subject lands are currently zoned 'Community Facility Zone (CF)'. The purpose of the proposed zone change application is to rezone the subject lands from 'Community Facility Zone (CF)' to 'Residential Zone 2 (R2)', 'Special Residential Zone 3 (R3-sp)', 'Special Residential Zone 4 (R4-sp)' and 'Special Active Use Open Space Zone (OS2-sp)'.

Block 1 is proposed to be zoned R2, Block 2 R3-sp, Block 3 R4-sp, Block 4 OS2-sp, and Block 5 OS2.

Based on review of the proposed concept plan, the semi-detached dwellings proposed in the Low Density Block appear to comply with the provisions of the R2 Zone.

The following special provisions are requested:

R3-sp Block 2 (Multiple Attached Townhouse Units)

- Reduce the minimum lot area from 150 sq m per unit to 130 sq per unit;
- Provide for a reduced front yard depth of 5.5 m to the main building;
- Reduce the exterior side yard width to 3.5 m;
- Reduce the rear yard depth to 4.5 m;
- Increase the maximum building height from 3 to 4 storeys (14 m);
- Relief from parking requirements in Section 5.4.2.4 to waive the requirement for visitor parking.

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R4-sp Block 3 (Apartment dwellings)

- Reduce the front yard depth and exterior side yard width from 6 m to 4.5 m (to Street A);
- Reduce the rear yard depth from 7.5 m to 6.5 m;
- Provide for a reduced interior side yard width of 3 m (adjacent to Open Space Zone);
- Reduce the exterior side yard width from 7.5 m to 6 m (Vansittart Avenue);
- Reduce the minimum required landscaped open space from 35% of lot area to 27% of lot area;
- Reduce the minimum amenity area per dwelling unit from 20 sq m to 19 sq m;
- Relief from parking requirements in Section 5.4.2.4 to waive the requirement for visitor parking.

OS2-sp Block 4 (Park Block)

- Reduce the minimum lot area from 2,000 m² to 1,800 m²;
- Reduce the minimum lot depth from 30 m to 29 m.

Agency Comments

The following is a summary of the comments received through agency circulation:

The City of Woodstock Engineering Department (Development Division) and Oxford County Public Works Department provided comments and conditions of draft approval regarding this proposal which are included as Attachment 5 to this report for Council's consideration.

The City of Woodstock Building Department provided comments indicating that the building department is supportive of the proposed development. The reduced yard depths are contained within the proposed development and are not located adjacent to the existing residential dwellings. The reduced yard depths are generally adjacent to public streets and park land. Various zone changes have been approved for higher density developments with reduced yard widths and reduced parking space requirements.

The Upper Thames River Conservation Authority, and Thames Valley District School Board, indicated they had no objections respecting the applications. Enbridge Gas and Canada Post requested that standard conditions of draft approval be included to address their requirements for new development.

City of Woodstock Council

City Council considered the applications for Official Plan Amendment and draft plan of subdivision approval and the associated zoning by-law amendment application at their February 20, 2025 Council meeting and adopted resolutions indicating that they do not support the proposed Official Plan Amendment or proposed draft plan of subdivision. City Council also refused the zoning by-law amendment sought to implement the proposed development.

Planning Analysis

As indicated, the applications for Official Plan Amendment, draft plan of subdivision approval and zone change propose to redevelop an existing underutilized institutional site for residential purposes, as described previously in this report.

2024 Provincial Planning Statement

Planning staff are of the opinion that the subject proposal is consistent with the policies of the PPS as the development is an efficient use of land and municipal services within a fully serviced settlement area. The proposal will increase the housing supply to help address the full range of housing affordability needs and will assist the City with providing and building homes that respond to changing market needs and local demand, to support a diverse and growing population and workforce in the City and broader region. The development is also consistent with Sections 2.1.4, and 2.2.1 of the PPS as it will permit and facilitate housing options required to meet the social, health, economic and well-being requirements for current and future residents, facilitate residential intensification, including the development and redevelopment of underutilized commercial and institutional sites for residential uses, represents the development and introduction of new housing options within previously developed areas and redevelopment, which results in a net increase in residential units.

Technical Studies

a) Transportation Impact Study and Parking Study

The applicant submitted a Transportation Impact Study (TIS) prepared by R.C. Spencer & Associates Inc. The study evaluated the impacts on the transportation network that could potentially result from the development of the subject lands. The findings of the study were peer reviewed by an external peer review consultant who indicated they are in agreement with the study's methodology and conclusions.

The TIS concluded that for the worst case horizon year 2034 in the AM and PM peak hours, provided existing signal timings are optimized, there are no traffic issues anticipated at any of the study area's intersections; the level of service at the site accesses are satisfactory, and the signalized intersection levels of service remain at a 'satisfactory' level of service 'C' during the AM peak hour and a 'good' level of service 'B' during the PM peak hour. The study concluded that the adjacent traffic signal and roadways have sufficient capacity to accommodate the site generated traffic, and the proposed site access locations and controls are in keeping with the most current transportation planning 'best practices'. As no geometric and / or traffic control improvements are required to accommodate the development proposal, it is the engineers' opinion that the proposed development will not adversely impact area traffic operations.

The study also reviewed the proposed parking being provided for the townhouse and apartment dwelling blocks and concluded that the proposed parking being provided was sufficient to meet the expected parking demand from the proposed land uses, as predicted by the Institute of Transportation Engineers.

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b) Noise Feasibility Study

In support of the proposed development, the applicant submitted a Noise & Vibration Feasibility Study prepared by HGC Engineering. A n analysis was conducted for noise generated from road traffic on Vansittart Avenue. The analysis indicated that the proposed development is feasible with the noise control measures implemented:

- Central air conditioning is required for apartment dwellings and the semi-detached dwelling adjacent to Vansittart Avenue;
- An acoustic barrier is required for the flanking rear yard for one semi-detached unit adjacent to Vansittart Avenue;
- Upgraded building constructions are required for the south and west facades of the southern apartment building, west façade of the northern apartment building and the flanking semi-detached dwelling adjacent to Vansittart Avenue. When detailed floor plans and building elevations are available for the dwelling units with exposure to the roadways, window glazing construction should be refined on actual window to floor ratios;
- When lot grading and numbering information is available, the acoustic requirements should be refined;
- The use of warning clauses in the property and tenancy agreements is recommended to inform future residents of traffic noise issues and proximity to existing commercial uses.

To ensure that noise control recommendations outlined in the noise study are appropriately implemented, a condition(s) of draft plan approval is recommended whereby all measures outlined in the study, and as necessary, further study/mitigation is required, such work will be undertaken to the satisfaction of the City of Woodstock.

c) Functional Servicing Report

The Functional Servicing Report (FSR) submitted by the applicants for the development has been reviewed by City and County staff. Staff are satisfied that the servicing of the lands is feasible in this regard and conditions of draft approval are recommended whereby the applicant will be required to submit detailed servicing drawings for review prior to final approval of the plans of subdivision.

Stormwater management will be addressed in accordance with City standards and one block has been identified in the draft plan for stormwater management facilities. Final detailed plans will be required prior to the registration of the draft plan.

Official Plan Amendment and Draft Plan of Subdivision

With respect to the Official Plan amendment, staff are satisfied that the proposed amendment is appropriate and consistent with policies relating to the designation and development of lands for residential purposes.

The proposal will provide an appropriate mix and range of housing types and densities for current and future residents of the City and represents an infilling opportunity to provide additional housing supply to satisfy the City's housing needs.

Planning staff are of the opinion that the proposal is consistent with the criteria respecting infill subdivisions as the proposed design will serve to mitigate the potential impact of the medium and high density blocks on surrounding existing low density residential development. Block 1, abutting

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and adjacent to existing low density residential development, will consist of semi-detached dwellings which will provide a transition to and separation from the planned medium and high density development to the west. Further, the medium density block will serve as a transition and buffer between the proposed low density development and the high density apartment block located on the westerly portion of the subject lands. Planning staff note that no relief of the required rear yard depths or lot area, frontage or depth has been requested for the low density block. Additionally, the submitted and peer-reviewed TIS indicated no negative impacts to surrounding transportation networks is expected as Vansittart Avenue is identified as an arterial road and Lakeview is identified as a minor collector road according to Schedule W-5 of the Official Plan. It is noted that apart from the extent of Lakeview Drive (which includes a landscaped median) between Vansittart Avenue and the planned local street, other traffic from the development is not expected to traverse through existing neighbourhoods. As such, planning staff are satisfied that there will be no negative impacts on existing neighbourhoods resulting from traffic or vehicular movements by new residents of the proposed development, in accordance with the traffic-related criteria of the Official Plan for the designation of additional medium density and high density areas.

It is the opinion of this Office that the criteria respecting the designation of additional medium density and high density residential sites has also been satisfactorily addressed. The subject lands are located at the intersection of an arterial road and minor collector road, and the proposed intersection of Street A and Vansittart Avenue has been designed to facilitate right hand turns north out of the site and east into the site to provide a second access to the property for emergency services, to alleviate potential congestion at the Lakeview Drive and Vansittart Avenue signalized intersection, and to reduce the traffic entering and exiting the development from Lakeview Drive. The size, configuration and topography of the site provides the opportunity for a gradual transition from high density to medium density and low density uses within the development. The site is located adjacent to other lands designated Community Facility to the west, which includes a five storey apartment building and a number of neighbourhood serving commercial uses including a pharmacy, dental office, and convenience store. Vacant land located at the northwest corner of the intersection of Vansittart Avenue and Lakeview Drive is also zoned for a five storey apartment building or further commercial development. The proposed density of the site, abutting a main arterial road leading into and out of the City will both support the functionality of the City's transit service and serve as a community reference point, supporting the provincial interest as outlined in the Planning Act to support transit and a strategic goal of the Official Plan for additional high density residential designations. The submitted functional servicing report has indicated that the proposed development can be adequately serviced from existing municipal infrastructure in the proximity, and the site is in close proximity to open space, and recreational amenities including David Lowed Memorial Park, J.J. Williams Park, and the trails near the Pittock Reservoir and Cowan Park. There are no significant natural heritage features on the site; however, the applicant has prepared a tree preservation report to minimize the number and significance of trees impacted by the proposal and to provide compensation to the City for trees that are removed.

The applicant is proposing to establish new site-specific policies that apply to the lands to increase the maximum density for the medium density block from the current maximum of 70 units/ha (30 units/ac) to 75 units/ha (31 units/ac), and to increase the maximum density of the high density block from the current maximum 150 units/ha (60 units/ac) to 151 units/ha (61 units/ac). Staff are satisfied that these represent minor departures from the maximum permitted densities and that the proposed medium and high density blocks will be sufficiently large to accommodate the planned development. The development of these blocks will also be subject to

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site plan approval, where matters such as landscaping, amenity areas, landscaping, servicing, grading and parking will be reviewed to the satisfaction of the City and County.

Zoning

Planning staff are of the opinion that the zoning proposed for the various housing forms within this development is appropriate and in-keeping with the policies of the Official Plan. The proposed zoning supports a variety of housing forms including semi-detached dwellings, townhouses, and other multi-unit development, such as apartment buildings and includes special zone provisions that will assist in efficiently utilizing lands for residential purposes.

Special zoning provisions for the proposed stacked townhouses (defined in the Zoning By-Law as multiple attached dwellings) in the R3-sp Zone include reduced front yard depths (5.5 m or 18 ft) while maintaining sufficient area to accommodate parking as required by the Zoning By-law (6 m or 19.6 ft), reduced rear yard depths and exterior side yard widths to Street A, reduced lot area and increased building height from 3 to 4 storeys. Planning staff note that the current Community Facility zoning would permit varied institutional uses including a public hospital, retirement home, or long-term care home with a maximum height of 8 storeys.

Special zoning provisions for the apartment buildings in the R4-sp Zone include a reduced front yard depth and exterior side yard width to Vansittart Avenue and Street A, a reduced rear yard depth, and interior side yard width (adjacent to the Open Space Zone), reduced minimum landscaped open space and reduced minimum amenity area per dwelling unit.

City Building and Engineering staff did not raise any concerns with the proposed zoning revisions, and planning staff note that the revisions will not impact the size of parking spaces, will facilitate efficient and compact development and the proposed reduced development standards will not impact lands external to subdivision development.

In response to earlier concerns from the public and City staff respecting parking, the applicant is now providing the 1.5 parking spaces per townhouse unit for the medium density block and 1.5 parking spaces per unit for the high density block, but is seeking relief of the visitor parking requirements, which are typically required at a rate of 1 space per 10 required parking spaces. The proposal provides 342 parking spaces out of the 377 spaces required for the medium and high density blocks. In support of the request the applicant provided a parking study that concluded the proposed parking supply will exceed the expected parking demand for the 160 apartment units and 68 townhouse units. Staff are of the opinion that this request is reasonable and will facilitate the best use of available land for apartment development in this area. The proposed parking relief will be less than other relief granted for apartment developments that have been successfully implemented in other areas of the City and there is an opportunity for on-street parking on Street A.

CONCLUSIONS

This office is of the opinion that the proposed amendment to the Official Plan to accommodate the proposed development of the subject lands complies with the relevant policies of the Official Plan as it pertains to infill development on underutilized lands, as well as the designation of additional medium and high density residential lands, within the City of Woodstock.

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Further, the development of the lands as proposed via the draft plan of subdivision discussed in this report is generally considered to be appropriate and in-keeping with the relevant policies of the PPS and Official Plan and will be appropriately implemented through the conditions of draft approval as recommended in this report.

SIGNATURES

Report author:

Original Signed By

Eric Gilbert RPP, MCIP
Manager of Development Planning

Departmental approval:

Original Signed By

Paul Michiels
Director of Community Planning

Approved for submission:

Original Signed By

Benjamin R. Addley
Chief Administrative Officer

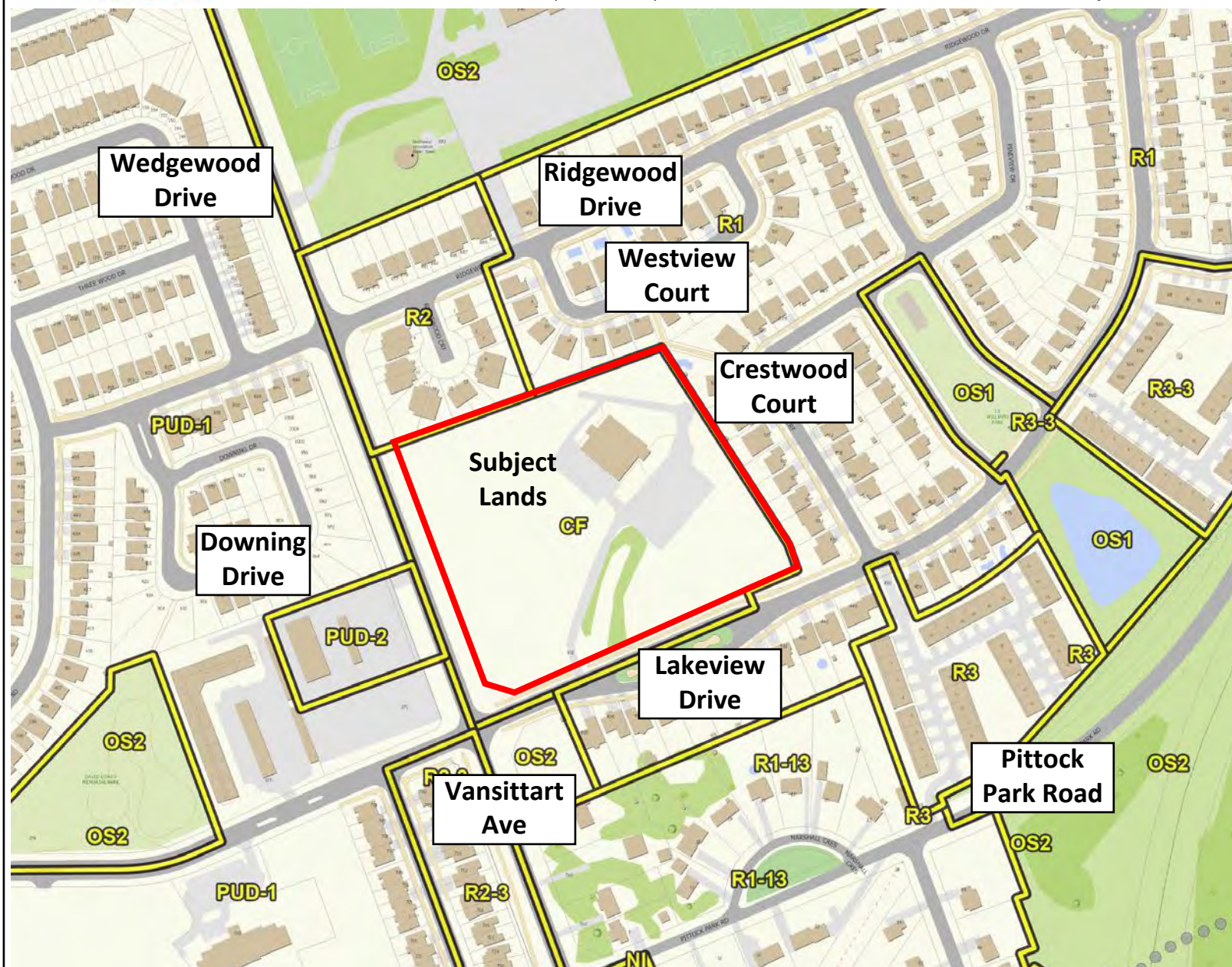
ATTACHMENTS

Attachment 1 – Plate 1, Location Map with Existing Zoning
Attachment 2 – Plate 2, 2020 Aerial Map
Attachment 3 – Plate 3, Applicant's Sketch
Attachment 4 – Plate 4, Proposed Draft Plan of Subdivision
Attachment 5 – Agency Comments
Attachment 6 – Conditions of Draft Approval
Attachment 7 – Official Plan Amendment, OPA 333
Attachment 8 – Public Comments

Plate 1: Location Map with Existing Zoning

File Nos: OP 23-05-8, SB 23-02-8 & ZN 8-23-07- Farhi Holdings Corp

Part Lot 5, Concession 12 (East Zorra), Part of Lot 1, Plan 58 - 401 Lakeview Drive, City of Woodstock



Legend

- Zoning Floodlines
Regulation Limit
- 100 Year Flood Line
 - 30 Metre Setback
 - Conservation Authority Regulation Limit
 - Regulatory Flood And Fill Lines
 - Land Use Zoning (Displays 1:16000 to 1:500)

Notes



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NAD_1983_UTM_Zone_17N



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

May 31, 2023





Legend

- Zoning Floodlines
- Regulation Limit
- 100 Year Flood Line
- 30 Metre Setback
- Conservation Authority Regulation Limit
- Regulatory Flood And Fill Lines
- Land Use Zoning (Displays 1:16000 to 1:500)

Notes



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NAD_1983_UTM_Zone_17N



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

May 31, 2023

Plate 3: Applicant's Sketch

File Nos: OP 23-05-8, SB 23-02-8 & ZN 8-23-07- Farhi Holdings Corp

Part Lot 5, Concession 12 (East Zorra), Part of Lot 1, Plan 58 - 401 Lakeview Drive, City of Woodstock





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DRAFT PLAN
OF SUBDIVISION

PART OF LOT 5 CONCESSION 12
(GEOGRAPHIC TOWNSHIP OF EAST ZORRA)
AND PART OF LOT 1 REGISTERED PLAN 58
IN THE CITY OF WOODSTOCK
COUNTY OF OXFORD

OWNER'S CERTIFICATE

1. Jay McElfuff of Marshall Street Planning Consultants, an authorized to submit the Draft Plan of Subdivision on behalf of the owner, F&H Holdings.

January 14, 2025

SURVEYOR'S CERTIFICATE

I hereby certify that the boundary of the lands to be subdivided as shown on the plan and their relationship to the adjacent lands are accurately and correctly shown.

John
 Jan, 10th 2025
 Date

KEY: PL



LAND USE SCHEDULE

LAND USE	Ha	%
SEMI-DETACHED BLOCK 1	1.002	2
MEDIUM DENSITY BLOCK 2	0.908	2
HIGH DENSITY BLOCK 3	1.058	2
PARKLAND BLOCKS 4	0.184	5
SWIM POND BLOCK 5	0.200	5
STREET A	0.542	1
TOTAL AREA	3.894	100

GRANT FUNDING AND SENIOR

File	Submission	Date	Q
1	FOR REVIEW	APR 2023	0
2	REVIEW ACCESS TO LAM/VIEW OR	AUG 2023	0
3	REVIEW ACCESS TO BANGKOK ROAD	JULY 2023	0
4	REVIEW BLOCK & ROAD	OCT 2023	0

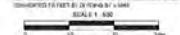
PLASMA 4.1

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University of Colorado

File	Revision	Date
1	ACCESS TO LAKE VIEW DR	JUN 28 2025
2	ACCESS TO HWY 88	JUN 31 2024
3	BRIE PLAN AND PARALLEL	JUL 7 2024
4	STABLES AND PARALLEL	OCT 7 2024
5	AS PLR COMMENTS	JAN 8 2025

401 Lakeview Drive
Woodstock
Farhi Holdings Inc.

Created by Created by Said	By jms 1/24/2025 (2025)	Checked by Reviewed by Caitlin Gray	By Date Jan 28, 2025
Drawing No. DP	County File No. -	File No. 20-3401	

AGENCY COMMENTS- FILE OP 23-03-8, SB 23-03-8 – Farhi Holdings Corp

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

- The City only permits a maximum of 26 units on a single access.
- The City expects garbage and recycling collection will be provided as private services for the Medium and High Density blocks.
- The City recommends a qualified consultant complete a pre-condition survey on all existing structures backing onto this development.
- The developer may recommend a street name if desired for Council approval. The City also has a list of street names that are available for use.

Please see the following conditions of draft approval:

1. The Owner agrees in writing to satisfy all the requirements, financial and otherwise, of the City regarding construction of roads, installation of services, including water, sanitary sewer, storm sewer, drainage facility, electrical distribution system, sidewalks, street lights, and other matters pertaining to the development of the subdivision in accordance with City standards.
2. The road allowances included in the draft plan of subdivision shall be dedicated as public highway to the satisfaction of the City.
3. The Owner agrees in writing that temporary turning circles and emergency access ways will be provided as necessary to the satisfaction of the City.
4. The streets included in the draft plan of subdivision shall be named to the satisfaction of the City.
5. The Owner agrees that 1-foot reserves shall be conveyed to the City or County, as the case may be, free of all costs and encumbrances, to the satisfaction of the City or County.
6. The subdivision agreement shall contain provisions indicating that prior to grading and issuance of building permits, that a Stormwater management report, grading plan, and an erosion and sediment control plan be reviewed and approved by the City and UTRCA and further, the subdivision agreement shall include provisions for the Owner to carry out or cause to be carried out any necessary works in accordance with the approved plans and reports.
7. The Owner agrees in writing that fencing shall be installed adjacent to City-owned lands, UTRCA lands, or as otherwise required by the City to the satisfaction of the City and UTRCA.
8. The subdivision agreement shall, if required by the City, make provisions for the dedication of parkland or cash in-lieu thereof, in accordance with the relevant provisions of the Planning Act. The Owner further agrees that woodlot/buffer lands shall not count towards the dedication of parkland.
9. Such easements as may be required for utility or drainage purposes outside of the proposed public right-of-ways shall be granted to the appropriate authority.
10. Prior to the signing of the final plan by the County, all lots/blocks shall conform to the zoning requirements of the City's Zoning By-Law. Certification of lot areas, frontages, and depths, shall be provided to the City by an Ontario Land Surveyor retained by the Owner.
11. Prior to the signing of the final plan by the County, the Owner shall agree in writing that

all phasing of the plan of subdivision will be to the satisfaction of the City.

12. The Owner agrees to implement the recommendations contained in the Traffic Impact/Parking Study by RC Spencer Associates Inc., dated August 2023, including any amendments thereto, to the satisfaction of the County and City.
13. The Owner agrees to implement the recommendations of the Stage 3 Site Specific (Archaeological) Assessment by Lincoln Environmental Consulting Corp., dated February 2023, including the supplementary documentation to the satisfaction of the City, County, and the Ontario Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI).
14. The Owner agrees to implement the recommendations contained in the Noise Feasibility Study, Proposed Residential Subdivision, 401 Lakeview Drive, Woodstock by HGC Engineering (Howe Gastmeier Chapnik Limited), dated September 15, 2023, (including any amendments) for noise generated from Vansittart Avenue (Oxford County Road 59) and the Canadian Pacific Railway (CPR). The Owner further agrees to have a qualified acoustical consultant prepare a Final Noise and Vibration Feasibility Study once finished grades and house locations have been established to the satisfaction of the City, County, and CPR. Details to be included in the subdivision agreement.
15. The Owner agrees to implement the recommendations contained in the Tree Inventory and Preservation Plan prepared by Natural Resource Solutions Inc., dated August 2023 (including any amendments), including but not limited to:
 - Tree compensation for tree removal to the City to the satisfaction of the City;
 - Vegetation plantings in the proposed areas to the satisfaction of the City.
16. The Owner agrees to implement the recommendations of the Servicing and Stormwater Management Feasibility Study prepared by Strik, Baldinelli, Moniz Ltd. dated August 10, 2023, including the preparation and submission of detailed servicing and grading plans to the satisfaction of the City.
17. The Owner agrees to plant street trees and appropriate vegetation for the SWM facility, including the preparation of a detailed landscape/street tree planting plan, to the satisfaction of the City.
18. The Owner agrees in writing that all foundations of existing buildings will be removed from the lands to the satisfaction of the City and that necessary fill be placed and compacted to the satisfaction of the City.
19. The Owner agrees in writing that all existing wells on the subject lands will be properly abandoned in accordance with Ontario Regulation 903 and that septic fields will be abandoned to the satisfaction of the City and that all necessary paperwork be submitted to the City.
20. The Owner agrees in writing that all existing steam tunnels are to be demolished, and associated piping and asbestos material be removed and the affected lands appropriately restored.
21. The Owner agrees in writing that all existing underground services will be removed and/or abandoned to the satisfaction of the City.
22. The Owner agrees in writing that where any phasing proposed to involve the registration of more than 26 units on a single access (i.e., cul-de-sac or development of a street that is intended to be extended in the future but does not have connection to another point of access), a temporary emergency access shall be provided to serve the lands or the limits of the Phase shall be revised to the satisfaction of the City.

23. The Owner agrees that SWMF Blocks be conveyed to the City free of all costs and encumbrances and to the satisfaction of the City.
24. The Owner agrees that a Record of Site Condition is required to be filed with the Ministry of Environment, Conservation and Parks (MECP) over the entirety of the subject lands prior to the registration of the first phase of development.
25. The Owner agrees that prior to City assumption of a SWMF that sediment in the SWMF be removed and disposed of in accordance with industry guidelines/requirements and to the satisfaction of the City.

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

R2 Zone:

1. The applications indicate semi-detached dwellings are proposed and shall conform to the R2 zone provisions. No concerns.

R3-Special Zone:

2. 4 storey townhouses are proposed. These structures are considered multiple attached dwellings under the R3 zone.
3. For the zoning review, the front yard of the block is considered adjacent to Lakeview Drive, the opposite yard is considered the rear yard adjacent to the east-west leg of Street A.
4. A reduced front yard is proposed from 6m to 5.5m, no concerns as this yard is not being used to accommodate driveways (parking space for the length of a vehicle) for the townhouses.
5. As noted in #3, a reduced rear yard is proposed (which looks like the front yard for the townhouses facing Street A) from 7.5m to 5.5m. As well a reduced exterior side yard from 6m to 5.5m.
6. A reduced lot area is requested from 150 m² per unit to 130 m².
7. An increase of height is requested from 3 to 4 storeys.
8. Relief is requested to include the visitor parking within the 1.5 spaces per unit.
9. Please confirm the amenity area requirement of 30 m² per unit.

R4-Special Zone:

10. The application proposes two 7 storey apartment buildings with a total of 160 units.
11. For the zoning review, the front yard of the block is considered adjacent to Street A, the opposite yard is considered adjacent to the park on Lakeview Drive.
12. Front yard setback – Relief is required to reduce the front yard setback from 13.5 m (7.5m plus 4 x 1.5m = 13.5 m) to 4.5 m.
13. Rear yard setback – Relief is required to reduce from 10 m to 6.5 m. The rear yard is located at the south end of the site adjacent to the proposed City park.
14. Exterior side yard – reduce from 13.5 m to 6 m which is adjacent to Hwy 59.
15. Interior side yard – relief is required to reduce the interior side yard for a small portion of the south building adjacent to the City Park area.
16. Reduce the landscape open space from 35 to 27%.
17. Reduce amenity area from 20 m² to 19 m² per unit.
18. Relief is requested to include the visitor parking within the 1.5 spaces per unit.

OS2 zone

19. Reduce the minimum lot area from 200 m² to 1800 m².

20. Reduce the minimum lot depth from 30m to approximately 29 m.

The building department is supportive of the proposed development. The reduced yard depths are contained within the proposed development and are not located adjacent to the existing residential dwellings. The reduced yard depths are generally adjacent to public streets and park land. Various zone changes have been approved for higher density developments with reduced yard widths and reduced parking space requirements.

Reduced parking reductions range from 1.215 to 1.4 spaces per unit inclusive of visitor parking.

The applicant should confirm the additional relief noted in points #3, 8, 12, and 19.

Please note passenger loading spaces are required as per the zoning bylaw. Under the Ontario Building Code Div 3, 3.8.2.2. (3), where passenger loading spaces are provided, the provisions of this clause shall be met.

County of Oxford Public Works provided the following comments and proposed conditions of approval:

- a. It's understood that proposed Block 2 (medium density) and Block 3 (high density) will be subject to future Site Plan Control applications/approvals.
- b. The submitted Functional Servicing Report (FSR) used area hydrant data (pressures/flows) from 2018. Hydrant data will need to be updated as County only accepts data from the past 3 years, especially in this area which has had significant growth. The developer will be responsible for retaining an approved/certified consultant to undertake the fire hydrant flow testing under the supervision of City Water Operations staff.
- c. During detailed design, full water model will be required based on the above updated hydrant data. Design and modeling analysis to consider/integrate proposed water servicing design/layout/ownership/etc. for proposed Blocks 2 and 3 (ultimately subject to Site Plan approvals).
- d. As acknowledged in the FSR, watermain looping will be required. It may be worth looking into construction of a watermain from Ridgewood Dr to Street A to provide a loop, to be further assessed during detailed design.
- e. Peaking factors in Section 3.1 and 3.3 of the FSR don't match.
- f. First run of sanitary pipe to have 1% slope and any private sanitary servicing to follow section 1.10.3 minimum size and grade of sanitary services for all private buildings.
- g. Sanitary will require a sanitary sewer design sheet (SSDS) to the intersection of Pittock Park Rd and Fredrick St. SSDS can end where flows from subdivisions north of Pittock Reservoir enter system from Pittock Park Rd.
- h. Removal of existing underground municipal services, entrance, etc. on the property (that will no longer be required for the proposed redevelopment) shall be incorporated into the design/construction to the satisfaction of the County and City.
- i. Proposed sanitary sewer infrastructure, to eventually be assumed by the County (e.g. on Street A), will be subject to approval and conditions of the County's CLI-ECA for a *Municipal Sewage Collection System* (CLI-ECA #071-W601).
- j. The County will review & approve any proposed storm drainage works located within County road allowance. If/as applicable, such storm drainage works will be subject to approval and conditions of the County's CLI-ECA for a *Municipal Stormwater Management System* (CLI-ECA #071-S701).
- k. Proposed watermain, to eventually be assumed by the County, will be subject to associated regulatory approvals (e.g. Form 1).
- l. A 3rd party technical review of the submitted Traffic Impact Study (TIS)/Parking Study

(dated March 2024 by RC Spencer Associates Inc.) and Traffic Impact / Parking Study – Sensitivity Analysis (dated July 31, 2024 by RC Spencer Associates Inc.) has been completed by a reputable transportation planning/engineering company.

- i. All recommendations of the 3rd party technical review to be incorporated into an updated TIS and detailed design submission.
- m. As supported by findings and conclusions of the TIS and TIS Peer Review completed by qualified professional engineers, the proposed public accesses (entrances) are considered acceptable/reasonable (and consistent with accepted industry practice) pending detailed design and ultimate implementation of such accesses in accordance with recommendations from the TIS/TIS Peer Review, all to the satisfaction of the City and County.
 - i. The proposed second entrance onto Vansittart Avenue as a Right-In, Right-Out (RIRO) configuration is supported by Public Works, since a second entrance is necessary to accommodate the number of units being proposed at 401 Lakeview Dr. A full movement intersection is not preferred as a second entrance; however a RIRO road access allows for emergency response, waste collection, and winter maintenance while minimizing potential operational issues associated with a full movement intersection.
 - ii. Consistent with TIS Peer Review recommendations, the proposed RIRO site access shall include a right turn taper. Additional details/specifications for the proposed RIRO site access to be confirmed during detailed design phase, including consideration for incorporating a raised centre median on Vansittart Avenue versus a channelizing island.
 - iii. Consistent with typical development requirements, certification of all constructed works by a qualified professional engineer (retained by developer) will be required. Lakeview Drive is under the jurisdiction of the City of Woodstock; all parties to work collaboratively to ensure that accesses are constructed as per the approved designed (e.g. including modifications to enable acceptable sight lines, etc.)
- n. The Owner should be aware that the following County Public Works (PW) fees will be required throughout the subdivision planning/development process. Select referenced fees below are based on the current 2025 County Fees & Charges By-Law (subject to change). Fees will be based upon latest fees and by-laws at time of payment:
 - i. Fee of \$9,800, per phase (includes development review/file management services, clearance fees, review fees for water & wastewater connection applications required at time of building permit for each lot, etc.)
 - ii. Fee for County water & wastewater capacity / hydraulic modelling review, \$500 (min.)
 - iii. Fee for Watermain Review and Regulatory approval – Form 1, \$1,250 (per phase)
 - iv. Fee for Sanitary sewer review, CLI-ECA process, \$1,250 (per phase)
 - v. Fee for Storm Drainage review, CLI-ECA process, \$1,250 (per phase)
 - vi. Inspection fees (equal to 1.6% of the supply and installation cost for applicable water/sanitary/storm infrastructure to be installed and eventually assumed by Oxford County)
 - vii. Fee for Watermain inspection/commissioning – Subdivision/Site Plan < 25 lots/units \$1,500 – per phase; >25 lots/units - \$2,500 per Phase
- o. A Road Occupancy & Excavation Permit application and all supporting documentation will be required prior to construction of any works within County road allowance (Vansittart Avenue).
- p. Performance and maintenance securities to be collected to the satisfaction of City and County.

Proposed Draft Plan Conditions:

- 1) The Owner agrees in writing to satisfy all the requirements, financial (including payment of applicable development charges) and otherwise, of the County of Oxford regarding the installation of the water distribution system, the installation of the sanitary sewer system, and other matters pertaining to the development of the subdivision, to the satisfaction of County of Oxford Public Works.
- 2) Prior to the approval of the final plan by the County, the Owner shall agree in writing that all phasing of the plan of subdivision will be to the satisfaction of the City of Woodstock and County of Oxford.
- 3) The subdivision agreement shall make provision for the assumption and operation, by the County of Oxford, of the water distribution and sewage collection systems within the public roads noted in the draft plan subject to the approval of the County of Oxford Department of Public Works.
- 4) Prior to the final approval of the subdivision plan, the Owner shall receive confirmation from the County of Oxford Department of Public Works that there is sufficient capacity in the Woodstock water and sanitary sewer system to service the plan of subdivision. Confirmation shall be given in accordance with the most current "County-Wide Water and Wastewater Capacity Allocation for Residential Development" protocol, and/or to the satisfaction of Oxford County Public Works. Given that the availability of servicing capacity can change over time due to a number of factors, any conditional allocation of reserve capacity to a particular proposed development (or phase of development) by the County is not considered final approved until such time as the application(s) for that development (or phase of development) has/have been final approved (e.g. registered; Site Plan approval for proposed Blocks 2 and 3).
- 5) The Owner shall agree to prepare and submit for the approval of Oxford County Public Works, detailed servicing plans designed in accordance with Oxford County Design Guidelines.
- 6) Prior to the approval of the final plan by the County, such easements as may be required for utility and drainage purposes shall be granted to the appropriate authority, to the satisfaction of the City and County.
- 7) The Owner shall demonstrate/implement to the satisfaction of the County of Oxford that the entire subdivision, and each phase of development, shall be serviced with two independent water supply points to provide for adequate redundancy and looping for domestic and fire protection services.
- 8) Prior to final approval by the County, the Owner shall properly decommission any abandoned private services (water well, cistern and/or septic system) located on the subject lands, in accordance with the Ontario Water Resources Act, R.S.O. 1990 (Ontario Regulation No. 903) and to the satisfaction of the City of Woodstock and County of Oxford Department of Public Works.
- 9) Storm water drainage proposed to be directed to any County Road allowance shall be managed/attenuated to pre-development conditions to the satisfaction of Oxford County Public Works and City.
- 10) Appropriate cul-de-sacs/turnaround areas (including temporary ones, if/as applicable to suit subdivision phasing) are required to ensure proposed roadways have adequate turning radius/unobstructed access (without reversing) for waste collection and emergency vehicles. Cul-de-sac design will follow all County/City Guidelines.
- 11) The Owner agrees in writing, that a 0.3 m (1 ft) reserve along County Road 59 shall be conveyed to the County as required, free of all costs and encumbrances, to the satisfaction of County of Oxford Public Works.
- 12) The Owner agrees in writing, to implement recommendations from the updated TIS and TIS peer review (including all amendments/upgrades required) to the satisfaction of Oxford

County Public Works and the City. Current TIS has been completed using a traffic sensitivity analysis. While timelines are not confirmed, it is expected that construction on County Road 59 Bridge will be completed at the end of February 2025 while construction at the intersection of County Road 59 and Devonshire will begin in early March. Traffic counts will be required as close to but before the construction mobilizes for County Road 59 and Devonshire. These traffic counts are to be compared to the sensitivity analysis and if greater than those used the TIS will need to be updated.

- 13) The Owner shall agree in the Subdivision Agreement to fund the cost of any transportation network improvements that are attributable to the Draft Plan of Subdivision to the satisfaction/approval of the City of Woodstock and County of Oxford.
- 14) The Owner agrees that subdivision/site entrances and all related costs are considered local services and a direct developer responsibility.
- 15) The Owner agrees in writing, to implement recommendations from the Noise and Vibration Feasibility Assessment, as well as any updated assessments, to the satisfaction of Oxford County Public Works and the City. All costs associated with the study and implementation of mitigation recommendations shall be borne by Owner, to the satisfaction of the County and City.
- 16) The Owner agrees to implement the recommendations contained within other various technical reports (e.g. Environmental Site Assessments/Geotechnical, Functional Servicing Report, etc.) submitted in support of the subject draft plan of subdivision application, including any amendments thereto, and the preparation and submission of detailed engineering drawings and reports to the satisfaction of Oxford County and the City of Woodstock.
- 17) The Owner shall agree that where existing municipal infrastructure (roads, sidewalks, sewers, watermain, etc. located external to the development land) is insufficient to accommodate the proposed development, the Owner shall be required to improve and/or relocate/extend the existing infrastructure. These costs shall be borne solely by the Developer.
- 18) Prior to the approval of the final plan by the County, the Owner shall provide a list of all conditions of draft approval with a brief statement detailing how each condition has been satisfied, including required supporting documentation from the relevant authority, to the satisfaction of Oxford County.

CONDITIONS OF DRAFT APPROVAL – FILE NO. SB 23-02-8 – Farhi Holdings Corp.

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1. This approval applies to the draft plan of subdivision submitted by Farhi Holdings Corporation, prepared by Monteith Brown Planning Consultants, as shown on Plate 4 of Report No. 2025-79 and comprising Part Lot 5, Concession 12 (East Zorra) and Part of Lot 1, Plan 58, in the City of Woodstock, showing one block for semi-detached dwellings, one medium density residential block, one high density residential block, one park block and one storm water management block, served by one new local street.
 2. The owner agrees in writing to satisfy all requirements, financial and otherwise, of the City of Woodstock regarding the construction of roads, installation of services, including water, sanitary sewer, storm sewer, drainage facilities, electrical distribution systems, sidewalks, streetlights, trees and other matters pertaining to the development of the subdivision in accordance with the standards of the City of Woodstock.
 3. The road allowances included in the draft plan of subdivision shall be dedicated as public highways to the satisfaction of the City of Woodstock.
 4. The streets included in the draft plan of subdivision shall be named to the satisfaction of the City of Woodstock.
 5. The Owner agrees in writing that temporary turning circles and emergency access ways will be provided as necessary to the satisfaction of the City of Woodstock.
 6. The subdivision agreement shall contain provisions indicating that prior to grading and issuance of building permits, that a stormwater management report, grading plan, and an erosion and sediment control plan be reviewed and approved by the City of Woodstock and Upper Thames River Conservation Authority (UTRCA) and further, the subdivision agreement shall include provisions for the Owner to carry out or cause to be carried out any necessary works in accordance with the approved plans and reports.
 7. The Owner agrees in writing that fencing shall be installed adjacent to City-owned lands, or as otherwise required by the City to the satisfaction of the City of Woodstock.
 8. The subdivision agreement shall, as determined by the City of Woodstock, make provisions for the dedication of parkland or cash in-lieu thereof, in accordance with the relevant provisions of the Planning Act. The Owner further agrees that woodlot/buffer lands shall not be counted towards the dedication of parkland.
 9. Prior to the signing of the final plan by the County of Oxford, all lots/blocks shall conform to the zoning requirements of the City of Woodstock's Zoning By-Law. Certification of lot areas, frontages, and depths, shall be provided to the City of Woodstock by an Ontario Land Surveyor retained by the Owner.

10. The Owner agrees to implement the recommendations contained in the Tree Inventory and Preservation Plan prepared by Natural Resource Solutions Inc., dated August 2023 (including any amendments), including but not limited to:
 - Tree compensation for tree removal to the City of Woodstock, to the satisfaction of the City of Woodstock;
 - Vegetation plantings in the proposed areas to the satisfaction of the City of Woodstock.
11. The Owner agrees in writing that all existing steam tunnels are to be demolished, and associated piping and asbestos material be removed and the affected lands appropriately restored, to the satisfaction of the City of Woodstock.
12. The Owner agrees in writing that all existing underground services will be removed and/or abandoned to the satisfaction of the City of Woodstock.
13. The Owner agrees to implement the recommendations of the Servicing and Stormwater Management Feasibility Study prepared by Strik, Baldinelli, Moniz Ltd. dated August 10, 2023, including the preparation and submission of detailed servicing and grading plans to the satisfaction of the City of Woodstock.
14. The Owner agrees to plant street trees and appropriate vegetation for the Stormwater Management (SWM) facility, including the preparation of a detailed landscape/street tree planting plan, to the satisfaction of the City of Woodstock.
15. The Owner agrees in writing that all foundations of existing buildings will be removed from the lands to the satisfaction of the City of Woodstock and that necessary fill be placed and compacted to the satisfaction of the City of Woodstock.
16. The Owner agrees in writing that where any phasing proposed to involve the registration of more than 26 units on a single access (i.e., cul-de-sac or development of a street that is intended to be extended in the future but does not have connection to another point of access), a temporary emergency access shall be provided to serve the lands or the limits of the Phase shall be revised, to the satisfaction of the City of Woodstock.
17. The Owner agrees that a Record of Site Condition is required to be filed with the Ministry of Environment, Conservation and Parks (MECP) over the entirety of the subject lands prior to the registration of the first phase of development, to the satisfaction of the City of Woodstock.
18. The Owner agrees that Stormwater Management Facility (SWMF) Blocks be conveyed to the City free of all costs and encumbrances, to the satisfaction of the City of Woodstock.
19. The Owner agrees that prior to City assumption of a SWMF that sediment in the SWMF be removed and disposed of in accordance with industry guidelines/requirements and to the satisfaction of the City of Woodstock.
20. Such easements as may be required for utility, noise barrier, drainage purposes, etc. outside of the proposed public right-of-ways shall be granted to the appropriate authority, to the satisfaction of the City of Woodstock and County of Oxford.

21. The Owner agrees that 1-foot reserves and road widening shall be conveyed to the City of Woodstock or County of Oxford, as the case may be, free of all costs and encumbrances, to the satisfaction of the City of Woodstock and/or County of Oxford.
22. Prior to the approval of the final plan by the County of Oxford, the Owner shall agree in writing that all phasing of the plan of subdivision will be to the satisfaction of the City of Woodstock and County of Oxford.
23. Storm water drainage proposed to be directed to any County Road allowance shall be managed/attenuated to pre-development conditions to the satisfaction of the County of Oxford Department of Public Works and City of Woodstock.
24. Prior to the approval of the final plan by the County of Oxford, such easements as may be required for utility and drainage purposes shall be granted to the appropriate authority, to the satisfaction of the City of Woodstock and County of Oxford.
25. Prior to final approval by the County of Oxford, the Owner shall properly decommission any abandoned private services (water well, cistern and/or septic system) located on the subject lands, in accordance with the Ontario Water Resources Act, R.S.O. 1990 (Ontario Regulation No. 903) and to the satisfaction of the City of Woodstock and County of Oxford Department of Public Works.
26. The Owner agrees to implement the recommendations contained within various other technical reports (e.g. Environmental Site Assessments/Geotechnical, Functional Servicing Report, etc.) submitted in support of the subject draft plan of subdivision application, including any amendments thereto, and the preparation and submission of detailed engineering drawings and reports to the satisfaction of County of Oxford and the City of Woodstock.
27. The Owner agrees in writing, to implement recommendations contained in the Traffic Impact/ Parking Study prepared by R.C. Spencer Associates Inc. and associated TIS peer review (including all amendments/upgrades required) to the satisfaction of County of Oxford Department of Public Works and the City of Woodstock.
28. The Owner agrees to implement the recommendations of the Stage 3 Site Specific (Archaeological) Assessment by Lincoln Environmental Consulting Corp., dated February 2023, including the supplementary documentation to the satisfaction of the City of Woodstock, County of Oxford, and the Ontario Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI).
29. The Owner agrees to implement the recommendations contained in the Noise Feasibility Study, Proposed Residential Subdivision, 401 Lakeview Drive, Woodstock by HGC Engineering (Howe Gastmeier Chapnik Limited), dated September 15, 2023, (including any amendments) for noise generated from Vansittart Avenue (Oxford County Road 59). The Owner further agrees to have a qualified acoustical consultant prepare a Final Noise and Vibration Feasibility Study once finished grades and house locations have been established to the satisfaction of the City of Woodstock, County of Oxford. Details to be included in the subdivision agreement.
30. The Owner shall agree in the Subdivision Agreement to fund the cost of any transportation network improvements that are attributable to the Draft Plan of Subdivision to the satisfaction/approval of the City of Woodstock and County of Oxford.

31. The subdivision agreement shall make provision for the assumption and operation, by the County of Oxford, of the water distribution and sewage collection systems within the public roads noted in the draft plan subject to the approval of the County of Oxford Department of Public Works.
32. Prior to the final approval of the subdivision plan, the Owner shall receive confirmation from the County of Oxford Department of Public Works that there is sufficient capacity in the Woodstock water and sanitary sewer systems to service the plan of subdivision. Confirmation shall be given in accordance with the most current "County-Wide Water and Wastewater Capacity Allocation for Residential Development" protocol, and/or to the satisfaction of the County of Oxford Department of Public Works. Given that the availability of servicing capacity can change over time due to a number of factors, any conditional allocation of reserve capacity to a particular proposed development (or phase of development) by the County of Oxford is not considered final approved until such time as the application(s) for that development (or phase of development) has/have been final approved (e.g. registered; Site Plan approval for proposed Blocks 2 and 3).
33. The Owner shall agree to prepare and submit for the approval of County of Oxford Department of Public Works, detailed servicing plans designed in accordance with Oxford County Design Guidelines.
34. The Owner shall demonstrate/implement to the satisfaction of the County of Oxford that the entire subdivision, and each phase of development, shall be serviced with two independent water supply points to provide for adequate redundancy and looping for domestic and fire protection services.
35. The Owner shall provide appropriate cul-de-sacs/turnaround areas (including temporary ones, if/as applicable to suit subdivision phasing) as required to ensure proposed roadways have adequate turning radius/unobstructed access (without reversing) for waste collection and emergency vehicles. Cul-de-sac design will follow all County of Oxford/City of Woodstock Guidelines.
36. The Owner agrees in writing, that a 0.3 m (1 ft) reserve along County Road 59 shall be conveyed to the County as required, free of all costs and encumbrances, to the satisfaction of County of Oxford Department of Public Works.
37. The Owner agrees that subdivision/site entrances and all related costs are considered local services and a direct developer responsibility.
38. The Owner shall agree that where existing municipal infrastructure (roads, sidewalks, sewers, watermain, etc. located external to the development land) is insufficient to accommodate the proposed development, the Owner shall be required to improve and/or relocate/extend the existing infrastructure. These costs shall be borne solely by the Developer.
39. Prior to the approval of the final plan by the County of Oxford, the Owner shall agree in writing to satisfy the requirements of Canada Post Corporation with respect to advising prospective purchasers of the method of mail delivery; the location of temporary Centralized Mail Box locations during construction; and the provision of public information regarding the proposed locations of permanent Centralized Mail Box locations, to the satisfaction of Canada Post.

40. Prior to the approval of the final plan by the County of Oxford, the owner shall agree in writing, to satisfy the requirements of Enbridge Gas and other applicable utility providers, that the owner/developer provide Enbridge Gas Limited and other applicable utility providers, with the necessary easements and/or agreements required for the provisions of gas services or other utilities.
41. Prior to final approval by the County of Oxford, the County shall be advised by the City of Woodstock that conditions 2 to 30 (inclusive) and 35, have been met to the satisfaction of the City. The clearance letter shall include a brief statement for each condition detailing how each has been satisfied.
42. Prior to final approval by the County of Oxford, the owner shall secure clearance from the County of Oxford Public Works Department that conditions 20 to 38 (inclusive) have been met to the satisfaction of County Public Works. The clearance letter shall include a brief statement for each condition detailing how each has been satisfied.
43. Prior to final approval by the County of Oxford, the County shall be advised by Canada Post Corporation that condition 39 has been met to the satisfaction of Canada Post. The clearance letter shall include a brief statement detailing how this condition has been satisfied.
44. Prior to final approval by the County of Oxford, the County shall be advised by applicable utility companies that condition 40 has been met to the satisfaction of each applicable utility provider. The clearance letter shall include a brief statement detailing how this condition has been satisfied.
45. Prior to the approval of the final plan by the County of Oxford, the Owner shall provide a list of all conditions of draft approval with a brief statement detailing how each condition has been satisfied, including required supporting documentation from the relevant authority, to the satisfaction of the County of Oxford.

COUNTY OF OXFORD

BY-LAW NO. 6718-2025

BEING a By-Law to adopt Amendment Number 333 to the County of Oxford Official Plan.

WHEREAS, 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 333 to the County of Oxford Official Plan, being the attached explanatory text and schedules, 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 26th day of March, 2025.

READ a third time and finally passed this 26th day of March, 2025.

MARCUS RYAN, WARDEN

LINDSEY MANSBRIDGE, CLERK

AMENDMENT NUMBER 333
TO THE COUNTY OF OXFORD OFFICIAL PLAN

the following text and Plan designated Schedule "A", attached hereto, constitute
Amendment Number 333 to the County of Oxford Official Plan.

1.0 PURPOSE OF THE AMENDMENT

The purpose of this amendment is to amend Schedule “W-1” – City of Woodstock Land Use Plan, Schedule “W-3” – City of Woodstock Residential Density Plan and Schedule “W-4” – City of Woodstock Leisure Resources and School Facilities Plan, to re-designate the subject lands from ‘Community Facility’ to ‘Residential’, ‘Low Density Residential’, ‘Medium Density Residential’, ‘High Density Residential’ and ‘Open Space’ to facilitate the development of a residential plan of subdivision.

2.0 LOCATION OF LANDS AFFECTED

This amendment applies to lands described as Part Lot 5, Concession 12 (East Zorra), Part of Lot 1, Plan 58, known municipally as 401 Lakeview Drive, Woodstock. The lands are located at the northeast corner of the intersection of Lakeview Drive and Vansittart Avenue (Oxford Road 59).

3.0 BASIS FOR THE AMENDMENT

The purpose of the proposed Official Plan Amendment is to redesignate the subject lands to low, medium and high density residential, and open space to facilitate a mix of low, medium and high density residential development, as well as one parkland block, and a storm water management pond. A site-specific policy is also proposed that would permit a maximum residential density of 75 units per hectare, above the current 70 units/hectare maximum for the medium density townhouse blocks, and a maximum residential density of 151 units/ hectare, where 150 units/ hectare is the maximum for the proposed high density residential block.

It is the opinion of Council that the subject amendment is consistent with the relevant policies of the PPS as the proposal will contribute towards providing housing options required for current and future residents, is an appropriate form of residential intensification and redevelopment of an underutilized institutional site in a serviced settlement area and is considered to be an efficient use of lands, available municipal services and infrastructure.

The proposed re-designation from Community Facility to Residential can be considered appropriate as the lands are considered suitable for residential uses and the re-designation will facilitate the development of a variety of dwelling types and housing options to accommodate growth in the City of Woodstock.

Council is also of the opinion that the subject lands are suitable for Medium and High Density residential uses as the site will have access to an arterial road, the higher density uses are proposed for vacant or under utilized sites, the site is close to neighbourhood conveniences and recreational and open space facilities. The high and medium density blocks are buffered from existing low density residential development by a low-density residential block consisting of semi-detached dwellings and through the location of park and stormwater management blocks. Access to the site and traffic movements on surrounding road networks have been demonstrated to be acceptable through a peer reviewed traffic impact study. The off-street parking provided to accommodate the medium and high density blocks is considered appropriate and consistent with the parking provided for other recent medium and high density developments in the City of Woodstock.

The open space blocks will reflect areas used for public parkland and areas required for storm water management purposes.

Council is also satisfied that adequate local services exist to serve the development, and the design and construction of appropriate extensions to water distribution, sanitary and storm services have been included as conditions of approval in the related draft plan of subdivision.

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 Schedule “W-1”- City of Woodstock Land Use Plan, is hereby amended by changing the designation of those lands identified as “ITEM 1” on Schedule “A” attached hereto from “Community Facility” to “Residential”.
- 4.2 That Schedule “W-1”- City of Woodstock Land Use Plan, is hereby amended by changing the designation of those lands identified as “ITEM 2” on Schedule “A” attached hereto from ‘Community Facility’ to ‘Open Space’.
- 4.3 That Schedule “W-3”- City of Woodstock Residential Density Plan, is hereby amended by adding the “Low Density Residential” designation to those lands identified as “ITEM 1” on Schedule “A” attached hereto.
- 4.4 That Schedule “W-3”- City of Woodstock Residential Density Plan, is hereby amended by adding the “Medium Density Residential” designation to those lands identified as “ITEM 2” on Schedule “A” attached hereto.
- 4.5 That Schedule “W-3”- City of Woodstock Residential Density Plan, is hereby amended by adding the “High Density Residential” designation to those lands identified as “ITEM 3” on Schedule “A” attached hereto.
- 4.6 That Schedule “W-3”- City of Woodstock Residential Density Plan, is hereby amended by adding the “Open Space” designation to those lands identified as “ITEM 4” on Schedule “A” attached hereto.
- 4.7 That Schedule “W-4”- City of Woodstock Leisure Resources and School Facilities Plan, is hereby amended by adding the “Open Space” designation to those lands identified as “ITEM 1” on Schedule “A” attached hereto.
- 4.8 Section 7.2.5 – *Medium Density Residential Areas*, as amended, is hereby further amended by adding the following specific development policy at the end of Section 7.2.5.2 – ‘Specific Development Policies’:

‘7.2.5.2.6 Part Lot 5 Concession 12 (East Zorra), Part Lot 1, Plan 58
Northeast Corner of Vansittart Avenue and Lakeview Drive

On those lands located on Part Lot 5, Concession 12 (East Zorra), Part Lot 1, Plan 58 (Northeast Corner of Vansittart Avenue and Lakeview Drive), Medium Density Residential lands may be developed with a maximum net residential density of 75 units per hectare (31 units per acre).’

- 4.9 'Section 7.2.6 – *High Density Residential Areas*, as amended, is hereby further amended by adding the following specific development policy at the end of Section 7.2.6.2 – 'Specific Development Policies':

7.2.6.2.10 Part Lot 5 Concession 12 (East Zorra), Part Lot 1, Plan 58
Northeast Corner of Vansittart Avenue and Lakeview Drive

On those lands located on Part Lot 5, Concession 12 (East Zorra), Part Lot 1, Plan 58 (Northeast Corner of Vansittart Avenue and Lakeview Drive), High Density Residential lands may be developed with a maximum net residential density of 151 units per hectare (61 units per acre).'

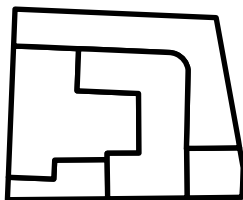
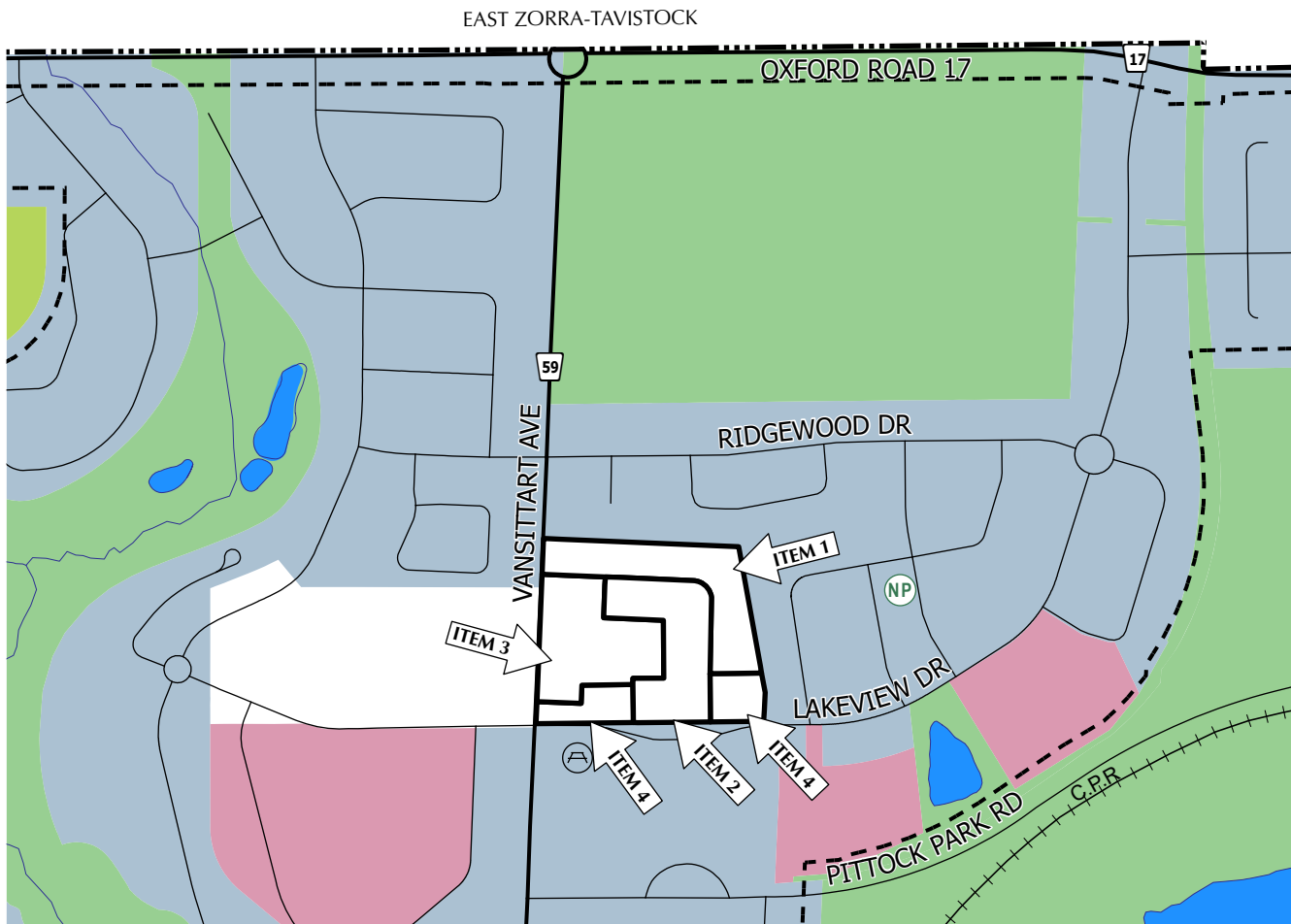
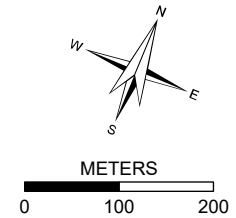
5.0 IMPLEMENTATION

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.

SCHEDULE "A"
AMENDMENT No. 333
TO THE
**COUNTY OF OXFORD
OFFICIAL PLAN**
SCHEDULE "W-3"
**CITY OF WOODSTOCK
RESIDENTIAL DENSITY PLAN**



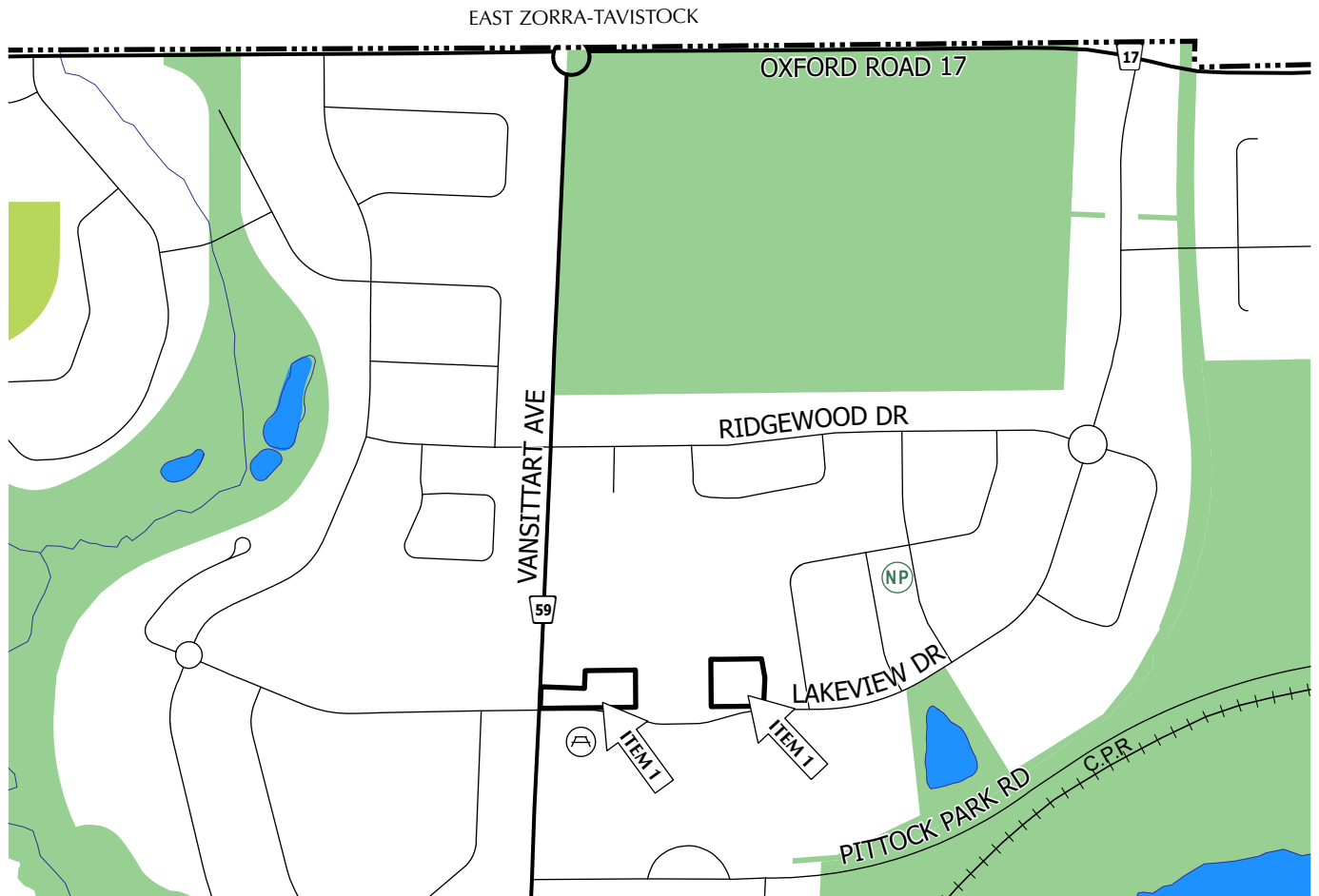
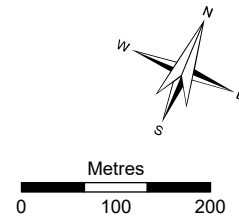
- AREA OF THIS AMENDMENT

- ITEM 1 - ADD TO LOW DENSITY RESIDENTIAL
- ITEM 2 - ADD TO MEDIUM DENSITY RESIDENTIAL
- ITEM 3 - ADD TO HIGH DENSITY RESIDENTIAL
- ITEM 4 - ADD TO OPEN SPACE

**RESIDENTIAL DENSITY PLAN
LEGEND**

- LOW DENSITY RESIDENTIAL
- MEDIUM DENSITY RESIDENTIAL
- OPEN SPACE
- ENVIRONMENTAL PROTECTION
- PROPOSED PARK
- NEIGHBOURHOOD PARK
- COMMUNITY PLANNING DISTRICT





SCHEDULE "A"
 AMENDMENT No. 333
 TO THE
COUNTY OF OXFORD
OFFICIAL PLAN
 SCHEDULE "W-4"
CITY OF WOODSTOCK
LEISURE RESOURCES AND
SCHOOL FACILITIES PLAN



- AREA OF THIS AMENDMENT

ITEM 1 - ADD TO OPEN SPACE

**LEISURE RESOURCES AND
 SCHOOL FACILITIES PLAN
 LEGEND**

-  OPEN SPACE
-  ENVIRONMENTAL PROTECTION
-  PROPOSED PARK
-  NEIGHBOURHOOD PARK

Eric Gilbert

From: Bob Axon <[REDACTED]>
Sent: February 9, 2024 7:51 PM
To: John Bell for [REDACTED]
Cc: [REDACTED]; Gordon Hough; jmcguffin@mbpc.ca; Deb Tait; Bernia Martin; Mark Schadenberg; Kate Leatherbarrow; Jerry Acchione; Liz Wismer-Van Meer; Connie Lauder; Ennio Micacchi; Daniel Major; John Ozolins; Ted Young; David King; Zorra Mayor Marcus Ryan; Brian Petrie; David Mayberry; Jim Palmer; Mark Peterson; Deb Gilvesy; Phil Schaefer; Marcus Ryan; Planning
Subject: Re: Open Letter to Farhi Holdings re: 401 Lakeview Drive

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

> On Feb 9, 2024, at 4:59 PM, John Bell for <alder.grange.residents@gmail.com> wrote:

>

> At the urging of the Oxford County Community Planning Director we are writing directly to you regarding the future direction of your proposal for these lands.

>

> We are in receipt of the County of Oxford Public Works decision of December 18, 2023, denying approval of your submitted Draft Plan of Subdivision, and any access to Oxford County Road 59. As a matter of Public Safety we have asked Oxford County Council to consider a Bylaw amendment ratifying that OR59 access decision.

>

> We note this decision is based on the County Bylaw 5222-2010 and the availability of your planned local east exit onto Lakeview Drive. That exit is however impaired by your design decision to locate that exit further West than its pre-planned location immediately west of Block 27 and delimited by Reserve Block 29, thus impacting the sight line, the existing landscaped island, the speed limit on Lakeview Drive, and the safety of those using that street.

>

> We therefore request that you alter your proposed draft and concept plan by orienting the proposed stormwater management pond to the north, or otherwise reducing its width such that it extends no further west than the limit of Block 27. This will enable the relocation of your proposed east exit to that preplanned street right of way immediately west of block 27, where it was designed so as not to impact the sight line, the existing landscaped island, or traffic flow on Lakeview Drive.

>

> We are also aware that you have been advised that the city requires a second exit from the property given that more than 26 units are proposed, and that a second pre-planned exit from the property exists to the west which offers a safe exit to Lakeview Drive and OR59 without impact on the existing community, as required by the Official Plan.

>

> We therefore request, as a matter of public safety and in compliance with the Official Plan requirement that higher density development not create traffic flow through existing low density development, that you revise your draft and concept plan to utilize that preplanned westerly safe exit from the property.

>

> In so doing, we believe this creates an opportunity for you to blend your development with the existing gateway to our community by expanding the proposed park to match that on the south, and placing low density housing along the north side of Lakeview Drive, in place of the proposed 7 story street wall apartment building and in compliance with the infill requirements of the Official Plan. This also will enhance public safety by eliminating drop off traffic on that narrow westbound strip of Lakeview Drive, for the proposed high rise apartment building, for which there is no proposed entrance driveway to accommodate such entrance traffic.

>

> We would further suggest, given the city's concern with the proposed limited parking spaces, and the resultant propensity to park on the proposed 18m wide street, that you consider, again as a matter of Public Safety and access for emergency vehicles, the use of a 20m wide street.

>

> We suggest that the combination of these actions, would result in an acceptable proposal, with a density in keeping with the local infrastructure, a character that further enhances the character of our existing neighbourhood, and safety for both new and existing residents.

>

> Thank you for your consideration.

>

> On behalf of the residents of Alder Grange and Sally Creek.

>

> John Bell, Dan Major, John Ozolins, Dave King, Ted Young and Bob Axon

>

> CC: Residents, Woodstock City Council, Oxford County Council, Oxford Community Planning

>

Eric Gilbert

From: Lyle Ball [REDACTED]
Sent: November 1, 2023 7:37 AM
To: Planning
Subject: File Nos: OP23-05-8, SB 23-02-8 & ZN 8-23-07 Farhi Holdings Corporation

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

Good morning Mr. Miller.

My wife and I live at 702 Garden Court Crescent and recently received the application notice.

As far as the density of housing etc. shown on this plan, it looks doable on this lot.

Our main concern is the introduction of one (1) more entrance/exit onto Oxford County Road 59. We do not agree with this whatsoever. This is definitely a recipe for disaster. The reasoning is based on the number of accidents that are already occurring at the Ridgewood Drive intersection along with people turning into the Tim Horton's lot when they are travelling north as well as people exiting the parking lot and going north on 59. We have already had a fatality at Lakeview & 59 earlier this year.

We hope you and the rest of the planning department look at this seriously so we can make sure no more accidents or fatalities occur in the future.

Thank you and if you would like to discuss this further, please do not hesitate to contact me.

Lyle A. Ball, C.E.T., GSC

[REDACTED]

February 6, 2024

To: Oxford County Warden Marcus Ryan, and Members of County Council

Subject: Access to Oxford Road 59 from 401 Lakeview Drive, Woodstock

We represent over 350 members of the Alder Grange and Sally Creek communities, that straddle Oxford Road 59, just North of the CPR/Thames River Bridge, in Woodstock.

We are writing to request County Council's review of the recent decision by County Public Works, given the lack of response to our multiple requests to address its deficiencies as attached. We submit, that decision, to conditionally, upon completion of a revised Traffic Impact Study, approve a limited northbound entrance/exit from the former government lands at 401 Lakeview Drive onto Oxford Road 59, hence requiring all southbound traffic to exit the impaired east entrance to the property will create traffic flow on Lakeview Drive contrary to the Official Plan policy for such traffic, and create unsafe conditions on both OR59 and Lakeview Drive.

Regardless of any study, current application, or future development, approval of this access would be contrary to the County Bylaw 5222-2010 (attached) & Guidelines (attached) which prohibit such access when access is available from a local street namely:

“Guidelines For Entrances To The County Road System

4. Location of Entrances

- b) New entrances will not be permitted where one or more of the following criteria are met:
- i) Where access can reasonably be gained via a City, Town, Village, or Township right-of-way, with consideration given to the traffic volumes and the roadway geometrics;”

Per the Registered Plan of Subdivision 41M187 (attached), two pre-planned exits exist and are available from the subject property onto collector road Lakeview Drive. In particular, the west most exit was designed such that traffic from the property would not impact the existing low density residential on the south side of Lakeview Drive, and now with the new traffic signals it also provides immediate safe access to OR59. Additionally, the east most exit provides a second access to the property, as required for any development greater than 26 units, without impacting the existing median island or traffic flow on Lakeview Drive.

These facts alone should be sufficient for council to override, the conditional approval, and require any access to OR59 from the property to be required via the preplanned Lakeview Drive exits, for this, or any future development application.

We would however like to add the following additional information for council's consideration.

There is currently a limited southbound entrance/exit to OR59 from the Gas station on the west side of OR59, which was granted as an exception, because only one exit was available to Lakeview Drive and Gas Stations require two exits for safety reasons. That exit however experiences numerous illegal and unsafe northbound left (u-turn like) turns onto OR59,

illustrating the impracticality of such limited exits to control the opposing directional flow as intended.

The implementation of a limited northbound entrance/exit from the 401 property as conditionally proposed would experience similar illegal and unsafe southbound turns and in greater number due to the proposed density of more than 600 new residents.

Further, even if a median barrier were to be constructed on OR59 to prevent such illegal left turns, the proximity of the un-signalized Ridgewood Drive intersection to the north, and even more so the proximity of the roundabout at OR59 and OR17, would encourage the predominately southbound traffic flow from any development on this property to flow north, then turn-around to go south, thereby doubling the traffic flow on OR59.

Finally, reference has been made that the development application shows that access to the preplanned Western exit from the property is unavailable, by showing in their "concept plan" a proposed building across that access, hence preventing access to the local street. We can only point out that no approval for such a development or plan of subdivision or site plan approval or building permit exists and the applicant's action should play no role in any decision regarding access to OR59 from this property. The applicant even acknowledges in their justification report that "a direct access will not be provided based on feedback from City and County engineers", yet they chose to disregard that advice, as well as the previous application from the government for development of these lands, which proposed to utilize both of these preplanned exits to Lakeview Drive in regard of the County bylaw.

We appreciate that council, per the bylaw, has delegated responsibility for granting access to arterial roads to County Public Works, and we recognize the pressure on them to support new development, but given the prior government application for this property that demonstrated a density of 42 units per hectare (12 units per hectare or 40% more than the county goal of 30 units per hectare and 20 units or 90% more than the provincial guideline of 22 units per hectare) can be achieved with access only via the local collector road Lakeview Drive, we have no option but per the bylaw section 7 c) to "bring the application to the Council of the County of Oxford", per the terms of the existing bylaw and as a matter of public safety.

We therefore request that county consider a site-specific amendment to bylaw 5222-2010, prohibiting access to OR59 from the subject property given the preplanned exits onto Lakeview Drive, which provide direct safe access to OR59 via the traffic signals at OR59.

Thank you for your attention to this matter. We would be happy to appear as a delegation to formally request this action and answer any questions.

John Bell, Dan Major, John Ozolines, Dave, King, Bob Axon and Ted Young on behalf of our residents.

Cc: Woodstock Mayor Jerry Acchione
Woodstock City Council
Ennio Micacchi [REDACTED]

From: [John Bell for](#)
To: [\[REDACTED\]@fhc.ca](#); [\[REDACTED\]@fhc.ca](#)
Cc: [Gordon Hough](#); [\[REDACTED\]](#); [Deb Tait](#); [Bernia Martin](#); [Mark Schadenberg](#); [Kate Leatherbarrow](#); [Jerry Acchione](#); [Liz Wismer-Van Meer](#); [Connie Lauder](#); [Ennio Micacchi](#); [Daniel Major](#); [John Ozolins](#); [Bob Axon](#); [Ted Young](#); [David King](#); [Zorra Mayor](#); [Marcus Ryan](#); [Brian Petrie](#); [David Mayberry](#); [Jim Palmer](#); [Mark Peterson](#); [Deb Gilvesy](#); [Phil Schaefer](#); [Marcus Ryan](#); [Planning](#)
Subject: Open Letter to Farhi Holdings re: 401 Lakeview Drive
Date: February 9, 2024 4:59:36 PM

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

At the urging of the Oxford County Community Planning Director we are writing directly to you regarding the future direction of your proposal for these lands.

We are in receipt of the County of Oxford Public Works decision of December 18, 2023, denying approval of your submitted Draft Plan of Subdivision, and any access to Oxford County Road 59. As a matter of Public Safety we have asked Oxford County Council to consider a Bylaw amendment ratifying that OR59 access decision.

We note this decision is based on the County Bylaw 5222-2010 and the availability of your planned local east exit onto Lakeview Drive. That exit is however impaired by your design decision to locate that exit further West than its pre-planned location immediately west of Block 27 and delimited by Reserve Block 29, thus impacting the sight line, the existing landscaped island, the speed limit on Lakeview Drive, and the safety of those using that street.

We therefore request that you alter your proposed draft and concept plan by orienting the proposed stormwater management pond to the north, or otherwise reducing its width such that it extends no further west than the limit of Block 27. This will enable the relocation of your proposed east exit to that preplanned street right of way immediately west of block 27, where it was designed so as not to impact the sight line, the existing landscaped island, or traffic flow on Lakeview Drive.

We are also aware that you have been advised that the city requires a second exit from the property given that more than 26 units are proposed, and that a second pre-planned exit from the property exists to the west which offers a safe exit to Lakeview Drive and OR59 without impact on the existing community, as required by the Official Plan.

We therefore request, as a matter of public safety and in compliance with the Official Plan requirement that higher density development not create traffic flow through existing low density development, that you revise your draft and concept plan to utilize that preplanned westerly safe exit from the property.

In so doing, we believe this creates an opportunity for you to blend your development with the existing gateway to our community by expanding the proposed park to match that on the south, and placing low density housing along the north side of Lakeview Drive, in place of the proposed 7 story street wall apartment building and in compliance with the infill requirements of the Official Plan. This also will enhance public safety by eliminating drop off traffic on that narrow westbound strip of Lakeview Drive, for the proposed high rise apartment building, for which there is no proposed entrance driveway to accommodate such entrance traffic.

We would further suggest, given the city's concern with the proposed limited parking spaces, and the resultant propensity to park on the proposed 18m wide street, that you consider, again

as a matter of Public Safety and access for emergency vehicles, the use of a 20m wide street.

We suggest that the combination of these actions, would result in an acceptable proposal, with a density in keeping with the local infrastructure, a character that further enhances the character of our existing neighbourhood, and safety for both new and existing residents.

Thank you for your consideration.

On behalf of the residents of Alder Grange and Sally Creek.

John Bell, Dan Major, John Ozolins, Dave King, Ted Young and Bob Axon

CC: Residents, Woodstock City Council, Oxford County Council, Oxford Community Planning

From: [John Bell](#)
To: [Eric Gilbert](#)
Subject: Re: OP23-05-8, SB23-02-8 & ZN8-23-07 (Farhi Holdings Corp.) - 401 Lakeview Drive County Comments
Date: February 4, 2025 12:55:17 PM

Hi Eric

Please see our comments in red below. We believe they are germane to council's decision. We trust you will include our views and requests in your report.

Thanks

John

From: Eric Gilbert <egilbert@oxfordcounty.ca>
Sent: January 21, 2025 2:55 PM
To: John Bell <[REDACTED]>
Cc: Paul Michiels <pmichiels@oxfordcounty.ca>; Marcus Ryan <mryan@oxfordcounty.ca>; Jerry Acchione <jacchione@cityofwoodstock.ca>; Daniel Major <[REDACTED]>; John Ozolins <[REDACTED]>; David King <[REDACTED]>; Bob Axon <[REDACTED]>; [REDACTED] <[REDACTED]>; Jesse Keith <jkeith@oxfordcounty.ca>; Planning <planning@oxfordcounty.ca>
Subject: RE: OP23-05-8, SB23-02-8 & ZN8-23-07 (Farhi Holdings Corp.) - 401 Lakeview Drive County Comments

Hello John,

As indicated in earlier emails, the County's position remains that the County Road Access By-Law gives the Director of Public Works the discretion to grant new entrances, through the review of a Planning Act application as is the case through these applications. It remains our position that the Director of Public Works' decision to allow for an additional access to County Road 59 is in accordance with that By-Law.

We refer you to our letter of Dec 5 regarding your interpretation of the County Bylaw in particular point 4. "We found nothing in any section of the bylaw or guidelines that authorizes the Director to exempt a proposed new entrance on an application for plan of subdivision from the Planning Act, override the commenting process of the Planning Act, or grant direct approval of a proposed new entrance on an application for plan of subdivision, as you reference and rely, all of which we note would usurp the review and approval authority of council." As such we will look to council to review this matter as you have committed to

address it in your planning report for their consideration and approval.

In support of that decision, the TIS and the peer review of the TIS indicated that the operation of OR 59 and Lakeview Drive would continue to function satisfactorily with the proposed right in, right out entrance on OR 59.

As we have continually sought to point, our concern is not with the ability of these intersections to handle the volume with acceptable LOS which is a given, but with the lack of consideration and assessment of the safety of the resultant traffic flow from these design decisions.

City staff have raised no concerns with the one access on Lakeview Drive to the signalized intersection and the connection of Street A to OR 59 and have supported the design as proposed.

We find no such reference in the city comments you have provided to date.

Reducing one access on Lakeview Drive may reduce the amount of vehicular trips using Lakeview and reduce the number of vehicles from the new residents in the development travelling on the 170 m stretch of Lakeview Drive to Street A.

Given that a reduced access to OR59 would force 85% of the traffic to utilize Lakeview Drive from the East exit, this statement makes no sense to us. It is only the use of the preplanned and safe West exit that has been in use for 20 years that will reduce the flow of traffic through the subdivision as dictated by the Official Plan.

With respect to comment #10 for appropriate cul de sacs and turnarounds, this is a standard condition that would only be applicable if the developer chose to phase the development such that a temporary cul de sac or turnaround was required. I do not anticipate that this is the case for this development as the completion of Street A is likely occur through the initial phase for other reasons including construction staging and watermain looping.

You will note the County's response is that the condition is " required to ensure proposed roadways have adequate turning radius/unobstructed access (without reversing) for waste collection and emergency vehicles" (including temporary ones, if/as applicable to suit subdivision phasing), indicating the ongoing requirement which makes sense given the proposed design will require all turnarounds including school busses to access private property.

The process you refer to with respect to Juliana Drive and Lampman Place is a distinct set of circumstances from the subject application. Through the City's transportation master plan, the Juliana Drive corridor was examined due to existing and planned development (over 1500+ new residential units are proposed in proximity to Juliana Drive and Norwich Avenue). The TMP recommended that a new public street serving the residential development south of Juliana be aligned

with Lampman Place to correct unsatisfactory levels of service for the Bruin Ave / Juliana and Juliana/ Norwich intersections. The TMP recommended that the existing Bruin Boulevard public ROW be modified and re-aligned to match the Lampman Place intersection to take advantage of future signalization to ensure adequate levels of service are provided.

You appear to have misinterpreted our point, which was only to point out that processes are available to assess the alternatives to a particular road design and assess its safety and impact on the public, which the planning process has failed to do in regard to access to these lands, resulting in the worst possible design. Again we will look to council for an independent review addressing our concerns.

To establish a new public street, there are two mechanisms- a Class Environmental Assessment, or dedicating lands as public highways through the registration of a plan of subdivision. The lands south of Juliana will not be subject to future subdivision applications as the lands are not required to be subdivided, though they will be subject to Official Plan Amendment and Zoning By-Law amendments. As there are no subdivision applications anticipated, there is no ability to create the public ROW through that process and consequently the City was required to use the EA process to established the public ROW for the realignment.

Regards,

Eric Gilbert, MCIP RPP
Manager of Development Planning | Community Planning
Oxford County

From: john Bell [REDACTED] >
Sent: January 21, 2025 1:57 PM
To: Eric Gilbert <egilbert@oxfordcounty.ca>
Cc: Paul Michiels <pmichiels@oxfordcounty.ca>; Marcus Ryan <mryan@oxfordcounty.ca>; Jerry Acchione <jacchione@cityofwoodstock.ca>; Daniel Major <[REDACTED]>; John Ozolins <[REDACTED]>; David King <[REDACTED]>; Bob Axon <[REDACTED]>; [REDACTED] Jesse Keith <jkeith@oxfordcounty.ca>
Subject: Re: OP23-05-8, SB23-02-8 & ZN8-23-07 (Farhi Holdings Corp.) - 401 Lakeview Drive County Comments

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Eric, thank you for providing the comments from County Public Works in regard to the revised application.

We appreciate the thoroughness of the staff comments on all aspects of this development except in regard to those in point 13 of the Comments attached

with regard to access to County Road 59.

While we appreciate that a traffic study may show acceptable levels of service (LOS) at that intersection and that the design follows accepted industry practice and that a second entrance to the property is required by the city for a development of more than 26 units, we find that the County assessment totally disregards the existence of a second full movement intersection to the property from Lakeview Drive as presently in use by the government and ignores the County By-law 5222-2010 and guidelines passed in Nov 24, 2010 which states "b) New entrances will not be permitted where one or more of the following criteria are met: i) Where access can reasonably be gained via a City, Town, Village, or Township right-of-way, with consideration given to the traffic volumes and the roadway geometrics".

As the TIS previously confirmed the ability of both an exit on Lakeview Drive and the intersection at OR59 and Lakeview to handle the proposed volume from the development, we cannot understand the logic behind that omission, or the decision to support a limited exit from the property which would further impact safety on OR59 or require significant mitigation efforts to reduce it, when a second safe full movement intersection exit already exists on Lakeview Drive.

While we appreciate that County only has responsibility for the safety of OR59, their decision also totally disregards the safety impact on the present and future local community by causing all southbound traffic to traverse along street A and through the proposed subdivision to exit from the far east exit on Lakeview Drive and back along Lakeview Drive through the existing subdivision, in order to access southbound OR59.

The attached illustrations will demonstrate our concerns.

Further, point 10 of the Proposed Draft Plan Conditions attached requires "Appropriate cul-de-sacs/turnaround areas ... are required to ensure proposed roadways have adequate turning radius/unobstructed access (without reversing) for waste collection and emergency vehicles." We note that not only does the proposed plan include no such turnaround provisions, particularly for the multitude of school busses, forcing all turnarounds to utilize private property, the requirement is only created by the restriction imposed by the limited northbound exit and would not be required if both full movement intersections on Lakeview Drive were utilized as preplanned and reserved on our subdivision Plan (41M187).

We ask that a further assessment be performed to address the design options in regard to the safety of the community and the conformity with our adjacent plan

of subdivision per section 51(24)(c) of the Planning Act, such as the one recently conducted by the city to determine the most appropriate way to allow for access to the lands adjacent to Lampman Place and Juliana Drive, which included a public/external agency consultation, an evaluation of alternative solutions and alternative design concepts, an assessment of potential impacts associated with the proposed improvements, and development of measures to mitigate identified impacts. It also included Public participation to ensure that the ongoing concerns of the public and affected groups within the study area are identified, documented and assessed. It should not be necessary for the public to contract that assessment when the issues and impact of these decisions are as significant as we have described.

We would appreciate knowing your planning opinion on this matter and a prompt response given the current progress of this application.

Thanks Eric

John Bell, Dan Major, John Ozolins, Dave King, Bob Axon, and Ted Young

From: Eric Gilbert <egilbert@oxfordcounty.ca>

Sent: January 20, 2025 4:30 PM

To: john Bell <[REDACTED]>

Cc: Planning <planning@oxfordcounty.ca>

Subject: OP23-05-8, SB23-02-8 & ZN8-23-07 (Farhi Holdings Corp.) - 401 Lakeview Drive County Comments

Good Afternoon John,

Please find below circulation comments from Oxford County Public Works Department.

We have received the peer review TIS, and I will forward it along as soon as the document is available (we are waiting for the final signed version from the consultant, and expect it this week).

Thanks,

Eric Gilbert, MCIP RPP

Manager of Development Planning | Community Planning

Oxford County

County PW has reviewed the above noted subdivision draft approval submission and have the following comments and conditions. The attached are to be provided to the engineering consultants working on the project for aid in detailed design.

Comments:

1. It's understood that proposed Block 2 (medium density) and Block 3 (high density) will be subject to future Site Plan Control applications/approvals.
2. The submitted Functional Servicing Report (FSR) used area hydrant data (pressures/flows) from 2018. Hydrant data will need to be updated as County only accepts data from the past 3 years, especially in this area which has had significant growth. The developer will be responsible for retaining an approved/certified consultant to undertake the fire hydrant flow testing under the supervision of City Water Operations staff.
3. During detailed design, full water model will be required based on the above updated hydrant data. Design and modeling analysis to consider/integrate proposed water servicing design/layout/ownership/etc. for proposed Blocks 2 and 3 (ultimately subject to Site Plan approvals).
4. As acknowledged in the FSR, watermain looping will be required. It may be worth looking into construction of a watermain from Ridgewood Dr to Street A to provide a loop, to be further assessed during detailed design.
5. Peaking factors in Section 3.1 and 3.3 of the FSR don't match.
6. First run of sanitary pipe to have 1% slope and any private sanitary servicing to follow section 1.10.3 minimum size and grade of sanitary services for all private buildings.
7. Sanitary will require a sanitary sewer design sheet (SSDS) to the intersection of Pittock Park Rd and Fredrick St. SSDS can end where

flows from subdivisions north of Pittock Reservoir enter system from Pittock Park Rd.

8. Removal of existing underground municipal services, entrance, etc. on the property (that will no longer be required for the proposed redevelopment) shall be incorporated into the design/construction to the satisfaction of the County and City.
9. Proposed sanitary sewer infrastructure, to eventually be assumed by the County (e.g. on Street A), will be subject to approval and conditions of the County's CLI-ECA for a *Municipal Sewage Collection System* (CLI-ECA #071-W601).
10. The County will review & approve any proposed storm drainage works located within County road allowance. If/as applicable, such storm drainage works will be subject to approval and conditions of the County's CLI-ECA for a *Municipal Stormwater Management System* (CLI-ECA #071-S701).
11. Proposed watermains, to eventually be assumed by the County, will be subject to associated regulatory approvals (e.g. Form 1).
12. A 3rd party technical review of the submitted Traffic Impact Study (TIS)/Parking Study (dated March 2024 by RC Spencer Associates Inc.) and Traffic Impact / Parking Study – Sensitivity Analysis (dated July 31, 2024 by RC Spencer Associates Inc.) has been completed by a reputable transportation planning/engineering company.
 1. All recommendations of the 3rd party technical review to be incorporated into an updated TIS and detailed design submission.
13. As supported by findings and conclusions of the TIS and TIS Peer Review completed by qualified professional engineers, the proposed public accesses (entrances) are considered acceptable/reasonable (and consistent with accepted industry practice) pending detailed design and ultimate implementation of such accesses in accordance with recommendations from the TIS/TIS Peer Review, all to the satisfaction of the City and County.
 1. The proposed second entrance onto Oxford Road 59 as a Right-In, Right-Out (RIRO) configuration is supported by Public Works, since a second entrance is necessary to accommodate the number of units being proposed at 401 Lakeview Dr. A full movement intersection is not preferred as a second entrance; however a RIRO road access allows for emergency response, waste collection, and winter maintenance while minimizing

potential operational issues associated with a full movement intersection.

2. Consistent with TIS Peer Review recommendations, the proposed RIRO site access shall include a right turn taper. Additional details/specifications for the proposed RIRO site access to be confirmed during detailed design phase, including consideration for incorporating a raised centre median on Oxford Road 59 versus a channelizing island.
 3. Consistent with typical development requirements, certification of all constructed works by a qualified professional engineer (retained by developer) will be required. Lakeview Drive is under the jurisdiction of the City of Woodstock; all parties to work collaboratively to ensure that accesses are constructed as per the approved design (e.g. including modifications to enable acceptable sight lines, etc.)
14. The Owner should be aware that the following County Public Works (PW) fees will be required throughout the subdivision planning/development process. Select referenced fees below are based on the current 2025 County Fees & Charges By-Law (subject to change). Fees will be based upon latest fees and by-laws at time of payment:
1. Fee of \$9,800, per phase (includes development review/file management services, clearance fees, review fees for water & wastewater connection applications required at time of building permit for each lot, etc.)
 2. Fee for County water & wastewater capacity / hydraulic modelling review, \$500 (min.)
 3. Fee for Watermain Review and Regulatory approval – Form 1, \$1,250 (per phase)
 4. Fee for Sanitary sewer review, CLI-ECA process, \$1,250 (per phase)
 5. Fee for Storm Drainage review, CLI-ECA process, \$1,250 (per phase)
 6. Inspection fees (equal to 1.6% of the supply and installation cost for applicable water/sanitary/storm infrastructure to be installed and eventually assumed by Oxford County)
 7. Fee for Watermain inspection/commissioning – Subdivision/Site Plan < 25 lots/units \$1,500 – per phase; >25 lots/units - \$2,500 per Phase

15. A Road Occupancy & Excavation Permit application and all supporting documentation will be required prior to construction of any works within County road allowance (Oxford Road 59).
16. Performance and maintenance securities to be collected to the satisfaction of City and County.

Proposed Draft Plan Conditions:

1. The Owner agrees in writing to satisfy all the requirements, financial (including payment of applicable development charges) and otherwise, of the County of Oxford regarding the installation of the water distribution system, the installation of the sanitary sewer system, and other matters pertaining to the development of the subdivision, to the satisfaction of County of Oxford Public Works.
2. Prior to the approval of the final plan by the County, the Owner shall agree in writing that all phasing of the plan of subdivision will be to the satisfaction of the City of Woodstock and County of Oxford.
3. The subdivision agreement shall make provision for the assumption and operation, by the County of Oxford, of the water distribution and sewage collection systems within the public roads noted in the draft plan subject to the approval of the County of Oxford Department of Public Works.
4. Prior to the final approval of the subdivision plan, the Owner shall receive confirmation from the County of Oxford Department of Public Works that there is sufficient capacity in the Woodstock water and sanitary sewer system to service the plan of subdivision. Confirmation shall be given in accordance with the most current "County-Wide Water and Wastewater Capacity Allocation for Residential Development" protocol, and/or to the satisfaction of Oxford County Public Works. Given that the availability of servicing capacity can change over time due to a number of factors, any conditional allocation of reserve capacity to a particular proposed development (or phase of development) by the County is not considered final approved until such time as the application(s) for that development (or phase of development) has/have been final approved (e.g. registered; Site Plan approval for proposed Blocks 2 and 3).
5. The Owner shall agree to prepare and submit for the approval of Oxford County Public Works, detailed servicing plans designed in accordance with Oxford County Design Guidelines.
6. Prior to the approval of the final plan by the County, such easements as may be required for utility and drainage purposes shall be granted to

- the appropriate authority, to the satisfaction of the City and County.
7. The Owner shall demonstrate/implement to the satisfaction of the County of Oxford that the entire subdivision, and each phase of development, shall be serviced with two independent water supply points to provide for adequate redundancy and looping for domestic and fire protection services.
 8. Prior to final approval by the County, the Owner shall properly decommission any abandoned private services (water well, cistern and/or septic system) located on the subject lands, in accordance with the Ontario Water Resources Act, R.S.O. 1990 (Ontario Regulation No. 903) and to the satisfaction of the City of Woodstock and County of Oxford Department of Public Works.
 9. Storm water drainage proposed to be directed to any County Road allowance shall be managed/attenuated to pre-development conditions to the satisfaction of Oxford County Public Works and City.
 10. Appropriate cul-de-sacs/turnaround areas (including temporary ones, if/as applicable to suit subdivision phasing) are required to ensure proposed roadways have adequate turning radius/unobstructed access (without reversing) for waste collection and emergency vehicles. Cul-de-sac design will follow all County/City Guidelines.
 11. The Owner agrees in writing, that a 0.3 m (1 ft) reserve along County Road 59 shall be conveyed to the County as required, free of all costs and encumbrances, to the satisfaction of County of Oxford Public Works.
 12. The Owner agrees in writing, to implement recommendations from the updated TIS and TIS peer review (including all amendments/upgrades required) to the satisfaction of Oxford County Public Works and the City. Current TIS has been completed using a traffic sensitivity analysis. While timelines are not confirmed, it is expected that construction on County Road 59 Bridge will be completed at the end of February 2025 while construction at the intersection of County Road 59 and Devonshire will begin in early March. Traffic counts will be required as close to but before the construction mobilizes for County Road 59 and Devonshire. These traffic counts are to be compared to the sensitivity analysis and if greater than those used the TIS will need to be updated.
 13. The Owner shall agree in the Subdivision Agreement to fund the cost of any transportation network improvements that are attributable to the Draft Plan of Subdivision to the satisfaction/approval of the City of

Woodstock and County of Oxford.

14. The Owner agrees that subdivision/site entrances and all related costs are considered local services and a direct developer responsibility.
15. The Owner agrees in writing, to implement recommendations from the Noise and Vibration Feasibility Assessment, as well as any updated assessments, to the satisfaction of Oxford County Public Works and the City. All costs associated with the study and implementation of mitigation recommendations shall be borne by Owner, to the satisfaction of the County and City.
16. The Owner agrees to implement the recommendations contained within other various technical reports (e.g. Environmental Site Assessments/Geotechnical, Functional Servicing Report, etc.) submitted in support of the subject draft plan of subdivision application, including any amendments thereto, and the preparation and submission of detailed engineering drawings and reports to the satisfaction of Oxford County and the City of Woodstock.
17. The Owner shall agree that where existing municipal infrastructure (roads, sidewalks, sewers, watermains, etc. located external to the development land) is insufficient to accommodate the proposed development, the Owner shall be required to improve and/or relocate/extend the existing infrastructure. These costs shall be borne solely by the Developer.
18. Prior to the approval of the final plan by the County, the Owner shall provide a list of all conditions of draft approval with a brief statement detailing how each condition has been satisfied, including required supporting documentation from the relevant authority, to the satisfaction of Oxford County.

Regards,

Kevin Lukawiecki, P.Eng

Development Review Engineer

519.539.9800, ext. 3117 | mobile 519.532.0172

www.oxfordcounty.ca

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Eric Gilbert

From: John Bell for [REDACTED]
Sent: February 9, 2024 3:51 PM
To: Gordon Hough
Cc: Daniel Major; John Ozolins; Bob Axon; Ted Young; David King; Eric Gilbert; Planning
Subject: Re: Planning Meeting Follow-up and Requests per 401 Lakeview Drive RE: Farhi Holdings OP23-05-8, SB23-02-8, & ZN8-23-07
Attachments: Public Works Response to OR59 - Dec 18, 2023.pdf; County Public Works Response Email.pdf

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Thank you for your response to our requests. We respond with the following concerns.

With respect to the public planning meeting, we have asked the city to confirm that the planning report, draft bylaw texts, and the draft official plan text, be made available to the public at the time the public meeting is announced, per the Planning Act, such that residents can adequately prepare to make representations at the public meeting. We request the same confirmation from you.

We appreciate that council may choose to defer consideration of the application as they see fit, and will count on them to do so in response to public and/or other concerns not adequately addressed.

You will appreciate that we continue to dispute your position that the applicant can disregard the infill requirements simply by requesting higher density for an area, just as we dispute the recent position that the applicant can refuse to utilize the only safe and Official Plan conformant exit from the property by placing a building across that exit. Our position remains that a design must be first of all conformant with the restrictions on the site, including available preplanned exits as on Lakeview Drive and unavailable exits such as OR59.

In that regard, we also take issue with the disregard of the response from County Public Works on December 18, 2023 (attached) which denied approval of the draft plan and any access to OR59, pending a revised draft plan and supporting TIS study. We are in support of the professional opinion of the County staff responsible for the safety of the public and our residents, and take exception to any action to alter those decisions as appears to be the case, given planning's subsequent response to our query of Jan 8, 2024, after receipt of those comments, that they were "working with Oxford County Public Works on their comments". We ask that you confirm, as a matter of public safety, that the applicant has now been informed of that response.

We also take issue with the apparent failure to submit our comments to the applicant, and the suggestion that we need to do that directly. Should we do so, planning would be unaware of our input and would be unable to reflect those concerns, and the applicant's response or lack thereof, in the planning report for council's consideration, which you indicate in your last paragraph is also your role.

Finally, we take issue with your position on density, addressing it only in terms of the maximum density allowed in each zone, without regard to the limitations of the site location or the mix targets in the official plan, which both tend to gate the average density to less than half that proposed.

We again request to see what comments you have sent to the applicant on our behalf, and all the responses received back from the applicant, such that we can understand the context of the final modified application at the public meeting.

We look forward to your confirmations as requested above.

Thank you from the team.

On Thu, Jan 25, 2024 at 4:04 PM Gordon Hough <ghough@oxfordcounty.ca> wrote:

Good afternoon Mr. Bell.

Regarding your correspondence of December 13, 2024, please be advised of the following with respect to the issues that you have identified:

The circulation and process of applications regarding the same proposal is standard practice of this office. This approach affords all interested parties with the materials to fully understand the nature and scale of the proposal as submitted. Further, the public meeting process employed in the City is subject to Council discretion and direction. Where Council is of the opinion that additional time is required to better address public and/or other concerns related to a proposal, it is Council's prerogative to defer that application and provide direction as they see fit. The same is true regarding the consideration of the applications (in this case the Official Plan amendment and the plan of subdivision) by County Council. The overall process and the flexibility to deal with proposals of varying complexity has, in our opinion, served the City and County well.

Regarding your concerns related to the application of the Infill policies contained in Section 7.2.4, the subject lands are not presently designated for residential use. The Official Plan amendment proposes to redesignate the lands from Community Facility to Low, Medium and High Density Residential, as set out in the proposal. The infill policies that you reference are specific to consideration of low density residential areas, including the 'general' policies that apply to 'all infill proposals'. Lands proposed to be designated for Medium and/or High Density residential use are subject to their own, specific criteria when considering new designations. The infill policies contained in Section 7.2.4 are not cross referenced with either the Medium Density or High Density policies, nor is there reference in either higher density designation to the infill policies in 7.2.4.

The applications will be addressed in the context of these policies at such time as we are satisfied that we have all of the information necessary to proceed to public meetings. Regarding the density of the development, our calculations indicate that the proposal falls within the density provisions contained in the OP for Low, Medium and High Density residential development. Again, this will be addressed further at such time as the applications proceed to public meetings via the staff report.

I have passed your correspondence along to the applicant's consultant. As Eric has noted in previous correspondence, you are welcome to contact the consultant directly (Jay McGuffin at Montieth Brown Planning Consultants) with your suggestions and/or concerns. I'd also reiterate Eric's previous comments regarding the public process and the public's participation in same, and Council's role as the decision maker regarding planning applications. The applicant is not required to compromise, agree with or otherwise amend the proposal based on any of the feedback they receive, be it from the public or other sources. Planning staff will report to both City and County Council in our professional capacity and provide recommendations as to whether the applications are consistent with provincial policy and support the strategic initiatives, objectives and policies of the Official Plan, and whether the proposal represents good land use planning with a view to comments received from all stakeholders, including public input.

Thanks GH

Gordon K Hough, RPP

Director | Community Planning

County of Oxford

P. O. Box 1614 | 21 Reeve Street

Woodstock ON N4S 7Y3

P: 519 539 0015 ext 3207 | 1 800 755 0394 ext 3207

E-mail ghough@oxfordcounty.ca

From: John Bell for <[REDACTED]>

Sent: Wednesday, December 13, 2023 8:40 PM

To: Gordon Hough <ghough@oxfordcounty.ca>

Cc: Daniel Major <[REDACTED]>; John Ozolins <[REDACTED]>; Bob Axon <[REDACTED]>; Ted Young <[REDACTED]>; David King <[REDACTED]>; Eric Gilbert <egilbert@oxfordcounty.ca>

Subject: Planning Meeting Follow-up and Requests per 401 Lakeview Drive RE: Farhi Holdings OP23-05-8, SB23-02-8, & ZN8-23-07

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

Please see the attached letter on behalf of the Alder Grange Residents.

We have also copied Woodstock Council.

Thank you

John et al.



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Eric Gilbert

From: John Bell for [REDACTED]
Sent: February 13, 2025 11:40 AM
To: Eric Gilbert
Subject: Re: Registered Plan LRO 41 - Plan (41M187)

Eric given the lack of response from the city, please include our concerns with these items in your report, for councils consideration.

Thenks
 John

On Mon, Jan 27, 2025 at 11:30 AM John Bell for [REDACTED] > wrote:
 Good Morning Harold

Thank you for getting back to us.

It was our intention to meet with you to discuss our concerns, to be able to address the questions you have asked, and to understand the City staff positions on these matters.

The attached will try and answer each of your questions based on our understanding of the application and the published laws, and hope that you can advise us of what City staff can do regarding each of these concerns. As we will be away for the next few weeks, hopefully our written response will clarify and aid you in any discussions with City staff.

Our concerns were initiated by the comments forwarded to us by Community Planning which included the City comment that "The building department is supportive of the proposed development" now confirmed by your response that "The Engineering Department has no objections to this development." Additionally Community Planning, also recently advised that "City staff have raised no concerns with the one access on Lakeview Drive to the signalized intersection and the connection of Street A to OR 59 and have supported the design as proposed."

We are not critical of the assessments performed by the City to reach these conclusions, but rather wish to point out the additional assessments we believe necessary to the review of this application for a plan of subdivision, because it has an adjacent plan of subdivision, requiring per Section 51 of the Planning Act, regard of its conformity with our subdivision plan such that those assessments can be included for Council's consideration in the Planning Report. We further recognize that our concerns are not ones the City staff would readily identify, based on an assumption the applicant would have performed his due diligence and not be making requests which cross reserves or private lands without identifying same in the application. Since that was not done by the applicant in this case, it is up to the impacted residents to bring this to your attention, which was the purpose of our request to meet.

We hope that these responses address your questions and provide the information appropriate to the City providing additional assessments and comment regarding these requests, so that they will be included and addressed in the Planning Report, and Council are reasonably informed of the City staff's recommendations to either approve or deny these requests in their consideration of the applicant's draft plan of subdivision.

Thank you on behalf of the residents

John Bell, Dan Major, John Ozolins, Dave King, Bob Axon, Ted Young

On Fri, Jan 24, 2025 at 9:58 AM Harold deHaan <hdehaan@cityofwoodstock.ca> wrote:

John,

Which requests have not been addressed in the comments provided to Community Planning are you referring to? How is this development infringing on "your" development? Where is "your" development?

The City (including the Engineering Department) has submitted its comments to the Oxford County Planning Department. If you wish to see our comments, they are included in the planning report. The Engineering Department has no objections to this development.

Harold de Haan, P.Eng.

City Engineer

City of Woodstock

PO Box 1539

944 James St.

Woodstock, ON

N4S 0A7

Office: 519 539-2382 x3112

Fax: 519 421-3250

Email: hdehaan@cityofwoodstock.ca

My working day may not be your working day. Please do not feel obliged to reply to this email outside of your normal working hours.

From: John Bell for <[REDACTED]>
Sent: Wednesday, January 22, 2025 11:20 AM
To: Harold deHaan <hdehaan@cityofwoodstock.ca>

Cc: Daniel Major <[REDACTED]>; John Ozolins <[REDACTED]>; David King
<[REDACTED]>; Bob Axon <[REDACTED]>; Ted Young <[REDACTED]>; Mayor Jerry
Acchione <mayor@cityofwoodstock.ca>
Subject: Registered Plan LRO 41 - Plan (41M187)

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Good Morning Mr. DeHaan

We represent the interests of some 400 residents with concerns regarding the design of the proposed development at 401 Lakeview, north of the subject plan, but more so the owners of properties on this Registered Plan directly impacted by the proposal.

From what we understand, this application not only proposes development of their block, but also proposes to infringe on our subdivision plan in ways that we consider unnecessary to the success of that development.

We would like to meet with you to understand the city's position on those requests which have not been addressed in the comments provided to Community Planning regarding the application.

We are available at your earliest convenience.

Thank you

John Bell, Dan Major, John Ozolins, Dave King, Bob Axon, Ted Young

Eric Gilbert

From: John Bell <[REDACTED]>
Sent: January 23, 2025 4:56 PM
To: Eric Gilbert
Cc: Paul Michiels; Marcus Ryan; Jerry Acchione; Daniel Major; John Ozolins; David King; Bob Axon; tedjoany@rogers.com; Jesse Keith; Planning
Subject: Re: OP23-05-8, SB23-02-8 & ZN8-23-07 (Farhi Holdings Corp.) - 401 Lakeview Drive County Comments

Some people who received this message don't often get email from jhbell50@hotmail.com. [Learn why this is important](#)

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Thanks Eric.

We have reviewed the subject Peer Study and find it lacking:

1. The consultant chosen has a conflict given their previous involvement in this property, and we understand previous business dealings with the applicant.
2. The study fails to assess the safety impact of the proposed intersection in the context of flow and the whole proposed development.
3. The study fails to assess the use of the alternate exit on Lakeview Drive as per the County staff response on Dec 18, 2023 denying the OR59 access
4. The study fails to recognize the adverse sight triangle on northbound OR59 created by the 18 wheelers that park in that area to access Tim Hortons.
5. The study fails to consider the safety impact of an additional exit on OR59 within the recently established Community Safety Zone.
6. The study fails to consider the safety impact of the resulting abetted illegal left turns, u-turns at Ridgewood or turnarounds at the OR17 roundabout
7. The study fails to assess the preplanned exit design at the east exit on Lakeview Drive that would avoid destruction of the end of the island and improve the proposed turning area.

These are all items that we requested back in April be included in the peer study, that are germane to council's decision on approval of this exit request, and items that would be addressed in the study we requested earlier this week which you have rejected. We also note that this study was dated and submitted to the County on Dec 18, 2024, over a month ago, leaving little time for us to obtain the independent assessment that we expected County to perform.

As I will be away until then, we have requested a Council delegation on Feb 20 to request that Council support a proper technical assessment of this design decision that goes beyond mechanical turning count and LOS calculations and considers the full safety impact of this decision and the alternatives available to improve any identified safety concerns, such that they may be fully informed prior to their decision.

John Bell, Dan Major, John Ozolins, Dave King, Bob Axon, and Ted Young

From: Eric Gilbert <egilbert@oxfordcounty.ca>
Sent: January 21, 2025 5:00 PM
To: john Bell <[REDACTED]m>
Cc: Paul Michiels <pmichiels@oxfordcounty.ca>; Marcus Ryan <mryan@oxfordcounty.ca>; Jerry Acchione <jacchione@cityofwoodstock.ca>; Daniel Major <[REDACTED]>; John Ozolins <[REDACTED]>; David King <[REDACTED]>; Bob Axon <[REDACTED]>; [REDACTED]; Jesse Keith <jkeith@oxfordcounty.ca>; Planning <planning@oxfordcounty.ca>
Subject: RE: OP23-05-8, SB23-02-8 & ZN8-23-07 (Farhi Holdings Corp.) - 401 Lakeview Drive County Comments

Hello John,

As promised, please find attached the findings of the peer review of the TIS.

Regards,

Eric Gilbert, MCIP RPP
 Manager of Development Planning | Community Planning
 Oxford County

From: Eric Gilbert
Sent: January 21, 2025 2:55 PM
To: john Bell <[REDACTED]>
Cc: Paul Michiels <pmichiels@oxfordcounty.ca>; Marcus Ryan <mryan@oxfordcounty.ca>; Jerry Acchione <jacchione@cityofwoodstock.ca>; [REDACTED]; John Ozolins <[REDACTED]>; David King <[REDACTED]>; Bob Axon <[REDACTED]>; [REDACTED]; Jesse Keith <jkeith@oxfordcounty.ca>; Planning <planning@oxfordcounty.ca>
Subject: RE: OP23-05-8, SB23-02-8 & ZN8-23-07 (Farhi Holdings Corp.) - 401 Lakeview Drive County Comments

Hello John,

As indicated in earlier emails, the County's position remains that the County Road Access By-Law gives the Director of Public Works the discretion to grant new entrances, through the review of a Planning Act application as is the case through these applications. It remains our position that the Director of Public Works' decision to allow for an additional access to County Road 59 is in accordance with that By-Law. In support of that decision, the TIS and the peer review of the TIS indicated that the operation of OR 59 and Lakeview Drive would continue to function satisfactorily with the proposed right in, right out entrance on OR 59. City staff have raised no concerns with the one access on Lakeview Drive to the signalized intersection and the connection of Street A to OR 59 and have supported the design as proposed. Reducing one access on Lakeview Drive may reduce the amount of vehicular trips using Lakeview and reduce the number of vehicles from the new residents in the development travelling on the 170 m stretch of Lakeview Drive to Street A.

With respect to comment #10 for appropriate cul de sacs and turnarounds, this is a standard condition that would only be applicable if the developer chose to phase the development such that a temporary cul de sac or

turnaround was required. I do not anticipate that this is the case for this development as the completion of Street A is likely occur through the initial phase for other reasons including construction staging and watermain looping.

The process you refer to with respect to Juliana Drive and Lampman Place is a distinct set of circumstances from the subject application. Through the City's transportation master plan, the Juliana Drive corridor was examined due to existing and planned development (over 1500+ new residential units are proposed in proximity to Juliana Drive and Norwich Avenue). The TMP recommended that a new public street serving the residential development south of Juliana be aligned with Lampman Place to correct unsatisfactory levels of service for the Bruin Ave / Juliana and Juliana/ Norwich intersections. The TMP recommended that the existing Bruin Boulevard public ROW be modified and re-aligned to match the Lampman Place intersection to take advantage of future signalization to ensure adequate levels of service are provided.

To establish a new public street, there are two mechanisms- a Class Environmental Assessment, or dedicating lands as public highways through the registration of a plan of subdivision. The lands south of Juliana will not be subject to future subdivision applications as the lands are not required to be subdivided, though they will be subject to Official Plan Amendment and Zoning By-Law amendments. As there are no subdivision applications anticipated, there is no ability to create the public ROW through that process and consequently the City was required to use the EA process to established the public ROW for the realignment.

Regards,

Eric Gilbert, MCIP RPP
Manager of Development Planning | Community Planning
Oxford County

From: john Bell <[REDACTED]>
Sent: January 21, 2025 1:57 PM
To: Eric Gilbert <egilbert@oxfordcounty.ca>
Cc: Paul Michiels <pmichiels@oxfordcounty.ca>; Marcus Ryan <mryan@oxfordcounty.ca>; Jerry Acchione <jacchione@cityofwoodstock.ca>; Daniel Major <[REDACTED]>; John Ozolins <[REDACTED]>; David King <[REDACTED]>; Bob Axon <[REDACTED]>; Jesse Keith <jkeith@oxfordcounty.ca>
Subject: Re: OP23-05-8, SB23-02-8 & ZN8-23-07 (Farhi Holdings Corp.) - 401 Lakeview Drive County Comments

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Eric, thank you for providing the comments from County Public Works in regard to the revised application.

We appreciate the thoroughness of the staff comments on all aspects of this development except in regard to those in point 13 of the Comments attached with regard to access to County Road 59.

While we appreciate that a traffic study may show acceptable levels of service (LOS) at that intersection and that the design follows accepted industry practice and that a second entrance to the property is required by the city for a development of more than 26 units, we find that the County assessment totally disregards the existence of a second full movement intersection to the property from Lakeview Drive as presently in use by the government and ignores the County By-law 5222-2010 and guidelines passed in Nov 24, 2010 which states "b) New entrances will not be permitted where one or more of the following criteria are met: i) Where access can reasonably be gained via a City, Town, Village, or Township right-of-way, with consideration given to the traffic volumes and the roadway geometrics".

As the TIS previously confirmed the ability of both an exit on Lakeview Drive and the intersection at OR59 and Lakeview to handle the proposed volume from the development, we cannot understand the logic behind that omission, or the decision to support a limited exit from the property which would further impact safety on OR59 or require significant mitigation efforts to reduce it, when a second safe full movement intersection exit already exists on Lakeview Drive.

While we appreciate that County only has responsibility for the safety of OR59, their decision also totally disregards the safety impact on the present and future local community by causing all southbound traffic to traverse along street A and through the proposed subdivision to exit from the far east exit on Lakeview Drive and back along Lakeview Drive through the existing subdivision, in order to access southbound OR59.

The attached illustrations will demonstrate our concerns.

Further, point 10 of the Proposed Draft Plan Conditions attached requires "Appropriate cul-de-sacs/turnaround areas ... are required to ensure proposed roadways have adequate turning radius/unobstructed access (without reversing) for waste collection and emergency vehicles." We note that not only does the proposed plan include no such turnaround provisions, particularly for the multitude of school busses, forcing all turnarounds to utilize private property, the requirement is only created by the restriction imposed by the limited northbound exit and would not be required if both full movement intersections on Lakeview Drive were utilized as preplanned and reserved on our subdivision Plan (41M187).

We ask that a further assessment be performed to address the design options in regard to the safety of the community and the conformity with our adjacent plan of subdivision per section 51(24)(c) of the Planning Act, such as the one recently conducted by the city to determine the most appropriate way to allow for access to the lands adjacent to Lampman Place and Juliana Drive, which included a public/external agency consultation, an evaluation of alternative solutions and alternative design concepts, an assessment of potential impacts associated with the proposed improvements, and development of measures to mitigate identified impacts. It also included Public participation to ensure that the ongoing concerns of the public and affected groups within the study area are identified, documented and assessed. It should not be necessary for the public to contract that assessment when the issues and impact of these decisions are as significant as we have described.

We would appreciate knowing your planning opinion on this matter and a prompt response given the current progress of this application.

Thanks Eric

John Bell, Dan Major, John Ozolins, Dave King, Bob Axon, and Ted Young

From: Eric Gilbert <egilbert@oxfordcounty.ca>

Sent: January 20, 2025 4:30 PM

To: john Bell <[REDACTED]>

Cc: Planning <planning@oxfordcounty.ca>

Subject: OP23-05-8, SB23-02-8 & ZN8-23-07 (Farhi Holdings Corp.) - 401 Lakeview Drive County Comments

Good Afternoon John,

Please find below circulation comments from Oxford County Public Works Department.

We have received the peer review TIS, and I will forward it along as soon as the document is available (we are waiting for the final signed version from the consultant, and expect it this week).

Thanks,

Eric Gilbert, MCIP RPP
Manager of Development Planning | Community Planning
Oxford County

County PW has reviewed the above noted subdivision draft approval submission and have the following comments and conditions. The attached are to be provided to the engineering consultants working on the project for aid in detailed design.

Comments:

1. It's understood that proposed Block 2 (medium density) and Block 3 (high density) will be subject to future Site Plan Control applications/approvals.
2. The submitted Functional Servicing Report (FSR) used area hydrant data (pressures/flows) from 2018. Hydrant data will need to be updated as County only accepts data from the past 3 years, especially in this area which has had significant growth. The developer will be responsible for retaining an approved/certified consultant to undertake the fire hydrant flow testing under the supervision of City Water Operations staff.
3. During detailed design, full water model will be required based on the above updated hydrant data. Design and modeling analysis to consider/integrate proposed water servicing design/layout/ownership/etc. for proposed Blocks 2 and 3 (ultimately subject to Site Plan approvals).
4. As acknowledged in the FSR, watermain looping will be required. It may be worth looking into construction of a watermain from Ridgewood Dr to Street A to provide a loop, to be further assessed during detailed design.
5. Peaking factors in Section 3.1 and 3.3 of the FSR don't match.
6. First run of sanitary pipe to have 1% slope and any private sanitary servicing to follow section 1.10.3 minimum size and grade of sanitary services for all private buildings.
7. Sanitary will require a sanitary sewer design sheet (SSDS) to the intersection of Pittock Park Rd and Fredrick St. SSDS can end where flows from subdivisions north of Pittock Reservoir enter system from Pittock Park Rd.
8. Removal of existing underground municipal services, entrance, etc. on the property (that will no longer be required for the proposed redevelopment) shall be incorporated into the design/construction to the satisfaction of the County and City.
9. Proposed sanitary sewer infrastructure, to eventually be assumed by the County (e.g. on Street A), will be subject to approval and conditions of the County's CLI-ECA for a *Municipal Sewage Collection System* (CLI-ECA #071-W601).
10. The County will review & approve any proposed storm drainage works located within County road allowance. If/as applicable, such storm drainage works will be subject to approval and conditions of the County's CLI-ECA for a *Municipal Stormwater Management System* (CLI-ECA #071-S701).

11. Proposed watermain, to eventually be assumed by the County, will be subject to associated regulatory approvals (e.g. Form 1).
12. A 3rd party technical review of the submitted Traffic Impact Study (TIS)/Parking Study (dated March 2024 by RC Spencer Associates Inc.) and Traffic Impact / Parking Study – Sensitivity Analysis (dated July 31, 2024 by RC Spencer Associates Inc.) has been completed by a reputable transportation planning/engineering company.
 1. All recommendations of the 3rd party technical review to be incorporated into an updated TIS and detailed design submission.
13. As supported by findings and conclusions of the TIS and TIS Peer Review completed by qualified professional engineers, the proposed public accesses (entrances) are considered acceptable/reasonable (and consistent with accepted industry practice) pending detailed design and ultimate implementation of such accesses in accordance with recommendations from the TIS/TIS Peer Review, all to the satisfaction of the City and County.
 1. The proposed second entrance onto Oxford Road 59 as a Right-In, Right-Out (RIRO) configuration is supported by Public Works, since a second entrance is necessary to accommodate the number of units being proposed at 401 Lakeview Dr. A full movement intersection is not preferred as a second entrance; however a RIRO road access allows for emergency response, waste collection, and winter maintenance while minimizing potential operational issues associated with a full movement intersection.
 2. Consistent with TIS Peer Review recommendations, the proposed RIRO site access shall include a right turn taper. Additional details/specifications for the proposed RIRO site access to be confirmed during detailed design phase, including consideration for incorporating a raised centre median on Oxford Road 59 versus a channelizing island.
 3. Consistent with typical development requirements, certification of all constructed works by a qualified professional engineer (retained by developer) will be required. Lakeview Drive is under the jurisdiction of the City of Woodstock; all parties to work collaboratively to ensure that accesses are constructed as per the approved designed (e.g. including modifications to enable acceptable sight lines, etc.)
14. The Owner should be aware that the following County Public Works (PW) fees will be required throughout the subdivision planning/development process. Select referenced fees below are based on the current 2025 County Fees & Charges By-Law (subject to change). Fees will be based upon latest fees and by-laws at time of payment:
 1. Fee of \$9,800, per phase (includes development review/file management services, clearance fees, review fees for water & wastewater connection applications required at time of building permit for each lot, etc.)
 2. Fee for County water & wastewater capacity / hydraulic modelling review, \$500 (min.)
 3. Fee for Watermain Review and Regulatory approval – Form 1, \$1,250 (per phase)
 4. Fee for Sanitary sewer review, CLI-ECA process, \$1,250 (per phase)
 5. Fee for Storm Drainage review, CLI-ECA process, \$1,250 (per phase)
 6. Inspection fees (equal to 1.6% of the supply and installation cost for applicable water/sanitary/storm infrastructure to be installed and eventually assumed by Oxford County)
 7. Fee for Watermain inspection/commissioning – Subdivision/Site Plan < 25 lots/units \$1,500 – per phase; >25 lots/units - \$2,500 per Phase
15. A Road Occupancy & Excavation Permit application and all supporting documentation will be required prior to construction of any works within County road allowance (Oxford Road 59).
16. Performance and maintenance securities to be collected to the satisfaction of City and County.

Proposed Draft Plan Conditions:

1. The Owner agrees in writing to satisfy all the requirements, financial (including payment of applicable development charges) and otherwise, of the County of Oxford regarding the installation of the water distribution system, the installation of the sanitary sewer system, and other matters pertaining to the development of the subdivision, to the satisfaction of County of Oxford Public Works.
2. Prior to the approval of the final plan by the County, the Owner shall agree in writing that all phasing of the plan of subdivision will be to the satisfaction of the City of Woodstock and County of Oxford.
3. The subdivision agreement shall make provision for the assumption and operation, by the County of Oxford, of the water distribution and sewage collection systems within the public roads noted in the draft plan subject to the approval of the County of Oxford Department of Public Works.
4. Prior to the final approval of the subdivision plan, the Owner shall receive confirmation from the County of Oxford Department of Public Works that there is sufficient capacity in the Woodstock water and sanitary sewer system to service the plan of subdivision. Confirmation shall be given in accordance with the most current "County-Wide Water and Wastewater Capacity Allocation for Residential Development" protocol, and/or to the satisfaction of Oxford County Public Works. Given that the availability of servicing capacity can change over time due to a number of factors, any conditional allocation of reserve capacity to a particular proposed development (or phase of development) by the County is not considered final approved until such time as the application(s) for that development (or phase of development) has/have been final approved (e.g. registered; Site Plan approval for proposed Blocks 2 and 3).
5. The Owner shall agree to prepare and submit for the approval of Oxford County Public Works, detailed servicing plans designed in accordance with Oxford County Design Guidelines.
6. Prior to the approval of the final plan by the County, such easements as may be required for utility and drainage purposes shall be granted to the appropriate authority, to the satisfaction of the City and County.
7. The Owner shall demonstrate/implement to the satisfaction of the County of Oxford that the entire subdivision, and each phase of development, shall be serviced with two independent water supply points to provide for adequate redundancy and looping for domestic and fire protection services.
8. Prior to final approval by the County, the Owner shall properly decommission any abandoned private services (water well, cistern and/or septic system) located on the subject lands, in accordance with the Ontario Water Resources Act, R.S.O. 1990 (Ontario Regulation No. 903) and to the satisfaction of the City of Woodstock and County of Oxford Department of Public Works.
9. Storm water drainage proposed to be directed to any County Road allowance shall be managed/attenuated to pre-development conditions to the satisfaction of Oxford County Public Works and City.
10. Appropriate cul-de-sacs/turnaround areas (including temporary ones, if/as applicable to suit subdivision phasing) are required to ensure proposed roadways have adequate turning radius/unobstructed access (without reversing) for waste collection and emergency vehicles. Cul-de-sac design will follow all County/City Guidelines.
11. The Owner agrees in writing, that a 0.3 m (1 ft) reserve along County Road 59 shall be conveyed to the County as required, free of all costs and encumbrances, to the satisfaction of County of Oxford Public Works.
12. The Owner agrees in writing, to implement recommendations from the updated TIS and TIS peer review (including all amendments/upgrades required) to the satisfaction of Oxford County Public Works and the City. Current TIS has been completed using a traffic sensitivity analysis. While timelines are not confirmed, it is expected that construction on County Road 59 Bridge will be

completed at the end of February 2025 while construction at the intersection of County Road 59 and Devonshire will begin in early March. Traffic counts will be required as close to but before the construction mobilizes for County Road 59 and Devonshire. These traffic counts are to be compared to the sensitivity analysis and if greater than those used the TIS will need to be updated.

13. The Owner shall agree in the Subdivision Agreement to fund the cost of any transportation network improvements that are attributable to the Draft Plan of Subdivision to the satisfaction/approval of the City of Woodstock and County of Oxford.
14. The Owner agrees that subdivision/site entrances and all related costs are considered local services and a direct developer responsibility.
15. The Owner agrees in writing, to implement recommendations from the Noise and Vibration Feasibility Assessment, as well as any updated assessments, to the satisfaction of Oxford County Public Works and the City. All costs associated with the study and implementation of mitigation recommendations shall be borne by Owner, to the satisfaction of the County and City.
16. The Owner agrees to implement the recommendations contained within other various technical reports (e.g. Environmental Site Assessments/Geotechnical, Functional Servicing Report, etc.) submitted in support of the subject draft plan of subdivision application, including any amendments thereto, and the preparation and submission of detailed engineering drawings and reports to the satisfaction of Oxford County and the City of Woodstock.
17. The Owner shall agree that where existing municipal infrastructure (roads, sidewalks, sewers, watermain, etc. located external to the development land) is insufficient to accommodate the proposed development, the Owner shall be required to improve and/or relocate/extend the existing infrastructure. These costs shall be borne solely by the Developer.
18. Prior to the approval of the final plan by the County, the Owner shall provide a list of all conditions of draft approval with a brief statement detailing how each condition has been satisfied, including required supporting documentation from the relevant authority, to the satisfaction of Oxford County.

Regards,

Kevin Lukawiecki, P.Eng

Development Review Engineer

519.539.9800, ext. 3117 | mobile 519.532.0172

www.oxfordcounty.ca

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Eric Gilbert

From: Eric Gilbert
Sent: March 8, 2024 9:21 AM
To: Planning
Subject: FW: Planning Meeting Follow-up and Requests per 401 Lakeview Drive RE: Farhi Holdings OP23-05-8, SB23-02-8, & ZN8-23-07

From: Chloe Senior <csenior@oxfordcounty.ca>
Sent: Friday, March 8, 2024 9:19 AM
To: John Bell for <[REDACTED]>
Cc: Eric Gilbert <egilbert@oxfordcounty.ca>
Subject: RE: Planning Meeting Follow-up and Requests per 401 Lakeview Drive RE: Farhi Holdings OP23-05-8, SB23-02-8, & ZN8-23-07

Good morning Mr. Bell;
 I have spoken to the Planner who has indicated he will include your correspondence on the Planning report once it's available. I have copied Eric on this message as well.

Thank you,

Chloé Senior | Clerk
 (She/Her/Hers)

519.539.9800, ext. 3001 | 1.800.755.0394

www.oxfordcounty.ca

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From: John Bell for <[REDACTED]>
Sent: Thursday, March 7, 2024 5:22 PM
To: Chloe Senior <csenior@oxfordcounty.ca>
Subject: Fwd: Planning Meeting Follow-up and Requests per 401 Lakeview Drive RE: Farhi Holdings OP23-05-8, SB23-02-8, & ZN8-23-07

It has been suggested that we forward our response to the subject reponse and its attachments to the County Clerk for inclusion in the file regarding OP23-05-8, SB23-02-8 & ZN9-23-07 - 401 Lakeview Drive, Woodstock

Thank you

----- Forwarded message -----

From: John Bell for <[REDACTED]>
Date: Fri, Feb 9, 2024 at 3:50 PM

Subject: Re: Planning Meeting Follow-up and Requests per 401 Lakeview Drive RE: Farhi Holdings OP23-05-8, SB23-02-8, & ZN8-23-07

To: Gordon Hough <ghough@oxfordcounty.ca>

Cc: Daniel Major <[REDACTED]>, John Ozolins <[REDACTED]>, Bob Axon <[REDACTED]>, Ted Young <[REDACTED]>, David King <[REDACTED]>, Eric Gilbert <egilbert@oxfordcounty.ca>, Planning <planning@oxfordcounty.ca>

Thank you for your response to our requests. We respond with the following concerns.

With respect to the public planning meeting, we have asked the city to confirm that the planning report, draft bylaw texts, and the draft official plan text, be made available to the public at the time the public meeting is announced, per the Planning Act, such that residents can adequately prepare to make representations at the public meeting. We request the same confirmation from you.

We appreciate that council may choose to defer consideration of the application as they see fit, and will count on them to do so in response to public and/or other concerns not adequately addressed.

You will appreciate that we continue to dispute your position that the applicant can disregard the infill requirements simply by requesting higher density for an area, just as we dispute the recent position that the applicant can refuse to utilize the only safe and Official Plan conformant exit from the property by placing a building across that exit. Our position remains that a design must be first of all conformant with the restrictions on the site, including available preplanned exits as on Lakeview Drive and unavailable exits such as OR59.

In that regard, we also take issue with the disregard of the response from County Public Works on December 18, 2023 (attached) which denied approval of the draft plan and any access to OR59, pending a revised draft plan and supporting TIS study. We are in support of the professional opinion of the County staff responsible for the safety of the public and our residents, and take exception to any action to alter those decisions as appears to be the case, given planning's subsequent response to our query of Jan 8, 2024, after receipt of those comments, that they were "working with Oxford County Public Works on their comments". We ask that you confirm, as a matter of public safety, that the applicant has now been informed of that response.

We also take issue with the apparent failure to submit our comments to the applicant, and the suggestion that we need to do that directly. Should we do so, planning would be unaware of our input and would be unable to reflect those concerns, and the applicant's response or lack thereof, in the planning report for council's consideration, which you indicate in your last paragraph is also your role.

Finally, we take issue with your position on density, addressing it only in terms of the maximum density allowed in each zone, without regard to the limitations of the site location or the mix targets in the official plan, which both tend to gate the average density to less than half that proposed.

We again request to see what comments you have sent to the applicant on our behalf, and all the responses received back from the applicant, such that we can understand the context of the final modified application at the public meeting.

We look forward to your confirmations as requested above.

Thank you from the team.

On Thu, Jan 25, 2024 at 4:04 PM Gordon Hough <ghough@oxfordcounty.ca> wrote:

Good afternoon Mr. Bell.

Regarding your correspondence of December 13, 2024, please be advised of the following with respect to the issues that you have identified:

The circulation and process of applications regarding the same proposal is standard practice of this office. This approach affords all interested parties with the materials to fully understand the nature and scale of the proposal as submitted. Further, the public meeting process employed in the City is subject to Council discretion and direction. Where Council is of the opinion that additional time is required to better address public and/or other concerns related to a proposal, it is Council's prerogative to defer that application and provide direction as they see fit. The same is true regarding the consideration of the applications (in this case the Official Plan amendment and the plan of subdivision) by County Council. The overall process and the flexibility to deal with proposals of varying complexity has, in our opinion, served the City and County well.

Regarding your concerns related to the application of the Infill policies contained in Section 7.2.4, the subject lands are not presently designated for residential use. The Official Plan amendment proposes to redesignate the lands from Community Facility to Low, Medium and High Density Residential, as set out in the proposal. The infill policies that you reference are specific to consideration of low density residential areas, including the 'general' policies that apply to 'all infill proposals'. Lands proposed to be designated for Medium and/or High Density residential use are subject to their own, specific criteria when considering new designations. The infill policies contained in Section 7.2.4 are not cross referenced with either the Medium Density or High Density policies, nor is there reference in either higher density designation to the infill policies in 7.2.4.

The applications will be addressed in the context of these policies at such time as we are satisfied that we have all of the information necessary to proceed to public meetings. Regarding the density of the development, our calculations indicate that the proposal falls within the density provisions contained in the OP for Low, Medium and High Density residential development. Again, this will be addressed further at such time as the applications proceed to public meetings via the staff report.

I have passed your correspondence along to the applicant's consultant. As Eric has noted in previous correspondence, you are welcome to contact the consultant directly (Jay McGuffin at Montieth Brown Planning Consultants) with your suggestions and/or concerns. I'd also reiterate Eric's previous comments regarding the public process and the public's participation in same, and Council's role as the decision maker regarding planning applications. The applicant is not required to compromise, agree with or otherwise amend the proposal based on any of the feedback they receive, be it from the public or other sources. Planning staff will report to both City and County Council in our professional capacity and provide recommendations as to whether the applications are consistent with provincial policy and support the strategic initiatives, objectives

and policies of the Official Plan, and whether the proposal represents good land use planning with a view to comments received from all stakeholders, including public input.

Thanks GH

Gordon K Hough, RPP

Director | Community Planning

County of Oxford

P. O. Box 1614 | 21 Reeve Street

Woodstock ON N4S 7Y3

P: 519 539 0015 ext 3207 | 1 800 755 0394 ext 3207

E-mail ghough@oxfordcounty.ca

From: John Bell for <[REDACTED]>

Sent: Wednesday, December 13, 2023 8:40 PM

To: Gordon Hough <ghough@oxfordcounty.ca>

Cc: Daniel Major <[REDACTED]>; John Ozolins <[REDACTED]>; Bob Axon <[REDACTED]>;
Ted Young <[REDACTED]>; David King <[REDACTED]>; Eric Gilbert
<egilbert@oxfordcounty.ca>

Subject: Planning Meeting Follow-up and Requests per 401 Lakeview Drive RE: Farhi Holdings OP23-05-8, SB23-02-8, & ZN8-23-07

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Please see the attached letter on behalf of the Alder Grange Residents.

We have also copied Woodstock Council.

Thank you

John et al.



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Eric Gilbert

From: john Bell [REDACTED]
Sent: November 15, 2023 11:00 AM
To: Justin Miller
Cc: Eric Gilbert; Planning
Subject: RE: Farhi Holdings OP23-05-8,SB23-02-8,ZN8-23-07

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Hi Justin. Thanks for your quick response. I know how busy you guys are!

Your reply leaves me in a dilemma. The community has many concerns with the proposal and lots of emotion, but as an engineer and a planner I know that the only way of successfully guiding the development of this property to a reasonable conclusion is to address the divergence of this proposal from the standards and bylaws we rely upon to protect our quality of place.

As expressed in the recent Council Strategy meeting, the Official Plan and Bylaws have served us well and many of the principles now espoused by the government have been in place in Oxford for many years. They have protected our quality of place and been flexible in permitting minor variances where circumstance and common sense dictate.

As residents, we look to the planning department to administer those protections and my wish is to go back to my neighbours with the assurance that the process not only provides for appropriate consultation and consideration of legitimate concerns within those principles and standards but also assurance that the department is already addressing the requested divergences from those standards and bylaws, and opposing their extremes.

I appreciate the time you have taken to detail the process, however I am left with the understanding that the process offers no pre consultation with the impacted community; that no detail will be provided until the planning report is posted the day before the planning meeting; and the planning report will be dated for the next council meeting, indicating it is already complete, leaving little time for consultation and consideration of any resident concerns prior to council.

That means that our opportunities are:

1. input to the planning department now (as you suggest), without consultation or response, and based on no information;
2. at the planning meeting, in the midst of a crowded agenda, based on a verbal presentation that just occurred; or
3. to council, in the midst of their busy agenda, after having only a week to analyse and respond to the planning report.

None of these provide residents with the information they need to understand the proposal in sufficient detail or provide sufficient time to identify their issues and present them to council in a meaningful way.

These process realities create an untenable situation for the public interest.

With respect to the department's position on this proposal, I look to Eric for the detail. I have no doubt that the applicant has a good understanding, based on simple informal dialog, whether the department is currently approving of their variances and divergences from the official plan and at what point the application will proceed. As such they are in a position to determine how best to present their arguments in favour of their proposal to the public and council. While I appreciate that the department's final position will not be stated formally until the planning report and meeting, we as residents must be privy to the departments current position on the overall all proposal and each of the requests in order to be in the same position.

Without that knowledge, we are placed at a disadvantage to the applicant and I am unable to go back to my neighbours with sufficient information to determine how to represent ourselves to either the planning department or to council.

I therefore rephrase my previous questions, to both of you, in order to correct that public disadvantage:

1. What is the department's current position on each of the variances?
2. What is the department's current position on the overall proposal with respect to the official plan policies, particularly density and zone transitions?
3. Will the department provide a copy of the planning report along with notice of the public meeting 20 days prior so residents have sufficient time to understand the proposal and formulate their concerns prior to the public meeting?
4. Will the department formally respond to resident concerns tabled at the public meeting, prior to acknowledging them at the council meeting
5. Will the department delay presentation of their final recommendations to council should residents request additional time to review the planning report or the department responses to the public meeting concerns.

While I appreciate the offer to table our concerns as soon as possible, we do not have the information to do so at this point, other than to state the proposal as presented in the notice appears extreme in terms of variances, densities, parking and zone transitions compared to the prior government application OP 21-07-8 & ZN 8-21-08 which represented a form of gentle intensification with 114 units rather than the currently proposed two and a half times greater 270 units. Our only option at this time is to know the positions you propose to take on our behalf with respect to the official plan policies and bylaws and respond with any concerns we may have should we believe those positions do not adequately protect our interests.

My hope is that this will start a meaningful dialog leading to resident support for a reasonable proposal for the development of these lands.

Could you also please send me the reports provided by the applicant with the application as detailed in your reply.

Thanks for your help on this.

John

On Nov 14, 2023 11:33, Justin Miller <jdmiller@oxfordcounty.ca> wrote:

Hi John,

Eric Gilbert (copied on this email) has been the primary contact for this file; however, because many of these questions are simply process related, I will attempt to answer them below in red.

If you have any further questions, do not hesitate to contact Eric or myself.

Justin Miller

Development Planner

Community Planning

County of Oxford

21 Reeve St

Woodstock, ON N4S 7Y3

P: 519-539-9800 x3210

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From: Planning <planning@oxfordcounty.ca>
Sent: Monday, November 13, 2023 10:36 AM
To: Justin Miller <jdmiller@oxfordcounty.ca>
Subject: FW: Farhi Holdings OP23-05-8,SB23-02-8,ZN8-23-07

ALYSA

From: john Bell <[REDACTED]>
Sent: Monday, November 13, 2023 10:13 AM
To: Planning <planning@oxfordcounty.ca>
Subject: Farhi Holdings OP23-05-8,SB23-02-8,ZN8-23-07

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Attn: Justin Miller

Thank you for the subject notice and opportunity to obtain clarification.

After review with neighbours, this proposal will have a significant impact on our community. To how best to work with the department, we have the following questions to better understand your process.

1 . We understand recent changes to the Planning Act introduced through the Smart Growth for Our Communities Act, require a public consultation strategy for applications for Official Plan Amendment, Zoning By-law Amendment or Draft Plan of Subdivision before the application is deemed to be 'complete' as Defined by the Planning Act. Given the significant change in nature of this application to the previous one for this property, what consultation was accepted by the department as fulfillment of that requirement? We are not aware of any notice or opportunity to consult on this proposal.

Applications for plans of subdivision, zoning bylaw amendment and official plan amendment typically follow the same public consultation processes where residents within 120 m are circulated the notice of complete application and will be circulated the notice of public meeting. Further, as part of the public process, the application will appear before both Woodstock Council and Oxford County Council where members of the public will be able to express their support of objections to the proposal.

2. What is the date of the completed application, and by what date must the city decide on it's approval? We understand that the city only has 120 days.

Are the applications separate or all on the same schedule? The notice of complete applications has been dated October 13, 2023. I anticipate that all of the applications will proceed to the Councils together (first City, then County).

3 . We understand that we must be given 20 days notice of the public meeting. Will the planning report be provided at the time of that notice as well?

Generally, the planning report is only made available on the City or County website on the Friday before the respective meeting. The Public Notice you receive before the meeting will provide you with the purpose and effect of the applications, a brief description of the applications, the location of the subject lands, and the date, time and location of the meeting(s).

4. What will be the period afforded residents to review this proposal after details are made available after presentation of the planning report at the public meeting and the department taking this proposal to council for approval?

At the City's public meeting (usually a Monday) the planning applications will be presented and Council members will hear from any members of the public regarding the applications. The regular Council meeting is usually a few days later on the Thursday and Council will make a decision on the application (largely based on information from the public meeting) at that time. Following the City's decision (should it be supportive of the applications), the Official Plan amendment and plan of subdivision applications will be heard by County Council; similarly, County Council will hear any comments from the public, but will make a decision on the same day. Following the decisions, there are 20 day appeal periods where parties with status may appeal the decisions to the Province if they choose to. Following the appeal periods, if there are no appeals, the decisions regarding the applications come into effect.

5. To what degree is the form of the proposal consistent with the guidance given the developer by the planning department? Blocks/units/zones.

Generally, the formal advice provided to the developer is contained in the City's zoning bylaw and the County's Official Plan. The subject lands are both zoned Community Facility in the zoning bylaw and designated Community Facility in the official plan. It is my understanding that the Province had initially intended to redesignate the subject lands for residential uses before selling to a private entity, but it doesn't appear that happened. In support of the applications, the proponent has provided a planning justification report, an archeological assessment, a traffic impact and parking study, a functional servicing report, a noise feasibility study, a tree preservation report, a tree planting plan, a shadow study, and an environmental site assessment.

6. To what degree are special provisions requested in the application consistent with the guidance given the developer by the planning department for each variance in each block?

No formal comments have been provided to the developer; our official comments are typically provided through the review process and/or report.

7. What actions are available to the department where the application conflicts with the direction and guidance given by the department?

Staff make recommendations to City and County Councils based on the information provided and the relevant planning and legislative framework, but the Councils are the decision-making bodies.

8. What is the process by which residents can consult with the department to initiate changes to the proposal that adversely impact the community?

The public can provide comments directly to the planning department and/or the public can provide comments directly to the Councils at the public meetings. If you have concerns, I recommend that you provide those comments in writing as soon as possible – this may give staff and/or the applicant time to respond to the concerns; additionally, those concerns can be attached to the planning report for Council's consideration.

We ask for your prompt attention as we would like to review your response at our next meeting.

Thank you.

John Bell

From: [john Bell](#)
To: [Planning](#)
Subject: Farhi Holdings OP23-05-8,SB23-02-8,ZN8-23-07
Date: November 13, 2023 10:14:26 AM

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Attn: Justin Miller

Thank you for the subject notice and opportunity to obtain clarification.

After review with neighbours, this proposal will have a significant impact on our community. To how best to work with the department, we have the following questions to better understand your process.

- 1 . We understand recent changes to the Planning Act introduced through the Smart Growth for Our Communities Act, require a public consultation strategy for applications for Official Plan Amendment, Zoning By-law Amendment or Draft Plan of Subdivision before the application is deemed to be 'complete' as Defined by the Planning Act. Given the significant change in nature of this application to the previous one for this property, what consultation was accepted by the department as fulfillment of that requirement? We are not aware of any notice or opportunity to consult on this proposal.
2. What is the date of the completed application, and by what date must the city decide on it's approval? We understand that the city only has 120 days.
Are the applications separate or all on the same schedule?
- 3 . We understand that we must be given 20 days notice of the public meeting. Will the planning report be provided at the time of that notice as well?
4. What will be the period afforded residents to review this proposal after details are made available after presentation of the planning report at the public meeting and the department taking this proposal to council for approval?
5. To what degree is the form of the proposal consistent with the guidance given the developer by the planning department? Blocks/units/zones.
6. To what degree are special provisions requested in the application consistent with the guidance given the developer by the planning department for each variance in each block?
7. What actions are available to the department where the application conflicts with the direction and guidance given by the department?
8. What is the process by which residents can consult with the department to initiate changes to the proposal that adversely impact the community?

We ask for your prompt attention as we would like to review your response at our next meeting.

Thank you.

John Bell

County of Oxford, P.O Box 1614, 21 Reeve Street, Woodstock Ont. N4S 7Y3. January 28, 2025

Att: Jerry Acchione, Mayor, Council: Deb Tait, Bernia Martin, Connie Lauder, Mark Schadenberg, Kate Leatherbarrow, and Liz Wismer-Van Meer

Mr. Jerry Acchione Mayor, and Council members

Regarding the letter I received from Eric Gilbert, Manager Development Planning / Community Planning, Oxford County dated October 30, 2024 for revised applications for official Plan Amendment, Draft Plan of Subdivision Approval and Zone change from Farhi's Holdings Corporation for 401 Lakeview Drive, Woodstock.

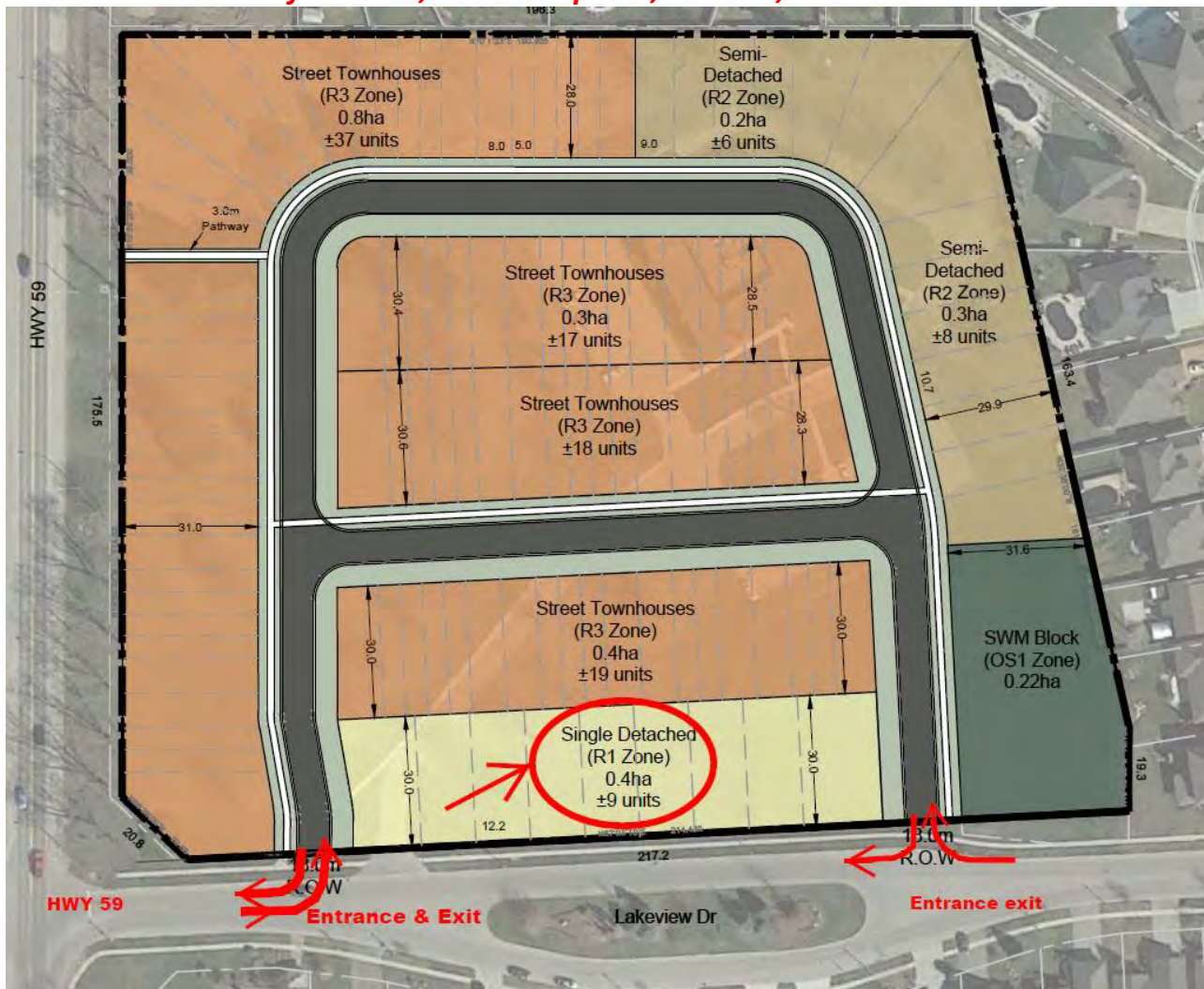
Before I make comments on the new Farhi amended application I like to discuss briefly the good Draft Plan from **His Majesty the King & Government of the Province of Ontario**, GSP Group Inc., June 23, 2021. See View 1 below. It was reasonable for Low Density Residential, 114 Units. This would blend in with the Alder Grange established community around it. Most of the large healthy trees near Hwy 59 can be preserved. I think it is easily accepted by the Alder Grange community with residential R1 zoning. For this plan the lots sizes on Lakeview drive for the single detached were smaller, but still blends in reasonably well with Alder Grange community. Two nice exit/entry on 401 Lakeview Dr., one west end and one east end lot see View 2 & 1 below. The west end "First Access" near Hwy 59 will have the brunt of the traffic to Hwy 59 with much less interference. The R1 Zone Single Detached 9 units facing Lakeview Dr. is attractive. The traffic would be much lower around the Island with the 114 units, and manageable with the two exit/entries, See View 1 and 2 below.

The revised applications for official Plan Amendment, Draft Plan from **Farhi Holdings Corporation**, October, 30, 2024 still remains **completely opposite to the original Province of Ontario**, GSP Group Inc., June 23, 2021, **for blending in with the established community around it**. For Lakeview Drive I find the plan by GSP Group much more acceptable for Alder Grange Community. See View 1 & 2.

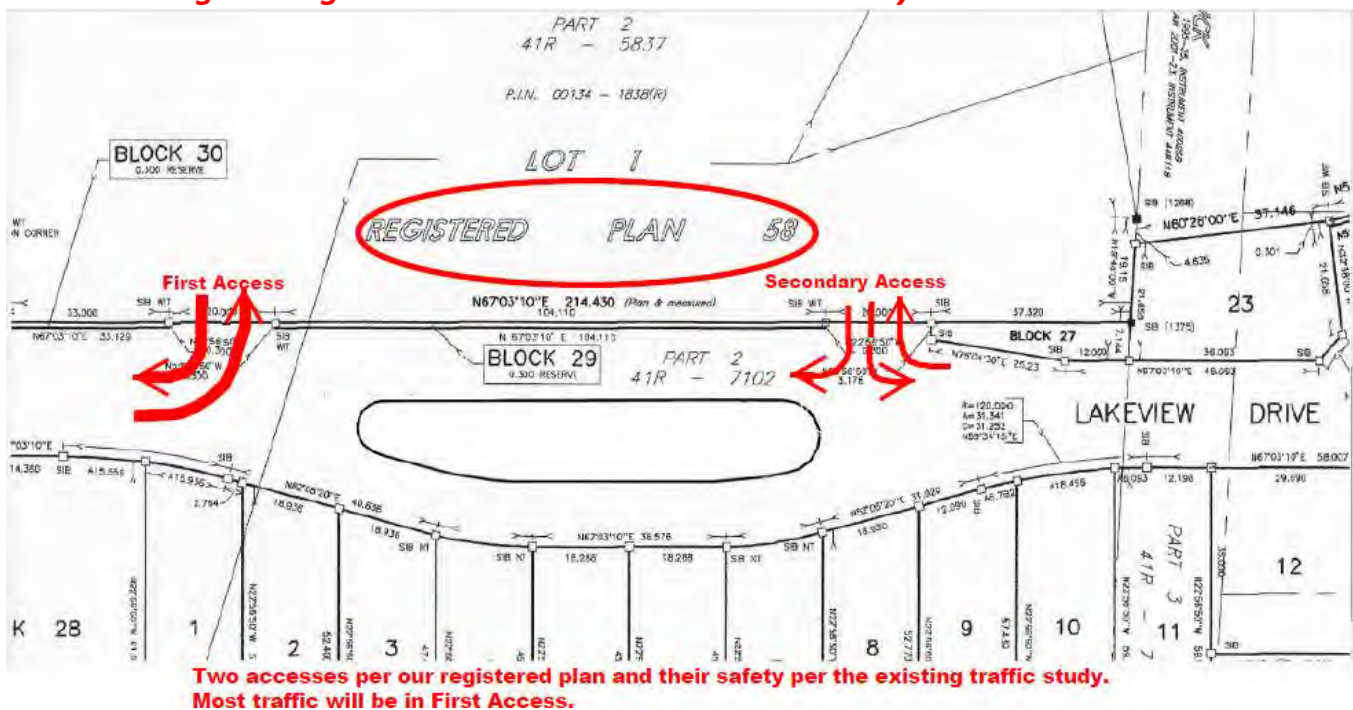
The new revised Farhi plan still includes the (2) high-density apartment buildings for 160 units and now includes 4 storey stacked town houses for 68 Units would not blend in with the Alder Grange single dwelling neighborhood. The revised amended version, see View 4 and 3 includes 254 units residents compared to 114 **Province of Ontario**, GSP Group Inc plan., June 23, 2021. See View 1 and 2.

Finally, where I live 424 Lakeview Dr. looking across the street there, we face Farhi's latest revised draft plan a 4 storey, 10 stacked town houses for 20 units. It would remain an eye sore, like a wall compared to the maximum 2 storey residential Zone 1 Alder Grange subdivision along Lakeview drive. The 4 storey, 10 stacked town houses for 20 units should be replaced with maximum 2 storey residential Zone 1 or attractive townhouses maximum two stories like the rest of Lakeview Dr. See View 4. The single entrance/exit to Lakeview will be too busy, see View 3 below. The (2) 7 storey apartments building west end of Lakeview are the highest number of stories for any building north of the Thames River in Woodstock, why not 5 stories. See View 4. With all the 254 units with possible 500 cars, in addition to service vehicles, taxis and buses it will be too congested for only 1 main entrance/exit on Lakeview Dr. since almost all southbound traffic exiting on Hwy 59 will use the exit on Lakeview Dr. See View 3.

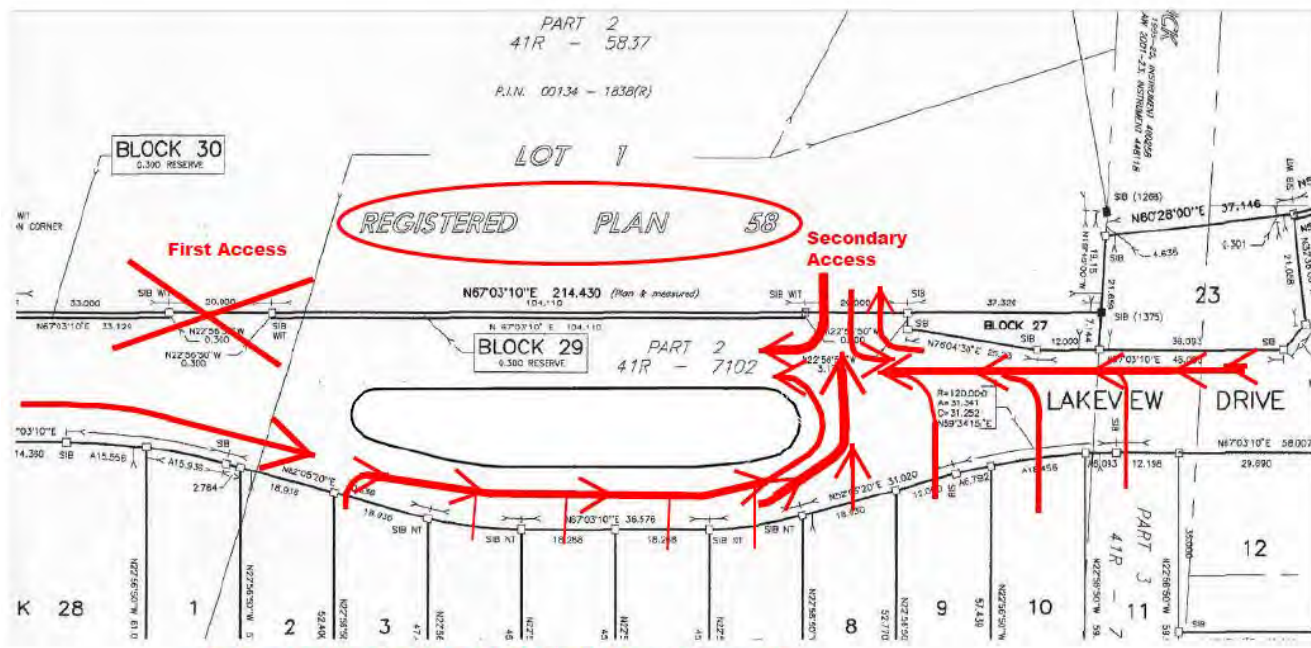
#1 View. Province of Ontario, GSP Group Inc., June 23, 2021.



#2 View. Original Registered Plan with First and Secondary Access:



#3 View Current Farhi's Application Showing one Access Oct.13,2024:



Farhi was advised by County Public Works to use the secondary east access to Lakeview Drive for any future development

#4 View. Farhi's Current Amended Draft Plan Oct.,13, 2024:

New proposal 254 Units
(Before 270 Units)

Block 1 -Semi-Detached 26 Units. (Was 26 Units, unchanged)
Block 2 -34 of 4 storey, 34 stacked town houses 68 Units. (Was 48 Units)
Block 3 -2 of 7 Storey Apartments 80 units each, 160 Units. (Was 196 Units)



Thank you,

Tony & Sharon Lileikis,

424 Lakeview Drive,

Woodstock, Ontario. [REDACTED] —

Canada

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

December 13, 2023

To: Gordon Hough
 Director of Community Planning
 Oxford County, Ontario
 ghough@oxfordcounty.ca

Subject: 401 Lakeview Drive RE: Farhi Holdings OP23-05-8, SB23-02-8, & ZN8-23-07

Thank you for the opportunity to meet with you and Eric Gilbert regarding the approach being taken to evaluate the subject application and to hear our community concerns with the proposal.

Based on those discussions we have 3 issues on behalf of the community we represent, for which we request your department's formal response.

First, the decision of the department to process the 3 applications in tandem, rather than sequentially, and the practice of submitting the motion to council for approval only 3 days following disclosure of the details at the public meeting, severely limits not only our ability as the public to assess its impacts, but also the ability of council to make an informed decision in consideration of our community needs. Given the applicant has had 20 months to develop their proposal and the department will have had 4 months to assess it, both without any community involvement or consultation, we request that the community be provided a period of at least 30 days to conduct its own review of the application and planning report following the public meeting, prior to its submission to council for approval.

We believe this request is consistent with and necessary to fulfill the Woodstock Official Plan Section 7.1.1 that "The City of Woodstock supports open and accessible public involvement in land use decision making. The policies of this Plan therefore establish a commitment to both early and multi-stage public involvement in the land use planning process."

Second, we were shocked to learn, that despite the lands being totally surrounded by, and legal access being only from, our Low Density residential community, that the department does not consider the application to be an in-fill proposal, and consequently has advised that the applicant will not be required to provide the in-fill protections of Sections 7.2.4.1.1 and 7.2.4.1.3, that many residents reasonably depended upon, when choosing to invest in this well planned community, namely:

1. "The introduction of new residential housing into an established streetscape pattern will only be permitted if the proposal is deemed to be consistent with the characteristics of existing development on both sides of the same street." and
2. "any new residential lots with direct exposure to an established residential street will be consistent with the size of lots within a two block area on the same street and new residential development will maintain setbacks and spacing between dwellings consistent with the established built pattern" and
3. "proposed multiple unit developments will comply with the multiple unit requirements for Low Density Residential areas", amongst others.

We submit that the stated department reasoning, that this interpretation is appropriate because the rezone request for the north side of Lakeview Drive is for High Density rather than for Low Density like the other side of the existing street, and thus escapes the infill provisions for Low Density residential, is not only incorrect, it is absurd! The proposed street-wall apartment building on the north side of Lakeview Drive with "direct exposure to an established residential street" is neither consistent nor compliant with the "characteristics of existing development". We therefore request a formal review of the department's interpretation of in-fill and receipt of the official department response to this request prior to completion and presentation of the planning report.

We believe this request is appropriate, consistent with, and required to fulfill the following City of Woodstock Official Plan Sections:

- 7.1.1 – Sensitive Intensification - "The City of Woodstock promotes appropriate infill development and intensification of land and buildings in existing built up areas of the municipality. The policies of this Plan are designed to facilitate intensification while ensuring that new development is complementary to existing development" and
- 7.1.1 - Land Use Compatibility - "Certain types of land use are incompatible and create conflicts with one another. The policies of this Plan have been designed to minimize land use compatibility issues by requiring appropriate setbacks and buffering between such uses through site design standards and by requiring area studies to develop appropriate land use standards where lands may be in transition from one use to another"; and
- Section 7.2.1 - Compatible Development - "Ensure that new housing is of a human scale and is sensitive to and improves the existing physical character of the area, using the criteria established in the Official Plan to guide new development."

The approval of an R4 zone on these lands with direct exposure to the face of the homes in the existing R1 zone on the other side of the street would be inconsistent with these policies.

Third, we were astonished to find that the application was being reviewed without an understanding that the proposed overall net density is for 89 units per hectare!

In contrast, the net densities recommended and approved for Thames 4, Meadows, River & Sky and Karn Road were 30/32/28 and 34 units/ha respectively and the Official Plan Section 7.2.3.2.2 - Newly Developing Communities - Urban Structure Design Criteria - states "the overall net residential density for the Community Planning District will approximate 30 units per hectare (12 units per acre)". Further the proposed dwelling mix of 74% High Density is in direct opposition to the Low/Medium/High Density mix targets of 55/30/15% expressed in the same Section.

We further submit that the official plan policies in Section 7.2.6 - High Density Residential Districts - are not met by this proposal. Specifically those for "Location Criteria for Further Designation" and "Site Specific Evaluation Criteria" do not meet the criteria of being "close to community services and neighbourhood conveniences", or "adjacent to the Central Area", or being of the size "to mitigate the adverse effects on ..the character of .. the adjacent residential development" or "result in a gradual transition

from low profile residential buildings to higher profile residential buildings and vice versa."

Since the same Section also states that "High Density Residential development will generally be discouraged adjacent to Low Density Residential development except where such Low Density development is proposed for redevelopment to higher density land uses or where considerable separation between the low density area and the proposed high density development exists", we submit that High Density development in this area and on these lands is unwarranted and inappropriate.

We therefore request that the applicant be advised of our opposition and asked to consider revising the application to remove the R4 zoning request and revert to a zoning more in keeping with the surrounding area and density, and further should they choose not to do so, that the department recommend to council, that approval of the R4 zoning request be denied, on the grounds of non-conformity with the policies of our official plan.

We look forward to your response reasonably in advance of the completion of your report such that we can adequately prepare for the planning meeting. Should you believe any of these actions are beyond the department's purview, we ask that you so advise us and council so that we may work with them towards resolution.

Thank you, on behalf of the Alder Grange Community.

John Bell et al.

Copy: Eric Gilbert
Woodstock Mayor
Woodstock City Council

January 8, 2024

To Warden Ryan, Deputy Warden Peterson and Oxford County Councillors Gilvesy, Mayberry, Palmer, Petrie and Schaefer

I am writing you today to express my concerns regarding the proposed development of the 401 Lakeview Drive, Woodstock property by the developer Farhi Corporation.

I would ask that each of you take the time to fully review the plan put forth by the Farhi Corporation. This plan has failed to meet the basic requirements of the Oxford County Official Plan and in particular Chapter 7, City of Woodstock Land Use Policies. It should be evident by the large number of major variances requested in the Planning Justification Report submitted by Farhi, the development must not proceed.

In addition, I am very concerned this proposed HIGH DENSITY Complex would create very unsafe traffic conditions. One obvious example would be parking.

The Oxford County Master Transportation Plan anticipates only 2.5% of households will be taking public transit by 2046. The Oxford Plan does not validate the OPINION stated by the RC Spencer study completed for the Farhi Corp that a high percentage of households will be taking public transportation in an attempt to justify their request to greatly reduce parking spaces. Underground parking and ideally EV charging systems must be part of all high density developments when playground, open/green space requirements are not being met.

Traffic congestion/safety is also a concern. An individual only has to stand at the proposed street A and Lakeview Drive location as shown on the September 19, 2023 Farhi Planning Justification Report, Figure 6 to clearly see the proposed entrance onto Lakeview Drive as shown on the Farhi Corp plan is unacceptable and unsafe for cars, school buses and pedestrians.

The Oxford County Master Transportation Plan just completed in 2023 is based on high density developments ONLY being located in areas as indicated by the Oxford/Woodstock Official Plan. The MTP has not allowed for a high density development such as the Farhi proposal which would certainly lead to congestion on County Road 59 / Vansittart and Lakeview Drive and require extensive road alterations. Lakeview Drive is designated as a minor collector road and is defined in the OP as serving individual properties. The Official Transportation Plan does not support the Farhi proposal.

We all recognize the need to maximize our valuable land. We also must acknowledge that we cannot permit a Corporation to dictate to the city and county with total disregard for policies, regulations and bylaws and not consider what is best for this community. The door would then be open for others to use the acceptance of the Farhi proposal as a precedent to their advantage, further destroying the Official Plan.

You have the tools and means to ensure developments are only approved that meet the Oxford / Woodstock Official Plan and all supporting plans to ensure precedents are not being set that will most certainly irreversibly change the landscape of Oxford County.

Respectively submitted by
Walt Wilker
14-450 Lakeview Drive
Woodstock

Daniel Major
Ruth Zapfe
16 Ridgewood Court
Woodstock, Ontario
[REDACTED]

Justin Miller
Development Planner
Community Planning
County of Oxford
PO Box 1614
21 Reeve St.
Woodstock ON
N4S 7Y3

Sent via email: planning@oxfordcounty.ca

Re: OP 23-05-8; SB 23-02-8; ZN 8-23-07

Dear Mr. Miller:

We are concerned residents on Ridgewood Court, directly adjacent the proposed development site. Our preliminary questions/concerns are included in Attachment 1.

We would appreciate consideration of our concerns and receiving all public meeting notices, planning reports, and Committee/Council meetings concerning the proposed development.

We appreciate your attention to our comments and my neighbours and I look forward to continuing to provide comment on the development as it continues through the planning process.

Sincerely;

Daniel Major
Ruth Zapfe

cc:

Marcus Ryan – Warden: mryan@oxfordcounty.ca

Jerry Acchione – Mayor of Woodstock, Deputy Warden: jacchione@cityofwoodstock.ca

Councillor Tait: dtait@cityofwoodstock.ca

Councillor Martin: bmartin@cityofwoodstock.ca

Councillor Lauder: clauder@cityofwoodstock.ca

Councillor Leatherbarrow: kleatherbarrow@cityofwoodstock.ca

Councillor Schadenberg: mschadenberg@cityofwoodstock.ca

Councillor Wismer-Van Meer: lwidmervanmeer@cityofwoodstock.ca

Councillor Gilvesy: dgilvesy@tillsonburg.ca

Councillor Peterson: mpeterson@blandfordblenheim.ca

Councillor Petrie: mayor@ingersoll.ca

Councillor Palmer: jpalmer@norwich.ca
Councillor Shaeffer: pschaefer@ezt.ca
Councillor Mayberry: mayor@swox.org

ATTACHMENT 1

Preliminary Concerns with Proposed Development

Parkland Dedication:

The requirement for parkland dedication is 5% of the development site, which in this case is .2 hectares. The proposed parkland dedication is only .11 hectares and should be increased to at least meet the 5% requirement. We further contend that given the proponent seeks an Official Plan Amendment, consideration should be given to exceeding this requirement. A cash-in-lieu contribution of actual park space should not be considered. Especially, considering the proposed density and future number of residents requiring both active and passive parkland.

A storm water management pond is not parkland, and should not be considered as part of the 5% requirement. Consideration should be given to moving the proposed parkland to the northwest corner of the development site and consolidated with a storm water management area to provide a larger more connected system of open space.

Storm Water Management:

Consideration should be given to relocating the storm water management pond to the area behind Ridgewood Court homes. This area has an existing natural basin shape and moving to this location would also allow for the preservation of some large mature trees and other existing vegetation that are appropriate for the edge of the storm water pond. There is also an existing culvert in this area that runs underneath Vansittart Avenue in case of an overflow situation. It would also help provide an added visual and noise buffer between the existing homes and proposed development. Has an Environmental Assessment, identifying significant natural areas been undertaken for the proposed development?

Tree Preservation:

The environmental concerns for this development need to be addressed. A tree preservation, tree planting and landscaping plan, which should also include a plan for a buffer and screening along the existing houses, should be submitted and required by the city. A tree preservation agreement, such as the one used in the 'Potters Woods' development in Woodstock, might also be an option for this development.

Sound Barrier:

A precast barrier along Vansittart Avenue should be recommended for both visual and noise attenuation. A chain link or board fence should not be accepted as they have a shorter lifespan and requires more frequent maintenance than precast. The existing precast barrier on the east side of Vansittart Avenue should be continued along the proposed development for conformity.

Site Access/Egress:

Has a traffic study been completed for the development? The proposed development will add increased traffic on Vansittart Avenue which is likely to exacerbate current hazardous conditions for vehicles accessing Vansittart Avenue. Trying to enter Vansittart Avenue from collector streets is already difficult and at times dangerous as demonstrated by the recent accident at Ridgewood Drive and Vansittart Avenue. The hazard increases during high traffic periods, i.e. daily from Cowan Park year round events.

The additional site access road (Street A) from Vansittart Ave is very close to Ridgewood Drive and will make it more difficult to exit the development site and Ridgewood Drive. Consideration should be given to providing a single point of access into the development via the existing Lakeview Drive and a signalized intersection at Ridgewood Drive, regardless of this development.

In addition to the access problems, the proposed Street 'A' adds to the amount of hard surfacing on the site and additional servicing costs to the municipality. Perhaps a reorientation of the buildings may reduce the amount of space dedicated to a new public street.

Parking:

The provision of at-grade parking and new Street 'A' create an unnecessary amount of hard paving on the site which reduces the potential for additional parkland and trees, and will diminish the overall design aesthetic of the development. Consideration should be given to providing parking structures (preferably below grade) for the apartment buildings and minimizing the amount of hard paving on the development site.

Density:

The proposed density and built form is excessive and represents an over-development of the site. The excessive density has a number of impacts.

First, reduced lot sizes and setbacks to accommodate more units results in loss of privacy to existing home owners and is not in keeping with neighbouring developments. Existing side, front, and rear yard setbacks, minimum lot size and landscaped open space zoning requirements should be maintained.

Second, the proposed density and built form results in an excessive amount of hard surface parking. The result is insufficient parkland (nearly half of what is required). A mixed use development with this number of units should provide a sufficient amount of parkland space and variety of active (playground) and passive open spaces.

The character of Woodstock, which are parks, green spaces, and trees, should not be compromised to deal with Ontario's housing issues.

In summary, we respectfully request consideration of the following plan changes:

- **Increase the amount of parkland to meet or exceed Planning Act requirements;**
- **Relocate the proposed parkland and storm water management area to coincide with existing natural area adjacent to the rear lots of Ridgewood Court;**
- **Maintain existing zoning setback, lot size, and landscaped open space requirements;**
- **Significantly reduce the amount of surface parking by reducing the number of medium and high density units or consider below grade parking;**
- **Consider a single point of access to the site from Lakeview Drive and signalized intersections at Ridgewood Drive to allow for safer access/egress to the neighbourhoods;**
- **Provision of precast sound barrier along Vansittart Avenue;**
- **Preparation of a detailed tree planting and landscaping plan.**

The following suggestion is in consideration of the Special Council Meeting on November 9, which we attended, regarding strategies for increasing housing densities.

The developer might consider eliminating the proposed 26 semi detached units and 48 stacked town home units (74 units in total) and substitute with an additional 7 storey apartment or condominium apartment or retirement home similar to Oxford Gardens (net gain of approximately 24 units). If underground multi-level parking is incorporated into the design, it would allow for a wider green space buffer between existing homes and the new development as well as preserving some of the existing mature trees. This might eliminate the need for a new city street (Street A) and would address most of the previously mentioned concerns.

The proposed semi-detached and stacked town homes will not address the affordable housing crisis (at an average price of \$700,000 per unit). This will only offer an affordable solution for people from the G.T.A. looking to stretch their Real Estate dollars. Apartments and/or apartment condominiums offer affordable housing for those who cannot get into the housing market based on current prices and mortgage rates, and for those who are retiring or becoming empty-nesters and want to downsize.

Thank you for your time and consideration, and we look forward to your response regarding our concerns.

Respectfully,
Dan Major
Ruth Zapfe

Eric Gilbert

From: Planning
Sent: February 10, 2025 8:19 AM
To: Eric Gilbert
Subject: FW: 401 Lakeview Dr

-----Original Message-----

From: BARBARA WILKER <[REDACTED]>
Sent: Saturday, February 8, 2025 5:17 PM
To: Planning <planning@oxfordcounty.ca>
Subject: 401 Lakeview Dr

[You don't often get email from [REDACTED]. Learn why this is important at <https://aka.ms/LearnAboutSenderIdentification>]

I am writing to express my opposition to the Farhi Holdings application asking to amend the Oxford County Plan for the property located at 401 Lakeview Dr in Woodstock.

I believe this amendment would go well beyond anyones expectations, morally and legally, as to what level this property should be developed to and used for. This requested amendment does not meet the bylaws of the official plan for the area this property is located in and should not be approved as presently presented for consideration by the Farhi Group.

Sincerely Walt Wilker
A Woodstock resident.

Eric Gilbert

From: Planning
Sent: February 10, 2025 8:24 AM
To: Eric Gilbert
Subject: Ziegler FW: PI #OP23-05-8;SB23-02-8;8-23-07 Farhi Holdings Corp

From: WAYNE ZIEGLER [REDACTED] >
Sent: Sunday, February 9, 2025 2:11 PM
To: Planning <planning@oxfordcounty.ca>
Subject: PI #OP23-05-8;SB23-02-8;8-23-07 Farhi Holdings Corp

You don't often get email from wandkziegler@rogers.com. [Learn why this is important](#)

Regarding Official Plan Amendment, Draft Plan of Subdivision and Zone Change

The volume of residents with traffic and congestion of 254 residential units planned for this site seems to be very excessive and can only effect the residents of Alder Grange and anyone travelling north or south on Hwy. 59.

The amount of cars on the other side of 59 Hwy on Fairway Drive seems to illustrate the future of this new subdivision with cars parking in any spot they can find ie. end of driveways making snow removal difficult .

Please consider this when making your .decision.

K. Ziegler

20 February 2025

(Written) Delegation of Melanie MacEacheron, 11 Cedarwood Street, Woodstock, Ontario, to Woodstock City Council re. proposed Farhi redevelopment of 401 Lakeview Drive, Woodstock

Dear City Councillors/Your Worship;

I have lived with my husband and children for about 10 years in the above property, which is one street over from one edge of Farhi's proposed redevelopment, of 401 Lakeview Drive, Woodstock.

Farhi's currently proposed redevelopment plan for 401 Lakeview, in my view, contained only minor revisions compared with its just-previous proposal. These minor revisions are insufficient to me as a close, affected resident, to address a number of problems previously raised to it and to you. I will summarize these, below.

Farhi has communicated that it has tried to be responsive to its own assessment of resident concerns. Among other things, I understand its current redevelopment proposal changes its previous redevelopment plan, by doing the following:

- (a) making each of its two, proposed, slightly smaller footprint, **7-story** R4 apartment buildings, now have 80 instead of a somewhat greater number of units, albeit also *increasing* the number of R3 **4-story** stacked 'town-homes' from 48 to 68 (**presumably *increasing* the number of stacked town-house occupants by about 60**, if at least three people live in each 'town-house'),
- (b) providing 4.7% of the land as park space, albeit substantially by *reducing* the amount of open space initially proposed, and
- (c) reducing the size of the traffic-calming island currently situated on Lakeview Drive near OR59, and

What this latest proposal *fails* to do, of greatest concern to me, is:

- (c) fails to provide 30 required, visitor parking spaces, and
- (e) fails to save all the large trees on the property, or on the above traffic-calming island.

Assuming three residents in each unit proposed to be added, this proposal would suddenly add 768 new residents (*i.e.*, $3 \times [\# \text{ semi-detached homes} + \# \text{ 'stacked town-houses' } + \# \text{ apartments}] = 3 \times [26+68+160] = 768$) into the small space of 401 Lakeview, and an otherwise spread-out, currently-cohesive and well-functioning neighbourhood. Thus,

hundreds upon hundreds of residents would *still* suddenly be added to an area with *almost no* services they would need, and only one, infrequently-running bus (NorthWest route, which does not even run on Sundays). I am very concerned that this is a recipe for *abundant* need for cars and parking, inadequate park space (and crowding in general). I also am very concerned it is a recipe for social ills: What is there for young people, for instance, to do, in an area mostly occupied by seniors and young families, and *no* services for young people?

Assuming each housing unit that would be created, houses one child of school age, that would be 254 children added to the neighbourhood. How could a school bus run on the *narrowed* streets proposed, especially during winter snow on the sides of the roads (and/or illegally parked cars)? Currently, *because we still have a high-trust, cohesive neighbourhood*, about 25 children currently wait on one side of Lakeview, just across from 401 Lakeview, for the public elementary school bus—spilling over the sidewalk, into a resident's driveway. If even 15 more children were added to this number, this could not work (the drive-way is not large enough). In addition to this one (public, elementary) bus stopping on Lakeview drive, twice each weekday, there are also, stopping in the same place (at different times, also twice daily), the public high school's bus. The Catholic board's elementary school's bus stop is immediately across the street, as is this board's high school bus stop. And just up the street, twice daily each, stops two private schools' busses. This very area, therefore, is a very high pedestrian traffic area for children aged 3-18.

And the east end of the landscaped, traffic-calming island on Lakeview (at its intersection with OR59) will still be removed. This not only would lower current residents' property values (four of whom on that strip of road alone, have already put their homes up for sale or moved out this year—extremely atypically for this neighbourhood in my experience): Isn't lowering the speed limit to 40 km/hour, while actually making it *easier* to speed in this area, an extremely naive (at best) way to cope with immensely greater traffic, which is likely to travel very fast due to there existing almost none of the services drivers need nearby (and very little bus service)? Should this be done on an extremely-high *children's* pedestrian traffic area? Given the very high number of children and seniors *generally* in the area, might this not be a recipe for danger to pedestrians? I understand that in Farhi's most recent, revised application, there continues to be no assessment of the safety impact on the community of various traffic routing decisions it proposes.

A cohesive, functioning neighbourhood is precious, as it is fragile. Currently, there are many young, very busy, families in my neighbourhood: I see them in the parks and out walking together, and none of the ones I have spoken with are in favour of this redevelopment. If

they cannot be here tonight, on a school night, it is not because they are in favour of this. I see seniors regularly walking the neighbourhood, and until quite recently, I was able to walk it alone at night. When there was a single incidence of graffiti (spread over various utility boxes) on the corner across from the proposed redevelopment last year, after contacting the city, police, Bell, and the power corporation, and getting no response, I bought spray-paint remover and cleaned it off myself. If me and others like me leave, this won't happen any longer. I don't want to leave, but fear the ruin of my neighbourhood, and even more people moving out of it.

Speaking of traffic safety, if you wanted an ideal means of predicting what the traffic result of a 'porkchop' (or, 'right in, right out') intersection from the proposed redevelopment of 401 Lakeview onto OR59 would be, you might look no further than the similar 'porkchop' coming out of the small plaza onto OR59, directly across the street. I and others have observed a substantial number of illegal turns into and out of it.

Assuming Farhi wasn't made to follow every rule—such as providing the missing 30 visitor parking spaces-- why not? Weren't each of those rules made for good reason? Thirty, absent, visitor parking spaces, would mean nearby residents like me would frequently or always have cars not our own (or those of our own visitors) parked in front of our houses-- or that we would constantly have to call parking officials, to ticket cars. This would change our whole neighbourhood for the worse. Does Farhi imagine its proposed development's residents won't have visitors-- because if it acknowledges these new residents would have visitors, where else are they effectively being sent to park? Didn't current residents effectively pay for access to the level of visitor (street) parking they currently have, via the cost of their homes and higher property taxes? Wouldn't Farhi effectively be exempted from having to pay for visitor parking it owes its proposed development's residents, if it can simply opt out of including all required parking spots? And won't every developer going forward, demand such exemptions?

Please disallow this proposed redevelopment by Farhi, in favour of that proposed by the Alder Grange Residents' group (presented by John Bell).



Melanie MacEacheron

Eric Gilbert

From: Eric Gilbert
Sent: February 20, 2025 8:57 PM
To: Planning
Subject: FW: Parking & Street Width- Feb. 18 Public Planning Meeting - Proposed Fahri 401 Lakeview Development

OP 23-05-8

Eric Gilbert, MCIP RPP
 Manager of Development Planning | Community Planning
 Oxford County

From: Ted Young [REDACTED] >
Sent: February 19, 2025 7:22 PM
To: Jerry Acchione <jacchione@cityofwoodstock.ca>; Connie Lauder <clauder@cityofwoodstock.ca>; Kate Leatherbarrow <kleatherbarrow@cityofwoodstock.ca>; Bernia Martin <bmartin@cityofwoodstock.ca>; Mark Schadenberg <mschadenberg@cityofwoodstock.ca>; Deb Tait <dtait@cityofwoodstock.ca>; Liz Wismer-Van Meer <lwismervanmeer@cityofwoodstock.ca>
Subject: Parking & Street Width- Feb. 18 Public Planning Meeting - Proposed Fahri 401 Lakeview Development

Att. City Mayor and Members of Council

During last night's Planning Meeting, a few items seemed rather obscure. I previously wrote to you on February 11th covering some of these details, so I will cut to the chase.

Medium-density, Block 2, stacked townhouses: 68 Units

High-density, Block 3, two seven-story apartments: 160 Units **Total 228 Units**

Various parties claimed **1.5** parking spaces/unit, **no visitor spaces = Total 342 Spaces**

In a Dec. 23, 2024 email by Eric Gilbert, Subject RE: OR59 Access from 401 Lakeview Drive, Woodstock, "Reduced parking reductions range from 1.215 to 1.4 spaces per unit inclusive of visitor parking." = **277 to 319 spaces, no visitor spaces**

RC Spencer's documentation claims the parking supply will exceed the demand and accommodate peak parking needs. Their findings appear flawed as we are a bedroom-commuting community, with substantial daily traffic and limited local bus service, it isn't difficult to imagine a large majority of tenants being 2-car families, with no provisions for visitors.

Simple Math **2 x 228 units = 456 parking spaces**, the above **277 to 319 spaces** is a problem!

Rough math indicates a shortfall of 140 to 180 parking spaces, with no visitors parking.

The surrounding low-density neighbourhoods, with 18-meter-wide street allowances, are already congested with vehicles due to the increase in multiple-generational families living in single dwellings.

The 5-story high-rise at 325 Lakeview demonstrates that insufficient parking has led to a reported screening of new tenants based on vehicle ownership –an issue for the foreseeable future.

It will take a magician to park 140 – 180 cars plus their visitors in the surrounding neighbourhood.

Confusion prevailed in statements last night when it was said that Street A would allow street parking and sidewalks on both sides – Street A, only 18 meters wide, is to carry 85% of the traffic to 254 units, with on-street parking, two-way traffic, delivery vehicles, etc – a standard 20-meter-wide collector road would create significant safety concerns be it a pedestrian or a vehicle. Since no questions from the gallery were permitted, I am left with serious concerns regarding the proposed street width.

During an earlier 2024 Council meeting, Mayor Jerry Acchione conveyed the need for affordable semi-detached dwellings in Woodstock as many young families cannot afford single dwellings – this proposed development misses the mark with only 10% of the units being semi-detached.

Joan & Ted Young
17-450 Lakeview Dr. Woodstock

To: Woodstock Mayor & City Council
Oxford County Council

Feb 16, 2025

Re: Revised Farhi Development Proposal for 401 Lakeview Drive

We are writing to express continued concerns with respect to level of intensification of the proposed Farhi development at 401 Lakeview Drive.

Planning staff recommend that the applications be given favourable consideration, as the proposal is consistent with the 2024 Provincial Planning Statement and the policies of the Official Plan respecting the designation of additional medium and high density areas and residential infill development.

We respectfully submit a differing view of the proposal from that of the Planning Department based on our review of the Provincial Planning Statement and the Official Plan Policies of the City. It is our opinion that the revised development still represents an overdevelopment of the site in relation to character of the surrounding neighbourhood and is inconsistent with the City's Official Plan respecting residential infill developments.

PROVINCIAL PLANNING STATEMENT:

The 2024 Provincial Planning Statement is intended to ensure sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected requirements of current and future residents. This does not mean that every redevelopment opportunity should look to maximize the number of units that can physically be achieved on a site, but rather how Council can meet its housing needs on a city-wide basis and in a manner that is appropriate for the site and surrounding neighbourhood.

Section 7.2.2.5 of the City's Official Plan states that *it is not intended that residential intensification will occur uniformly throughout the City. The location, form and intensity of residential intensification will be determined by the policies of the various land use designations, with the intention of permitting smaller scale developments, such as individual infill lots in areas designated as Low Density Residential and directing larger scale projects to areas designated as Medium and High Density Residential and Central Area.*

While most residents are supportive of residential intensification of the site, we believe the Provincial objectives can be met with a less intensive form of development. One that is more in keeping with the low density character of the surrounding neighbourhood, more in keeping with the City's Official Plan policies, and minimizes impacts on existing residents.

Official Plan:

We ask that Council consider its own Official Plan policies when evaluating any development proposal for the site.

7.1.1 Sensitive Intensification

Section 7.1.1 of the Official Plan states that *the City of Woodstock promotes appropriate infill development and intensification of land and buildings in existing built-up areas of the municipality. The policies of this Plan are designed to facilitate intensification while ensuring that new development is complementary to existing development.*

This proposal is not complementary to the existing land use pattern. It introduces a form of development that does not exist in the area. The surrounding community is entirely low density residential and future development should respect the established character of the neighbourhood by maintaining the existing low scale-built form of the surrounding neighbourhood.

7.2.1 Compatible Development

Council policy is *to ensure that new housing is of a human scale and is sensitive to and improves the existing physical character of the area, using the criteria established in the Official Plan to guide new development.*

A significant proportion of the site is proposed for high-density residential development with a net density of 151 units per hectare. This is more than the original proposal and above the maximum allowable density of 150 units per hectare and is excessive given the low-density nature of the surrounding area.

The proposed net total density of the site is 85 units per hectare which is significantly higher than the surrounding neighbourhood. The density of any new development of the site should be reduced significantly to ensure greater compatibility with the existing neighbourhood where a maximum of 30 units per hectare is permitted.

7.2.4.1.3 Infill Subdivision

This Section of the Official Plan sets out a number of important considerations when evaluating development proposals on vacant or underutilized sites within established residential areas by plan of subdivision.

The nature of the proposed residential development will be evaluated having regard to the type of housing found in the surrounding residential neighbourhood. As previously stated, the proposal introduces forms of development (i.e. 7-storey apartment buildings and stacked townhouses) that are not currently found in the area.

Any new residential lots with direct exposure to an established residential street will be consistent with the size of lots within a two block area on the same street and new residential development will maintain setbacks and spacing between dwellings consistent with the established built pattern. The high density nature of the proposed development results in a lot and setback pattern that is inconsistent with this policy.

Furthermore, given that the development site is large with few development constraints, greater compliance with existing zoning standards in terms of setbacks, lot size, landscaped open space and parking is easily achievable and appropriate.

7.2.5 Medium Density Residential Areas

The applicant proposes redesignation of a portion of the site to Medium Density Residential. We note that the maximum net residential density permitted under Section 7.2.5 of the Official Plan is 70 units per hectare. The developer proposes stacked townhouses with a net residential density of 75 units per hectare. Based on this fact alone, the proposed redesignation should be rejected.

Additionally, the City's Official plan states that any further Medium Density Residential designations will be consistent with certain location criteria. *Sites which abut arterial or collector roads or sites situated in a manner which prevents traffic movements from the site from flowing through any adjoining Low Density Residential Districts.* The proposed Street 'A' has direct access to Lakeview Drive which services an entirely low density residential area. This will put additional traffic volumes on the local road network and result in safety and traffic volume concerns for existing residents.

Any further Medium Density Residential designations will be limited to sites *which are adjacent to the Central Area, designated Shopping Centres and Service Commercial Areas, Community Facilities, High Density Residential Districts or developed Medium Density Residential Districts.* This site is in the middle of a low density residential neighbourhood quite distant from many of the above.

7.2.6 High Density Residential Areas

High Density Residential development will generally be discouraged adjacent to Low Density Residential development except where such low density development is proposed for redevelopment to higher density land uses or where considerable separation between the low density area and the proposed high density development exists.

The Official Plan further states that *the height and density limitations applicable to the various forms of development allowed in the High Density Residential District shall be determined on the basis of the nature, character and scale of adjacent land uses.* The proposed 7 story height limit is inconsistent with the surrounding built form which is predominantly 1-2 story.

Section 7.2.6 of the Official Plan also states that any further designations to High Density Residential will be consistent with the following location criteria:

The site is on vacant of underutilized sites adjacent to development which is already built at medium or high densities. There are no adjacent medium or high density developments in this low density neighbourhood.

CONCLUSION:

The revised proposal represents only a nominal change to their earlier submission with overall density of the site remaining a serious concern. It still represents an overdevelopment of a site located in the middle of an established low density residential community.

We believe that if the community concerns are earnestly considered, a revised proposal can achieve a reasonable intensification of the site that meets Provincial and municipal housing objectives, is more consistent with the City's Official Plan, and results in a development that is compatible with and sensitive to the established character of the surrounding neighbourhood.

We respectfully recommend that Council refuse the application.

Sincerely:

A handwritten signature in black ink that reads "M. MAJOR". The letters are stylized and slanted to the right.

Mike Major

Land Use Planning Opinion

Applications for Official Plan Amendment, Draft Plan of Subdivision & Zone Change

File Nos: OP 23-05-8; SB 23-02-8 and ZN 8-23-07

Farhi Holdings Corporation

401 Lakeview Drive

February 2025

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A. Introduction and Executive Summary

Farhi Holdings Corporation (the “Applicant”) has filed applications for Official Plan Amendment, Zone Change and Draft Plan of Subdivision with respect to 401 Lakeview Drive (the “Subject Property”) in the City of Woodstock. I have been retained to prepare this Land Use Planning Opinion with respect to the development proposal and land use planning applications. I am a Registered Professional Planner (RPP) and full member of the Ontario Professional Planners Institute (OPPI). I have practiced land use planning for over 20 years in communities across Ontario and Canada. I have been qualified as an expert in land use planning by the Ontario Land Tribunal (formerly Local Planning Appeal Tribunal (LPAT) and Ontario Municipal Board (OMB)), as well as the Toronto Local Appeal Body (TLAB). My professional background includes extensive preparing and evaluating Official Plan/Zoning By-Law Amendment and Plan of Subdivision applications within the context of the applicable Provincial and municipal land use planning policy framework.

The Subject Property is located in a predominantly Low-Density Residential community located towards the northern limits of the City and approximately 2 kilometres from the Central Area. These applications will facilitate development of the Subject Property for one low density residential block with 26 semi-detached dwellings, one medium density residential block for 68 stacked townhouses and one high density residential block for 2 seven-storey apartment buildings (consisting of 80 units each). While this proposal includes a total of 254 residential units, an average of 65.3 units per hectare, 63% of these units will be in the proposed High-Density Residential apartment buildings with only 10% being Low-Density Residential (semi-detached units). As outlined in this Land Use Planning Opinion, this proposal represents significant residential intensification relative to the existing and permitted uses on the Subject Property and in the surrounding community.

The purpose and effect of these applications is as follows:

- To introduce High Density Residential uses into a Community Planning District that is predominantly characterized by Low Density Residential with some isolated pockets of Medium Density Residential;
- To increase the maximum density permitted for the proposed Medium Density and High Density Residential uses while relaxing the minimum requirements for visitor parking;
- To increase the maximum height permitted for the proposed Medium Density Residential uses; and
- To relax the minimum performance standards for lot area, front yards, rear yards, side yards, landscaped open space and amenity area intended to provide an appropriate amount of open space and transition/buffering to adjacent properties.

As is discussed in detail in this document, it is my opinion that the proposed residential development and the corresponding Official Plan Amendment, Zone Change and Draft Plan of Subdivision applications do not represent appropriate infill development and intensification of the Subject Property and surrounding Community Planning District for the following reasons:

- The proposal and applications do not facilitate intensification while ensuring that new development is complementary to existing development;
- The proposal is not sensitive to the existing and planned physical character of the Community Planning District and does not satisfy the criteria established in the Official Plan to guide new Medium Density and High Density Residential development;
- The proposal represents a larger scale project that should be directed to the Central Area or a property already designated and planned in the Official Plan for Medium and High Density Residential development;
- The proposed densities and requested relief to the Zoning By-Law regulations represent over-development that will not ensure that the built form, massing and profile of new housing is well integrated and compatible with existing housing and that a compatible transition between lands of different residential densities and between residential and non-residential land uses is achieved;
- There are currently very limited conveniently and appropriately located neighbourhood serving uses and supportive amenities in the surrounding Community Planning District to support the existing and planned residential units, and the development proposal includes no new services and amenities;
- The proposed “Street A” access to County Road No. 59 is limited to right turns only and restricted by the inclusion of an island that will prevent inbound and outbound left turns, which will result in concentration of vehicular movements to and from the Subject Property via Lakeview Avenue and/or U-turns on County Road No. 59;
- The proposed townhouse and apartment dwelling units will not be located close to community serving uses, such as shopping plazas and other facilities;
- The proposed Medium Density Residential uses do not satisfy the Official Plan criteria for designation of new Medium Density Residential sites, including the following:
 - Site be adjacent to the Central Area, designated Shopping Centres and Service Commercial Areas, Community Facilities, High Density Residential Districts or developed Medium Density Residential Districts;
 - Adequate off-street parking and outdoor amenity areas can be provided; and
 - The availability of, and proximity to, existing or proposed services and amenities such as day care, schools, leisure facilities, shopping and parks to serve the new development.
- The proposed High Density Residential designation will be applied in a location that does not satisfy the following Official Plan criteria:
 - Will result in the preservation of features of the natural environment which may otherwise be compromised with more dispersed low rise development; or
 - Will result in the efficient use of land which may be difficult to develop at a lower residential density due to the presence of environmental constraints and the costs of mitigating such constraints; or
 - Will constitute community land marks or reference points, or
 - Will support the viability and functionality of the Central Area.
- In addition, there is no policy rationale to support re-designation of this Community Facility within a Low Density Residential Area to Medium Density and High Density Residential.

B. Background and Context

B.1 *Official Plans and Zoning By-Law*

The current and in-force Oxford County Official Plan was adopted to guide and manage the extent, pattern and type of settlement and the use of land and resources desired to maintain and improve the quality of the environment and the quality of life for County residents and to address matters of Provincial interest. The County Official Plan includes the general policies for the County Development Strategy (Section 2.0) and Growth Management Policies (Section 4.0), as well as the specific policies for the City of Woodstock (Section 7.0).

As noted in Section 10.3.5, the Zoning By-Law is the primary means of implementing the policies of the Official Plan. City of Woodstock Zoning By-Law 8626-10 controls the use of land by dividing the municipality into different land use zones, specifying the uses permitted in each zone, specifying where buildings and other structures can be located, stating the types of buildings that are permitted and how they may be used, as well as specifying lot sizes and dimensions, parking requirements, building heights and setbacks from the street.

B.2 *The Subject Property*

The Subject Property is known municipally as 401 Lakeview Drive and the property location is illustrated in **Figure 1**. The Subject Property has frontage on both Lakeview Drive and Oxford County Road No. 59 and lot area of 3.89 hectares. The existing aerial map included in **Figure 2** illustrates that the Subject Property is currently occupied by a one-storey Government of Ontario building with a significant amount of open space providing spatial separation and buffering to adjacent residential properties to the north and east, and the public realm along Lakeview Drive and Oxford County Road. No. 59. The Subject Property is currently designated “Community Facility” under the County Official Plan and zoned “Community Facility (CF)”. On this basis, any form of residential development requires amendments to both the Official Plan and Zoning By-Law to establish residential land use permissions and regulations.

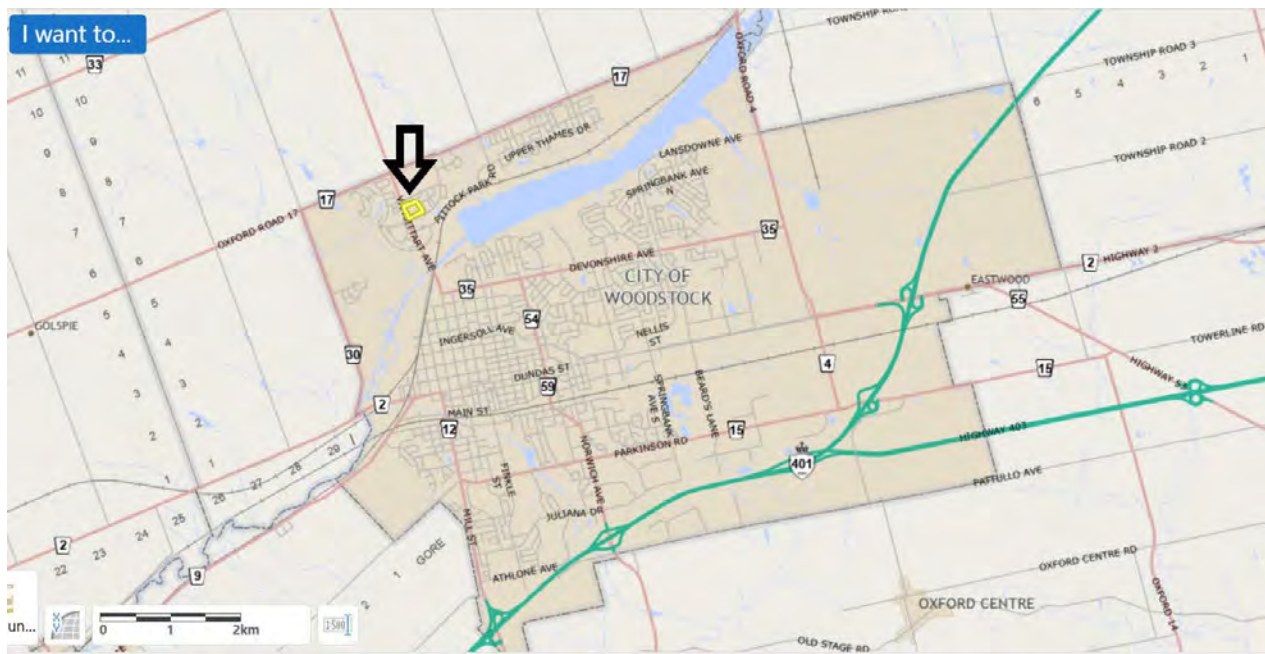


Figure 1 – Location of Subject Property



Figure 2 – Aerial Map

B.3 Surrounding Context

As illustrated in the excerpt Schedule W-1 (City of Woodstock Land Use Plan) of the County of Oxford Official Plan included in **Figure 3**, the Subject Property is generally located in a community designated “Residential”. More specifically, the majority of properties in the surrounding Community Planning District are more specifically designated for “Low Density Residential” on Schedule W-3 (City of Woodstock Residential Density Plan), with a small number of isolated pockets designated for “Medium Density Residential” (illustrated in the excerpt provided in **Figure 4**). There are no areas within this Community Planning District designated for “High Density Residential”. The areas designated for “High Density Residential” are generally located closer to the “Central Area” of Woodstock and a significant distance from this Community Planning District. It is also relevant to note that there are very limited existing and permitted commercial and retail properties in proximity to this community to support the existing residential uses. Residents of this community would need to travel to other areas of the City for shopping and services.

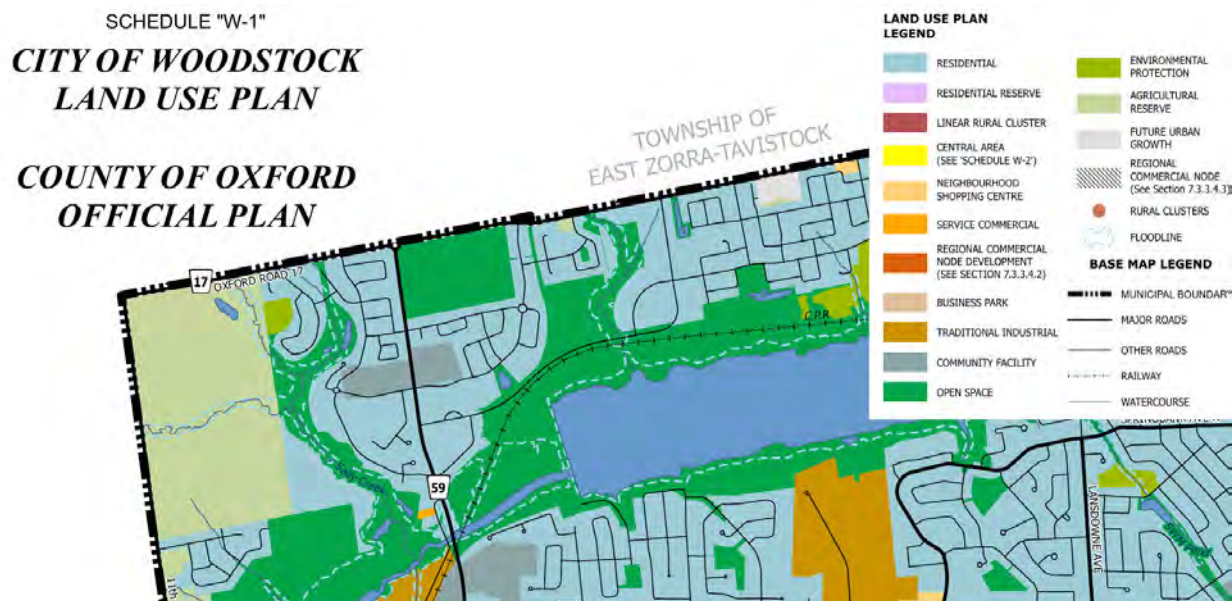


Figure 3 – Excerpt Schedule W-1 (City of Woodstock Land Use Plan) of the County of Oxford Official Plan

SCHEDULE "W-3"

CITY OF WOODSTOCK
RESIDENTIAL DENSITY PLAN

COUNTY OF OXFORD
OFFICIAL PLAN

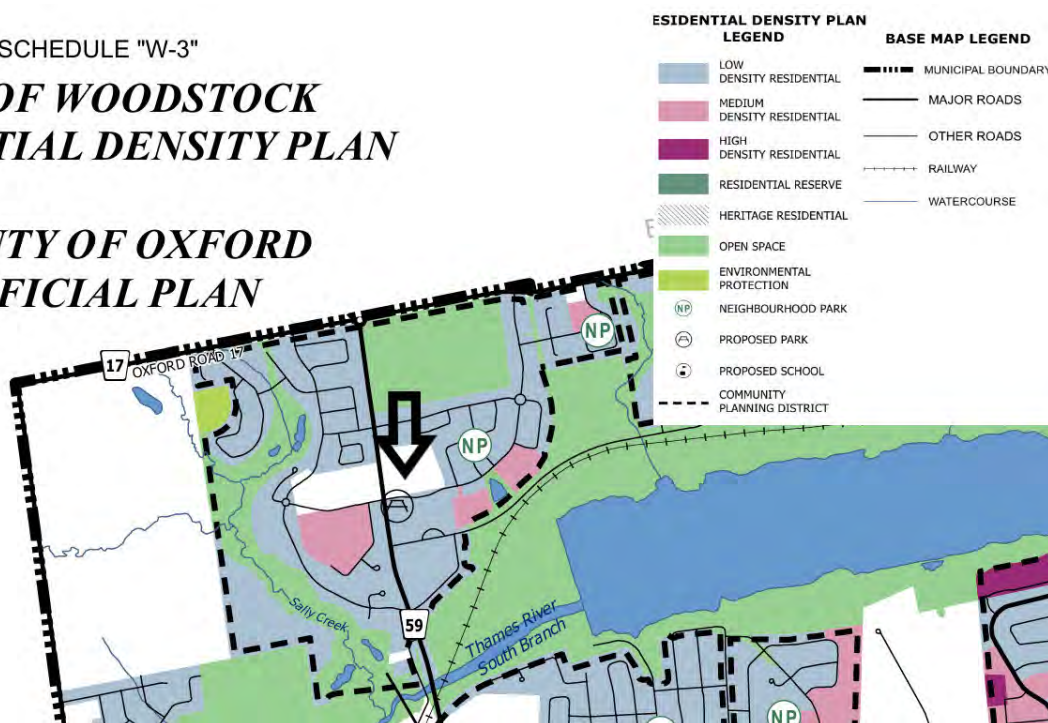


Figure 4 – Excerpt from Schedule W-3 (City of Woodstock Residential Density Plan) of the County of Oxford Official Plan

The adjacent properties to the north, east and south of the Subject Property are designated for “Low Density Residential” and are occupied by single detached dwellings fronting onto Ridgewood Court, Westview Court, Crestwood Court and Lakeview Drive. As illustrated on the Zoning Map in **Figure 5**, these properties are zoned “Residential Type 1 (R1)”, which permits only single detached dwellings, and “Residential Type 2 (R2)”, which also permits semi-detached and duplex dwellings. The properties to the west are designated “Community Facility” and zoned PUD-1 and PUD-2.

Per Sections 28.4.1 and 28.4.2.1 of the Zoning By-Law, the PUD-1 and PUD-2 zones permit the following residential uses and explicitly prohibit an apartment dwelling house greater than 5 storeys:

- an apartment dwelling house;
- a bed and breakfast establishment;
- a boarding or lodging house;
- a converted dwelling house;
- a duplex dwelling house;
- a dwelling unit in a portion of a non-residential building;
- a home occupation in a permitted dwelling house;
- a horizontally-attached dwelling house;
- a multiple attached dwelling house;

- a semi-detached dwelling house;
- a single-detached dwelling house; and
- a street row dwelling house.



Figure 5 – Zoning Map of Subject Property and Surrounding Area

C. Proposed Development

The proposed development includes 5 blocks, consisting of one low density block for 26 semi-detached dwellings, one medium density block for 68 stacked townhouses, one high density block for 2 seven storey apartment buildings (consisting of 80 units each), one park block and a storm water management block, served by one new local street. The proposed site plan is included in **Figure 6**. In addition to the Draft Plan of Subdivision application to create these blocks, applications for Official Plan Amendment and Zone Change are required to facilitate the development proposal. There are no commercial or non-residential uses proposed to support the proposed residential dwelling units.



Figure 6 – Proposed Site Plan

The purpose of the proposed Official Plan Amendment (OP 23-05-8) is to redesignate the Subject Property from “Community Facility” to Low, Medium and High Density Residential and Open Space to facilitate the development proposal, including a site-specific policy to permit a maximum residential density of 75 units per hectare for the medium density townhouse blocks (maximum of 70 units/hectare permitted) and a maximum residential density of 151 units/hectare for the high density residential block (maximum of 150 units/hectare permitted). Not only will the Official Plan Amendment introduce built form and density that does not exist and is not currently permitted in the surrounding Community Planning District, the OPA also seeks to exceed the maximum permitted density for both the proposed Medium Density and High Density Residential uses.

The purpose of the Zone Change (ZN 8-23-07) is to rezone the Subject Property from “Community Facility Zone (CF)” to “Residential 2 Zone (R2)”, “Special Residential Zone 3 (R3-sp)”, “Special Residential Zone 4 (R4-sp)” and “Special Active Use Open Space Zone (OS2-sp)”. In addition to introducing High Density Residential into this community, the Zone Change is also seeking the following relief to the prevailing zoning regulations:

- Special Provisions for the R3 Zone for Block 2 (Medium Density Residential – 4-storey Stacked Townhouses)
 - Reduce the minimum lot area from 150 m² per unit to 130 m² per unit;

- Provide for a reduced front yard depth of 5.5 metres to the main building;
 - Increase the maximum building height from 3 to 4 storeys (14 metres);
 - Relief from parking requirements in Section 5.4.2.4 to waive the requirement for visitor parking.
- Special Provisions for the R4 Zone for Block 3 (High Density Residential – 7-storey Apartment Buildings)
 - Provide for a front yard depth and exterior side yard width of 4.5 metres (to Street A);
 - Provide for a reduced rear yard depth of 6.5 metres;
 - Provide for a reduced interior side yard width of 3 metres (adjacent to Open Space Zone);
 - Provide for a reduced exterior side yard width of 6 m (Oxford Road 59);
 - Reduce the minimum required landscaped open space from 35% of lot area to 27% of lot area;
 - Reduce the minimum amenity area per dwelling unit from 20 m² to 19 m²;
 - Relief from parking requirements in Section 5.4.2.4 to waive the requirement for visitor parking.

The purpose and effect of these applications is as follows:

- To introduce High Density Residential uses into a Community Planning District that is predominantly characterized by Low Density Residential with some isolated pockets of Medium Density Residential;
- To increase the maximum density permitted for the proposed Medium Density and High Density Residential uses while relaxing the minimum requirements for visitor parking;
- To increase the maximum height permitted for the proposed Medium Density Residential uses; and
- To relax the minimum performance standards for lot area, front yards, rear yards, side yards, landscaped open space and amenity area intended to provide an appropriate amount of open space and transition/buffering to adjacent properties.

D. Land Use Planning Analysis

My land use planning analysis will outline my opinion that the proposal represents over-development of the Subject Property that does not conform to and implement the development and growth management strategy and policies that apply to the City of Woodstock, particularly the Community Planning District in which the Subject Property is located. My analysis focuses on the following:

- The matters of Provincial Interest set out in Section 2 of the Planning Act;
- The matters set out in Section 51(24) of Planning Act that relate to subdivision of land;
- Provincial Policy Statement, 2024; and
- The applicable policies of the Oxford County Official Plan.

D.1 Land Use Planning Policy Overview

D.1.1 Matters of Provincial Interest

Section 2 of the Planning Act requires that the Minister, the council of a municipality, a local board, a planning board and the Tribunal, in carrying out their responsibilities to have regard to a number of matters of provincial interest, including the following:

- (h) the orderly development of safe and healthy communities;
- (k) the adequate provision of employment opportunities;
- (p) the appropriate location of growth and development;
- (r) the promotion of built form that,
 - (i) is well-designed,
 - (ii) encourages a sense of place, and
 - (iii) provides for public spaces that are of high quality, safe, accessible, attractive and vibrant;

D.1.2 Section 51(24) of Planning Act

Section 51(24) of the Planning Act requires that, in considering a draft plan of subdivision, regard shall be had to the following matters:

- (a) the effect of development of the proposed subdivision on matters of provincial interest as referred to in section 2;
- (b) whether the proposed subdivision is premature or in the public interest;
- (c) whether the plan conforms to the official plan and adjacent plans of subdivision, if any;
- (d) the suitability of the land for the purposes for which it is to be subdivided; and
- (f) the dimensions and shapes of the proposed lots.

D.1.3 Provincial Policy Statement, 2024

The Provincial Planning Statement, 2024 (PPS 2024) is a policy statement issued under the authority of section 3 of the Planning Act and came into effect on October 20, 2024. The Provincial Planning Statement applies to all decisions in respect of the exercise of any authority that affects a planning matter made on or after October 20, 2024. In respect of the exercise of any authority that affects a planning matter, section 3 of the Planning Act requires that decisions affecting planning matters shall be consistent with policy statements issued under the Act.

In Chapter 1, municipal official plans are identified as the most important vehicle for implementation of the Provincial Planning Statement and for achieving comprehensive, integrated and long-term planning. Zoning by-laws are also identified as important for the implementation of the Provincial Planning Statement and

Zoning By-Laws are to be “forward-looking and facilitate opportunities for an appropriate range and mix of housing options for all Ontarians”.

Chapter 2 contains the policies for “Building Homes, Sustaining Strong and Competitive Communities”. With respect to Strategic Growth Areas, Section 2.4.1 includes the following policies:

1. Planning authorities are encouraged to identify and focus growth and development in strategic growth areas.
2. To support the achievement of complete communities, a range and mix of housing options, intensification and more mixed-use development, strategic growth areas should be planned: a) to accommodate significant population and employment growth; b) as focal areas for education, commercial, recreational, and cultural uses; c) to accommodate and support the transit network and provide connection points for inter-and intra-regional transit; and d) to support affordable, accessible, and equitable housing.
3. Planning authorities should: a) prioritize planning and investment for infrastructure and public service facilities in strategic growth areas; b) identify the appropriate type and scale of development in strategic growth areas and the transition of built form to adjacent areas; c) permit development and intensification in strategic growth areas to support the achievement of complete communities and a compact built form; d) consider a student housing strategy when planning for strategic growth areas; and e) support redevelopment of commercially-designated retail lands (e.g., underutilized shopping malls and plazas), to support mixed-use residential.

D.1.4 Oxford County Official Plan

Section 7.0 of the County Official Plan includes the City of Woodstock Land Use Policies. Section 7.1 outlines the Municipal Development Strategy and includes the following Strategic Initiative in Section 7.1.1:

- The City of Woodstock promotes appropriate infill development and intensification of land and buildings in existing built up areas of the municipality. The policies of this Plan are designed to facilitate intensification while ensuring that new development is complementary to existing development.

Section 7.2 includes the policies for Housing Development and Residential Areas. The strategic approach outlined in Section 7.2.1 includes the following:

- Ensure that new housing is of a human scale and is sensitive to and improves the existing physical character of the area, using the criteria established in the Official Plan to guide new development.

Section 7.2.2 includes the specific policies for Housing Development, including the following policies for Residential Intensification in Section 7.2.2.5:

- Residential intensification is permitted in appropriate locations within the Residential and Central Areas of the City, subject to complying with the policies of the associated land use designations pertaining to the density, form and scale of residential development being proposed.
- It is not intended that residential intensification will occur uniformly throughout the City. The location, form and intensity of residential intensification will be determined by the policies of the various land use designations, with the intention of permitting smaller scale developments, such as individual infill lots in areas designated as Low Density Residential and directing larger scale projects to areas designated as Medium and High Density Residential and Central Area.
- Residential intensification and compact urban form shall be facilitated through appropriate zoning standards and City Council may consider the use of reduced municipal infrastructure requirements and lot standards on a site or area specific basis, provided that such standards are still in keeping with the overall objectives of the Plan.

Section 7.2.3.1 includes the Objectives for all Residential Designations in order to “Provide for a supply of residential lands that is sufficient to accommodate the anticipated demand for a broad range of new dwelling types over the planning period, through residential intensification and, if necessary, designated growth areas.” In other words, the residential designations applied to individual properties throughout the City are intended to facilitate a sufficient amount of growth through residential intensification. The additional objectives identified in Section 7.2.3.1 include the following:

- Ensure that the built form, massing and profile of new housing is well integrated and compatible with existing housing and that a compatible transition between lands of different residential densities and between residential and non-residential land uses is achieved.
- Facilitate the provision of conveniently and appropriately located neighbourhood serving uses and supportive amenities which enhance the quality of the residential environment in residential areas.

Section 7.2.3.2 indicates that the Community Planning Districts have been established to assist in achieving the objectives for Residential Areas. Section 7.2.3.2.1 specifically relates to Established Communities and directs that “Within existing built-up Community Planning Districts, it is anticipated that further residential development will largely occur through residential intensification consistent with the policies of the Low Density, Medium Density and High Density Residential Districts, as applicable, and in conformity with Schedule W-3.”

The policies for Low Density Residential Districts are included in Section 7.2.4, including the following:

- The maximum net residential density for an individual development in the Low Density Residential District is 30 units per hectare (12 units per acre) and no building shall exceed three storeys in height at street elevation.

- Multiple unit dwellings, such as cluster, townhouse and low rise apartments in Low Density Residential Districts, will generally be restricted to the following areas:
 - sites which are close to community serving uses, schools, shopping plazas, day care facilities, churches, arenas and parks.

Section 7.2.4.1.3 includes specific policies for Infill Subdivisions in Low Density Residential Districts. Where infill development is proposed on vacant or underutilized sites within established residential areas by plan of subdivision, City Council and County Council will ensure that:

- the nature of the proposed residential development will be evaluated having regard to the type of housing found in the surrounding residential neighbourhood;
- measures will be incorporated into the subdivision design to buffer and screen existing residential uses from the new development;
- proposed multiple unit developments will comply with the multiple unit requirements for Low Density Residential areas.

Section 7.2.4.1.4 requires that all infill proposals comply with the provisions of the Zoning By-Law and other municipal by-laws.

The policies for Medium Density Residential Areas are included in Section 7.2.5 and include the following:

- The maximum net residential density in the Medium Density Residential Districts is 70 units per hectare (30 units per acre) and no building shall exceed four storeys in height at street elevation.
- Any further Medium Density Residential designations will be consistent with the following location criteria:
 - sites which abut arterial or collector roads or sites situated in a manner which prevents traffic movements from the site from flowing through any adjoining Low Density Residential Districts;
 - sites which are close to community supportive facilities such as schools; shopping plazas, institutional, recreational and open space areas;
 - sites which are adjacent to the Central Area, designated Shopping Centres and Service Commercial Areas, Community Facilities, High Density Residential Districts or developed Medium Density Residential Districts.
- In addition to the requirement for compliance to the locational policies; when considering proposals to designate lands for medium density residential development, City Council and County Council will be guided by the following:
 - adequate off-street parking and outdoor amenity areas can be provided;
 - the availability of, and proximity to, existing or proposed services and amenities such as day care, schools, leisure facilities, shopping and parks to serve the new development.

The policies for High Density Residential Areas are included in Section 7.2.6 and include the following:

- This designation shall be applied in a localized and site specific manner in locations where high density high rise development can:
 - result in the preservation of features of the natural environment which may otherwise be compromised with more dispersed low rise development, or
 - result in the efficient use of land which may be difficult to develop at a lower residential density due to the presence of environmental constraints and the costs of mitigating such constraints; or
 - constitute community land marks or reference points, or
 - support the functionality of the municipal transit system, or
 - support the viability and functionality of the Central Area.
- Height and density limitations will be specified in the Zoning By-Law and may vary from location to location. Unless there are specific site or area characteristics which favour higher limits, net residential densities will normally not exceed 150 units per hectare (60 units per acre).
- In addition to areas predominantly composed of existing or planned High Density Residential development as identified on Schedules W 2 and W-3, any further designations will be consistent with the following location criteria:
 - the site will generally have direct access to arterial and collector roads;
 - on vacant or under utilized sites adjacent to development which is already built at medium or high densities;
 - close to community services and neighbourhood conveniences such as shopping plazas, institutional, recreational and open space facilities;
 - sites which are adjacent to the Central Area, designated Shopping Centres or Community Facilities.
- High Density Residential development will generally be discouraged adjacent to Low Density Residential development except where such low density development is proposed for redevelopment to higher density land uses or where considerable separation between the low density area and the proposed high density development exists.
- In addition to the requirement for compliance to the locational policies, when considering proposals to designate lands for High Density Residential development, City Council and County Council will be guided by the following:
 - adequate off-street parking and outdoor amenity areas can be provided;
 - the availability of, and proximity to existing or proposed services and amenities such as day care, schools, leisure facilities, shopping and parks to serve the new development.

D.2 Land Use Planning Analysis and Opinion

It is my opinion that the proposed residential development and the corresponding Official Plan Amendment, Zone Change and Draft Plan of Subdivision applications do not represent appropriate infill development and intensification of the Subject Property and surrounding Community Planning District for the following reasons:

- The proposal and applications do not facilitate intensification while ensuring that new development is complementary to existing development;
- The proposal is not sensitive to the existing and planned physical character of the Community Planning District and does not satisfy the criteria established in the Official Plan to guide new Medium Density and High Density Residential development;
- The proposal represents a larger scale project that should be directed to the Central Area or a property already designated and planned in the Official Plan for Medium and High Density Residential development;
- The proposed densities and requested relief to the Zoning By-Law regulations represent over-development that will not ensure that the built form, massing and profile of new housing is well integrated and compatible with existing housing and that a compatible transition between lands of different residential densities and between residential and non-residential land uses is achieved;
- There are currently very limited conveniently and appropriately located neighbourhood serving uses and supportive amenities in the surrounding Community Planning District to support the existing and planned residential units, and the development proposal includes no new services and amenities;
- The proposed “Street A” access to County Road No. 59 is limited to right turns only and restricted by the inclusion of an island that will prevent inbound and outbound left turns, which will result in concentration of vehicular movements to and from the Subject Property via Lakeview Avenue and/or U-turns on County Road No. 59;
- The proposed townhouse and apartment dwelling units will not be located close to community serving uses, such as shopping plazas and other facilities;
- The proposed Medium Density Residential uses do not satisfy the Official Plan criteria for designation of new Medium Density Residential sites, including the following:
 - Site be adjacent to the Central Area, designated Shopping Centres and Service Commercial Areas, Community Facilities, High Density Residential Districts or developed Medium Density Residential Districts;
 - Adequate off-street parking and outdoor amenity areas can be provided; and
 - The availability of, and proximity to, existing or proposed services and amenities such as day care, schools, leisure facilities, shopping and parks to serve the new development.
- The proposed High Density Residential designation will be applied in a location that does not satisfy the following Official Plan criteria:
 - Will result in the preservation of features of the natural environment which may otherwise be compromised with more dispersed low rise development; or
 - Will result in the efficient use of land which may be difficult to develop at a lower residential density due to the presence of environmental constraints and the costs of mitigating such constraints; or

- Will constitute community land marks or reference points, or
 - Will support the viability and functionality of the Central Area.
- In addition, there is no policy rationale to support re-designation of this Community Facility within a Low Density Residential Area to Medium Density and High Density Residential.

Regards,



Michael Barton, MCIP, RPP

REPORT TO COUNTY COUNCIL

Homelessness Response Strategy

To: Warden and Members of County Council

From: Acting Director of Human Services

RECOMMENDATIONS

1. That County Council adopt the Homelessness Response Strategy, as provided in Attachment 1 of Report HS 2025-04, entitled “Oxford County Homelessness Response Strategy”, and that the recommended actions assist to guide the County’s efforts in addressing and preventing homelessness;
2. And further, that Council direct staff to annually review the recommended actions of the Homelessness Response Strategy for consideration in the County’s annual budget process;
3. And further, that Council authorize staff to establish a working group, consisting of up to six members from community partner organizations in the homelessness service system, and up to two County staff, for the purpose of monitoring and implementing the actions of the Homelessness Response Strategy, as well as supporting and improving Coordinated Access, and where relevant, the group be integrated into Safe and Well Oxford to reduce duplication;
4. And further, that Council authorize staff to expand the newly developed County-wide outreach team, consisting of both County and Area Municipal staff, which has been developed to ensure a coordinated and consistent approach to supporting and transitioning individuals out of encampments, to include support from community partners focused on housing stability;
5. And further, that Council authorize staff to pursue the acquisition of an appropriate property, in collaboration with the City of Woodstock, for a future Homelessness Support Centre that seeks to co-locate existing emergency shelter services, provide support services that are flexible and focused on transitioning individuals out of homelessness, address the actions of the Homelessness Response Strategy, and ensure a stable system that supports pathways out of homelessness, including connections with the proposed Homelessness and Addictions Recovery Treatment (HART) Hub/Wellness Centre, and that staff report back to Council with potential funding and implementation considerations;

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6. And further, that Council authorize the establishment of an Ad Hoc Committee of Council, including the Warden (Chair) and Councillors _____, _____ and _____, for the purpose of providing preliminary feedback on potential locations for a future Homelessness Support Centre, prior to staff reporting back to Council with potential funding and implementation considerations;
7. And further, that staff release a Call for Applications for up to \$500,000 from the Homelessness Prevention Program (HPP) allocation that is anticipated from the province for the upcoming funding year (April 1, 2025 to March 31, 2026), for the purpose of inviting proposals from community partners that are focused on transitioning individuals out of homelessness, by providing support services in conjunction with the proposed Homelessness Support Centre and in line with the actions of the Homelessness Response Strategy;
8. And further, that Council authorize the transition of up to 20 units at the County-owned Community Housing project located at 82 Finkle Street, Woodstock, to support the creation of up to ten transitional and ten supportive housing beds, subject to receiving operating funding and supports through the HART Hub/Wellness Centre;
9. And further, that Council authorize staff to implement a more comprehensive rent supplement program that focuses on housing individuals from the community housing waitlist (centralized waitlist), as well as individuals that are struggling to remain housed;
10. And further, that Council authorize staff to work with the City of London, as the Regional Service Manager, to implement the Homeless Individuals and Families Information System (HIFIS), with a goal of implementing Coordinated Access and supporting an outcomes-based approach to addressing homelessness, subject to available funding through the Homelessness Prevention Program (HPP);
11. And further, that Council authorize the Chief Administrative Officer and Director of Human Services to execute any agreements associated with the recommendations contained in this report.

REPORT HIGHLIGHTS

- The purpose of this report is to present the final Homelessness Response Strategy, the result of collaborative planning aimed at strengthening local commitment to homelessness prevention. Additionally, this report provides recommendations for the development of a local Homelessness Service Centre, in alignment with the outcomes and actions identified in the Homelessness Response Strategy.

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- In support of the outcomes of the Strategy, staff are seeking Council's support to focus on a number of initiatives, including, but not limited to, improving Coordinated Access, expanding outreach efforts, creating a working group, allocating future HPP funds in line with the actions of the Strategy, providing transitional/supportive housing units at Finkle Street, expanding the rent supplement program and implementing the Homeless Individuals and Families Information System (HIFIS).
- Based on a review of best practices and the recommendations of the Strategy, staff are also recommending the creation of a Homelessness Support Centre that will offer emergency shelter and support services that are flexible and responsive to the needs of those experiencing homelessness.
- The Strategy is a critical step in understanding specific local homelessness needs, in an effort to provide a variety of actions to assist in improving the system, with a focus on transitioning individuals out of homelessness.

IMPLEMENTATION POINTS

If Council is favorable of the recommendations contained in this report, staff will begin implementing various initiatives, including the establishment of a working group to assist in realizing the actions of Strategy, as well as improving Coordinated Access. In addition, staff will prepare a Call for Applications for anticipated HPP funding in 2025-2026, continue to work with the Oxford Ontario Health Team (OHT) and Woodstock Hospital to secure funding commitments for the transitional and supportive housing units at Finkle Street, implement HIFIS, and expand the rent supplement program.

Staff will also collaborate with the City of Woodstock to identify a suitable property for a future Homelessness Support Centre and seek input from the proposed Ad Hoc Committee, with a commitment to reporting back to Council with potential funding and implementation considerations.

Overall, the findings of the Strategy will serve as a guiding framework for the County's strategic response to homelessness. This will include integration into the annual budget process, informed by anticipated Federal and Provincial funding commitments and key partnerships.

Financial Impact

With respect to the 2025 budget, staff are proposing the following allocations in accordance with existing available municipal and provincial funds, as well as anticipated future provincial HPP funding (Table 1). Overall, the Strategy will support the realignment of existing municipal and anticipated provincial funding, to better meet the needs of the community.

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Table 1: Proposed Funding Allocations

Proposed Action Item	Proposed Funding
Homelessness Support Services (in conjunction/within the proposed Homelessness Support Centre)	Up to \$500,000 - anticipated annual HPP funding (2025-2026)
Transitional and Supportive Housing – Finkle Street	Operating: up to \$1.3 million in annual funding through the HART Hub/Wellness Centre (currently for 3 years)
Expanded Rent Supplement Program	Up to \$630,000 in remaining municipal rent supplement funds
HIFIS Implementation	Up to \$50,000 annually - anticipated future HPP funding

Specific financial contributions related to the proposed Homelessness Support Centre will be considered by County Council in a subsequent report.

It should be noted that the outcomes of the Homelessness Response Strategy are intended to inform the annual budgeting process, specifically with respect to the action items, projects and support services for the given year. These action items may be adjusted based on annual budget commitments and anticipated provincial funding to ensure a responsive and sustainable approach to addressing homelessness.

Communications

Recognizing that preventing and addressing homelessness is a shared goal among many stakeholders, consultation played a key role in developing the Strategy. A summary of the various consultation methods is provided in Table 2 below.

Table 2: Summary of Consultation Methods

Consultation Method	Participants	Details
Consultation Workshops (two in-person)	A mix of community partners, County staff and individuals with lived experience	These sessions formed the basis for the Strategy, including the determination of system gaps and areas for improvement. These sessions also included input from those with lived experience to ensure a fulsome understanding of system impacts and inefficiencies.

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Consultation Method	Participants	Details
Advisory Team	Community partner organizations and County staff	Assisted to validate the feedback and recommendations that were received from the various consultation methods.
Municipal Survey	Municipal CAOs, By-law and Parks staff, as well as local Business Improvement Associations (BIAs) and Chamber of Commerce	Seeking feedback on the impact of local homelessness.
One-on-one Interviews	Various Community Partners working directly in the Homelessness Service System	Seeking individual feedback on potential improvements and insights into system gaps.
Council Workshop	County Council, SHS Consulting and County staff	Seeking Council input on the overall feedback that was received through the previous consultation methods.

It is also important to note that following the approval of the HART Hub/Wellness Centre, staff met with members of the OHT and Woodstock Hospital, to discuss next steps and determine connections with existing services to ensure consistency and clear system pathways. These discussions have been incorporated into the recommendations of this report.


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 support 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
Goal 1.1 – 100% Housed Goal 1.3 – Community health, safety and well-being		Goal 3.2 – Collaborate with our partners and communities Goal 3.4 – Financial sustainability

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

DISCUSSION

Background

On January 26, 2022, County Council passed a resolution in support of [Report HS 2022-01](#), approving the expansion of the emergency shelter to provide 24/7 operations for individuals experiencing homelessness. As a result, the overnight shelter ('The Inn', Woodstock), was expanded from 12 to 25 beds, with additional space secured at College Avenue Church for daytime services. The 24/7 shelter model was fully implemented by October 2022, supported by a combination of provincial and County funding, as outlined in [Report HS 2023-07](#).

Following implementation of the 24/7 shelter model, County Council passed a resolution at the March 8, 2023, meeting, requesting staff to report back on a number of items, including the progress and efforts that had been made with respect to securing a potential permanent location for homelessness shelter services, with support from the City of Woodstock and other applicable community organizations. For background purposes, on July 12, 2023, staff presented a report in closed session regarding this resolution. At that time, it was determined that securing a permanent location remained a long-term goal. As such, as an interim measure, staff recommended several immediate temporary actions in [Report HS 2023-14](#) to address the current situation. These actions have since been implemented and include:

- Expanding the overnight shelter ("The Inn") from 25 to 55 beds.
- Implementation of an overnight emergency shelter in Tillsonburg for the winter months.
- Continued use of hotel rooms for families seeking temporary shelter accommodations.
- Increased outreach response through the Mobile Health Outreach Bus (MHOB) and County Community Access Navigator, as well as implementation of Municipal 511 for encampment response.

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Through Report HS 2023-14, staff also recommended the development of a Homelessness Response Strategy to review the current homelessness service system and provide recommendations for addressing existing pressures, identifying potential improvements, and establishing long-term solutions. The Strategy aimed to take a community-based approach to addressing homelessness across the County. Following Council's approval, a consultant was retained, and work began in March 2024.

While the Homelessness Response Strategy was being developed, the City of Woodstock received a \$1,990,736 contribution through the Building Faster Fund (BFF) — a three-year program providing up to \$400 million annually to municipalities committed to achieving their 2031 housing targets. The funding is permitted to be utilized towards housing-enabling core infrastructure, affordable and attainable housing, and homelessness service hubs. In light of these criteria, City Council passed a resolution on November 21, 2024, directing that the BFF funds be allocated toward partnering with the County to acquire a property for the creation of a new homelessness service centre. Subsequently, County Council passed a resolution on November 27, 2024, directing staff to report back on how the BFF could be used to develop a Homelessness Service Centre, with a focus on transitioning individuals out of homelessness.

Additionally, on January 27, 2025, the Province announced funding to support the creation of a Homelessness and Addictions Recovery Treatment (HART) Hub/Wellness Centre in the City of Woodstock. This proposal also included up to \$1.3 million for supportive housing. For clarity, it is important to note that the HART Hub/Wellness Centre is not an emergency shelter; rather, a treatment center designed specifically to address mental health and addiction needs. The details of this Centre are provided later in this report.

With consideration for the above, this report seeks to present the final Homelessness Response Strategy, the result of collaborative planning aimed at strengthening local commitment to homelessness prevention, as well as address the resolution that was passed by County Council respecting the BFF and how this funding could be used to develop a Homelessness Service Centre, with a focus on transitioning individuals out of homelessness.

Comments

Homelessness Needs – By-Name List

The need for emergency shelter is reflected in the growing number of individuals on the County's By-Name List, as shown in Table 3 below. It is important to note that the By-Name List was initiated in July 2022, with implementation taking place in 2023. In addition, only individuals that are willing to be identified as experiencing homelessness are accounted for.

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Table 3: By-Name List and Contributing Factors to Homelessness

Date (as of)	Number of Actively Homeless Individuals	Most Significant Contributing Factors (individuals)	Originating Municipality
February 2024	135	Mental Health – 109 Substance Abuse – 79 Domestic Violence – 28	Woodstock – 93 Tillsonburg – 31 Ingersoll – 5 Norwich – 1 Zorra – 1 Blandford-Blenheim – 1 Other – 2
February 2025	159	Mental Health – 138 Substance Abuse – 115 Domestic Violence – 12	Woodstock – 128 Tillsonburg – 20 Ingersoll – 10 Blandford-Blenheim – 1

The most predominant factors contributing to homelessness include mental health, substance abuse and domestic violence, with the majority of individuals originating from the City of Woodstock. While the Wellness Centre will now provide an opportunity for many of these individuals to seek treatment for mental health and addictions, there is still a need for a stable shelter system to support appropriate referrals, ongoing support before and after treatment, as well as continued support for those that are not able to access treatment or experiencing homelessness due to other contributing factors, or risks, such as age (youth/senior), disabilities, and the presence of dependents (families).

Current Emergency Shelter Services and Identified Barriers

As shown in Table 4, the County's current 24/7 Emergency Shelter system consists of varying locations and hours.

Table 4: Current Emergency Shelter Locations and Hours

Location	Hours	Target Demographic
The Inn – Woodstock Old St. Paul's Church 723 Dundas Street, Woodstock	Overnight 7 days a week 4:00pm to 8:00am	All demographics, with accessibility limitations
College Avenue Church 18/22 Wilson Street, Woodstock	Day Space Monday to Friday 8:00am to 4:00pm	All demographics, with accessibility limitations

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Location	Hours	Target Demographic
CMHA Office 522 Peel Street, Woodstock	Day Space Saturday and Sunday 8:00am to 4:00pm	All demographics, with accessibility limitations
The Inn Out of the Cold – Tillsonburg Avondale United Church 10 Harvey Street, Tillsonburg	Overnight November 1 to May 1 7:00pm to 8:00am	All demographics, with accessibility limitations
DASO	Overnight	Women fleeing domestic violence

While 24/7 services are currently available, the multiple locations and varying hours present challenges in terms of delivering efficient and appropriate support services to those experiencing homelessness. In developing the Strategy, a number of barriers were identified that prevent proper use of the current emergency shelter services that are available, including:

- Space usage limitations related to the function and ownership of the day and overnight shelters in Woodstock, including:
 - Guest storage
 - Pet permissions
 - Congregate bunking
 - Accessibility and inclusion accommodations
 - Duration of stay
- Substance influence
- Consistent and scheduled community partner support on-site

Considering the above, alternative approaches are needed to ensure the homelessness service system effectively provides pathways out of homelessness. This includes addressing barriers that hinder proper access to supports, thereby facilitating the transition of individuals from encampments to emergency shelters and, ultimately, to stable housing.

Current Overnight Emergency Shelter Usage

As shown in Figures 1 and 2, following expansion of the 'The Inn – Woodstock' in March 2023, as well as the addition of the temporary overnight space in Tillsonburg in January 2024, capacity has not been a concern. That said, this is largely the result of the barriers that were identified in the previous section of this report.

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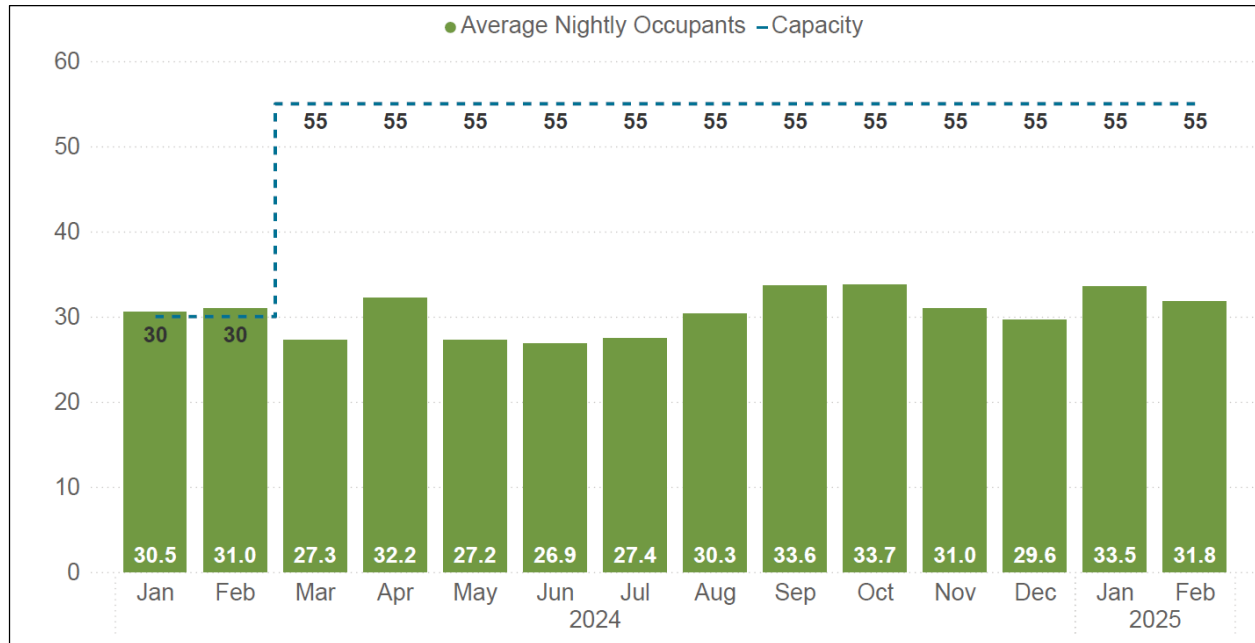


Figure 1: Emergency Shelter Capacity (The Inn – Woodstock)

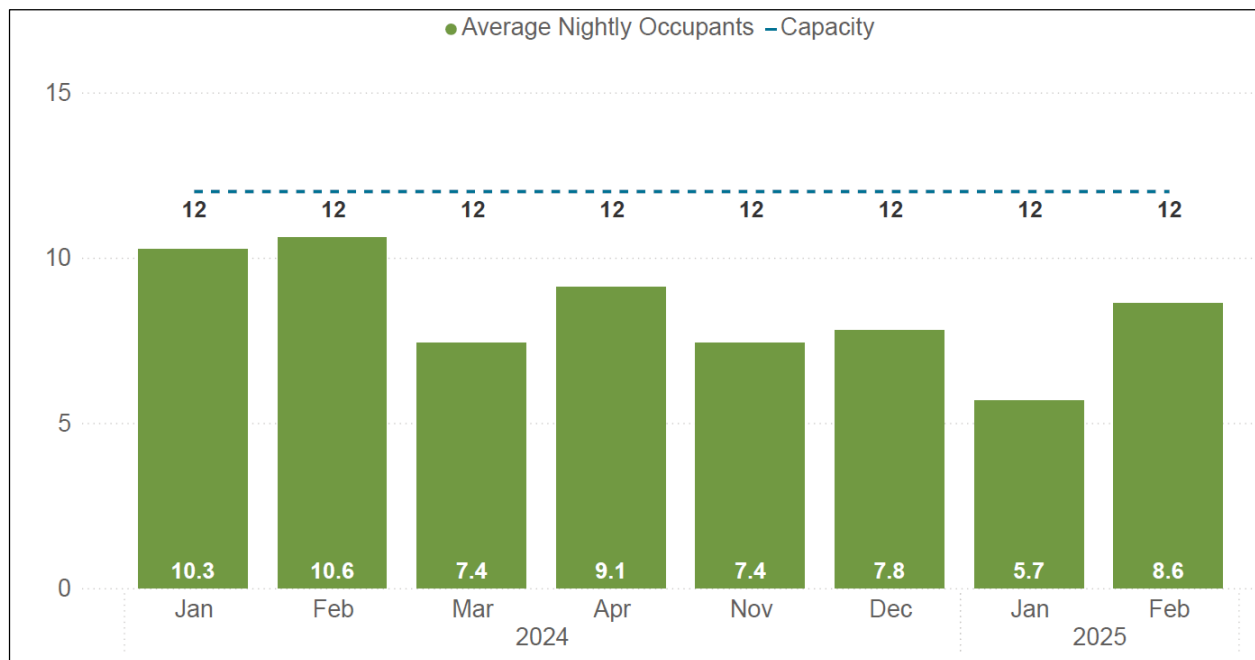


Figure 2: Emergency Shelter Capacity (The Inn – Tillsonburg)

Capacity issues typically result in individuals being turned away from shelter services or temporarily accommodated in motels. While this is the case, motels are not an ideal emergency shelter solution due to inconsistent availability, high costs, and the absence of staffing supports that could help households secure more appropriate, permanent housing. In addition, motels

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are typically reserved for individuals who cannot be accommodated by emergency service providers, such as families.

Motel stays are also not contracted services, meaning staff have minimal oversight or input into daily operations. Additionally, motels are not part of Coordinated Access or the broader homelessness system of care, which results in reduced levels of housing stability services.

It should also be noted that a number of individuals are living precariously in encampments, primarily across the urban municipalities. While these encampments are a symptom of many factors, such as the housing crisis, increasing costs of living, inadequate income supports, and other social difficulties such as substance abuse and mental health illness, they are also partly the result of barriers that prevent access and support at emergency shelter locations, as detailed in the following section.

Emergency Shelter Services – Best Practices

Emergency shelter needs continue to grow in complexity, with these centres playing an increasing role as the front door to more permanent housing solutions and supports. As such, a growing number of communities, including St. Thomas, Midland, Sarnia, Waterloo, Cambridge, and London, are moving towards a single-location 24/7 emergency shelter model, with a focus on reducing barriers and providing on-site supports to transition individuals out of homelessness.

A review of best practices reveals that effective shelter systems must focus on pathways out of homelessness, with a housing-first approach that integrates necessary supports. This approach focuses on reducing barriers to access shelter and supports, with a goal of assisting individuals to access appropriate housing options as quickly as possible.

This approach aligns with the 'low-barrier model', which refers to systems with limited sobriety and income requirements, minimal restrictions for entry and stays, as well as access to supports that focus on pathways out of homelessness. These shelter models accommodate individuals regardless of previous non-compliance with housing arrangements or support plans. This approach also addresses factors that may discourage individuals from seeking shelter, such as providing safe storage for personal belongings and ensuring separate accommodations for different demographics (e.g. men and women).

While low-barrier shelters may include limited sobriety requirements, they are not intended to be safe consumption sites. Instead, the emphasis is on providing shelter for individuals who may be under the influence, provided their behavior does not pose a risk to other guests or staff.

In addition to offering 24-hour accommodation, these shelters may provide a reservation system or extended stays for individuals who are accessing appropriate supports focused on pathways out of homelessness. Ensuring easy and immediate access to shelter also requires significant collaboration with outreach and community support partners, both onsite and in the community. Table 5 provides an overview of municipalities that have adopted or are working towards this emergency shelter model.

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Table 5: Emergency Shelter Review

Municipality	Capacity	Hours	Details
St. Thomas	55 individuals	24/7	<ul style="list-style-type: none"> • Focus on reducing barriers • Respite beds with extended stays permitted for access to supports. • Guest Storage • Laundry facilities • Congregate private bunking and restroom facilities (men, women, priority groups, etc.) • Daily on-site support from varying community partners • In-community support from local police (special constables), hospital and outreach team
Midland	21 individuals	24/7	<ul style="list-style-type: none"> • Focus on reducing barriers • Respite beds with extended stays permitted for access to supports. • Guest Storage • Laundry facilities • Congregate private bunking and restroom facilities (men, women, priority groups, etc.) • Daily on-site support from varying community partners • In-community outreach support from community partners
Sarnia	25 individuals	24/7	<ul style="list-style-type: none"> • Focus on reducing barriers • Respite beds with extended stays permitted for access to supports. • Guest Storage • Laundry facilities • Congregate bunking with private rooms for families • Daily on-site support from varying community partners • In-community support from local police (special constables), hospital and outreach team

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Municipality	Capacity	Hours	• Details
Waterloo	Approx. 100 individuals	24/7	<ul style="list-style-type: none"> • Focus on reducing barriers • Respite beds geared to men and couples, single/double room occupancy with extended stays permitted for access to supports. • Guest Storage • Laundry facilities • Daily on-site support from varying community partners • Service restrictions for behaviours. • In-community support from outreach team
Cambridge	Approx. 78 individuals	24/7	<ul style="list-style-type: none"> • Focus on reducing barriers • Respite beds geared to families and singles with extended stays permitted for access to supports. • Individual family units and divided congregate bunking (females and priority groups) • Guest Storage • Laundry facilities • Daily on-site support from varying community partners • In-community support from outreach team
London – Homelessness Hubs (varying locations)	Approx. 30 individuals	24/7	<ul style="list-style-type: none"> • Focus on reducing barriers • Respite and transitional beds. • Guest Storage • Laundry facilities • Daily on-site support from varying community partners • In-community support from local police (special constables), emergency services and outreach team

Homelessness Response Strategy

Lessons Learned

While the final Strategy marks the end of the community-driven process, it is the beginning of a process to implement the actions that have been developed. Before detailing the actions of the Strategy, it is important to provide an overview of the 10 system gaps that were identified (Attachment 1, page 14), based on the feedback that was received through the extensive consultation process, the various data measures and system level mapping. These gaps include:

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1. Lack of Secure Tenure: The rising cost of living is creating more instances of unstable housing, forcing renters into vulnerable situations. This, coupled with a lack of protection for renters against rapid rent increases and unfair evictions, has widened the pathway to homelessness.
2. Inconsistent Access to Services: service navigation and advocacy support is not guaranteed, and success often depends on individual staff capacity. Some services, particularly food programs, are offered on varying schedules, which requires individuals to travel, putting the onus on individuals who are unsheltered to chase supports.
3. Stigma and Discrimination: The stigma faced by individuals experiencing homelessness creates barriers to accessing housing, support services and employment, causing feelings of hopelessness and isolation.
4. Lack of Capacity to Implement Coordinated Access: The Coordinated Access system, including the By-Name List, requires significant capacity and resources to maintain. Current resourcing does not enable the County and community partners to seamlessly coordinate access for individuals experiencing homelessness. There is a need for greater and sustained buy-in and commitment to ensure partners can appropriately connect clients to services.
5. External Pressures Influencing Program Design: community organizations have recently shifted staffing and resources to better navigate the landscape of homelessness supports. Furthermore, a lack of stable and adequate funding often results in a scarcity mindset, which invites program design that restricts access.
6. Lack of Connections and Sharing between Partners: in the current system, individual staff bear the burden of maintaining and building new connections. Thus, practices around By-Name List intake are not widespread through the different partner organizations. Some organizations are better able to connect their clients to housing supports, whereas others without connections to the County or knowledge of the system, struggle to provide the same information.
7. Limited Connections between Healthcare and Homelessness System: limited connection between hospitals, the County and community partners exacerbates points of crisis and leaves individuals without support once they are discharged and ready to re-enter the community. As hospitals are not currently Coordinated Access partners, there is a critical gap in the network of services touchpoints in the community. With the recent announcement of the HART Hub/Wellness Centre, there is an opportunity to improve the connection between healthcare, community partner organizations and emergency shelter providers.
8. Coordinated Access does not Connect to Circle of Care: a lack of transparency has created barriers for frontline staff in partner organizations and disincentivized full participation in the implementation of the By-Name List. The current structure of the system does not allow partners to see who else is supporting their client, and thus, there is an inability to strategically coordinate support services.

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9. **Lack of Capacity to Meet Needs:** The greater complexity of need, without adequate supports, has made it difficult for individuals to find and maintain housing, particularly if individuals have experienced chronic homelessness. Those who have experienced chronic homelessness typically require deeper support. This means wraparound support after being housed, including mental health and addictions support, healthcare, advocacy, and counselling.
10. **Lack of Stable Housing:** despite recent investments, the supply of transitional/supportive and affordable housing is not sufficient to meet the needs of the community. Additionally, the depth of support community providers are able to offer is not sufficient to meet the complexity of needs in the community.

Actions

To provide an appropriate response to homelessness, it is critical that these gaps are addressed. In this respect, the Strategy identifies a total of 49 actions, under main eight goals and 20 accompanying strategies. For Council's information, the goals, strategies and accompanying major actions, are summarized in Table 6, with the fulsome list of actions starting on page 30 of Attachment 1.

Table 6: Homelessness Response Strategy – Overarching Actions

Goals	Total No. of Actions in Strategy	Most Significant Actions
Build System Capacity	9	<ul style="list-style-type: none"> Establish a working group to implement the actions of the strategy, including members from community partners working in the homelessness service system. Create and prioritize opportunities for joint operational funding for coordinated service delivery, particularly to meet high acuity needs. Establish a formal process for assessing and adjusting program rules (through service provider funding agreements) to best reflect the needs of individuals experiencing homelessness in the County.
Streamline Service Navigation	8	<ul style="list-style-type: none"> Implement Homelessness Individuals and Families Information System (HIFIS) to manage the By-Name List and support Coordinated Access, ensuring sufficient County staff capacity and consultation with community partners to ensure successful roll-out. Implement further training and education on the By-Name List, HIFIS and Coordinated Access for all community partners with a focus on emphasizing the benefits of high-quality By-Name Data and ensuring consistent application within and across organizations. Integrate common requirements around the By-Name List and Coordinated access into service provider funding agreements. Increase co-located services, providing increased opportunity for in-person outreach between organizations, while ensuring an appropriate balance of services across municipalities.

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Goals	Total No. of Actions in Strategy	Most Significant Actions
Act Before Crisis	5	<ul style="list-style-type: none"> Review program rules for existing financial assistance programs (e.g. rent supplements) to ensure accessibility and reliability for households in need. Develop and implement an awareness campaign around preventing homelessness, including strategies to maintain housing and potential avenues for support. Create and maintain a 'cheat sheet' of existing programs that can support successful tenancies, including assistance with utility costs and first and last month's rent.
Uphold Tenant Rights	5	<ul style="list-style-type: none"> Utilize staff resources to assist and educate both landlords and tenants, with a focus on providing pathways to mediation support, if needed. Deliver education for landlords, tenants, local law enforcement, and other community members about tenancy agreements, rights and responsibilities, and avenues for support, (e.g., RentSmart). Advocate to the provincial government for more funding to support legal aid and legal support at the Landlord-Tenant Board.
Help People Grow	5	<ul style="list-style-type: none"> Increase access to co-located, community support programs, to provide opportunities for individuals experiencing homelessness to build connections and community, with a focus on transitioning out of homelessness. Expand cross-county outreach to individuals experiencing homelessness, following best practices around assertive and housing-focused engagement, including continued work through the County Outreach Team (including area municipal staff).
Provide Equitable and Stable Access	7	<ul style="list-style-type: none"> Collaborate with the Oxford OHT and Woodstock Hospital (through the proposed HART Hub/Wellness Centre) to ensure coordination with homelessness support services, including integration of client pathways for individuals struggling with mental health and additions, and the transition of individuals into transitional and supportive housing. Increase access to washrooms, showers, and other necessities for individuals experiencing homelessness. Expand existing emergency shelter programs to address gaps and barriers (accommodations for specific demographics, 24/7 single-location programming, greater geographic coverage, limited stays), as well as integration with the proposed HART Hub/Wellness Centre. Review and update policies at emergency shelters and transitional/supportive housing sites to reduce barriers to entry (e.g. identification and residency requirements, lack of designated area for safe use, hours of service, restrictions on family members staying together or visiting). Allocate a portion of annual HPP funding to community partners that are working to transition individuals out of homelessness by providing support services in conjunction with emergency shelter services and working in line with the actions of the Strategy.

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Goals	Total No. of Actions in Strategy	Most Significant Actions
Increase Access to Housing Across the Continuum	6	<ul style="list-style-type: none"> • Transform emergency shelters to a housing-focused approach, building in community consultation, the use of best practices, and a focus on co-located support services. • Assign resources to enhance landlord engagement, including relationship-building to build a network of landlords that will provide non-discriminatory, safe, and affordable housing, with a focus on providing rent supplements. • Continue to work in support of the Master Housing Strategy, with a focus on increasing the supply of various housing options, including supportive, transitional and affordable.
Support Lasting Housing Stability	4	<ul style="list-style-type: none"> • Reassemble resources to develop/expand a Housing Support and Stability team that will provide support in specific residential buildings and co-located support hubs (i.e. emergency shelters) comprised of multiple service providers, including mental health and addictions services, community health support, case management, and employment services. • Develop a life skills program for individuals that have recently been rehoused outside of County owned housing.

These actions have been used to inform the recommendations of this report, as well as the proposed next steps detailed in the following sections.

Proposed Next Steps

1. Homelessness Support Centre

As previously noted, current emergency shelter services are provided at various locations, with varying hours. As a result, guests are required to relocate at multiple times of the day, leaving minimal ability to provide adequate and stable supports to ensure individuals can appropriately transition out of homelessness.

Based on best practices, it appears that many municipalities are working towards a housing-focused emergency shelter model, with appropriate on-site support services and a focus on reducing barriers. This model focuses on providing equitable stays for individuals that are experiencing homelessness, with separate areas for women, men, families and other demographics, as well as the ability to extend stays for limited periods, provided individuals are accessing on-site supports. While this model is often referred to as 'low-barrier', it does not mean 'no-barriers'. Municipalities and Service Providers still have the ability to set reasonable restrictions, particularly with respect to substance abuse.

In the County's context, and in line with the actions of the Strategy, there is a need to acquire a more stable shelter location, to which a secure and efficient support system can be developed. This includes consideration for a new location to which the County can have greater influence over both physical and operational changes to ensure services are meeting the needs of those experiencing homelessness. For example, under the current arrangement with the County's

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primary emergency shelter provider, the County is not party to the existing leases for each of the three separate locations. This not only creates difficulties in terms of long-term planning, but it also creates instability in the system and limits the ability to reduce barriers that prevent individuals from accessing services (i.e. individuals from encampment).

The physical limitations of the current arrangement also reduce the ability for ongoing on-site support services from community partner agencies. While there is currently dedicated office space at the day space, there is limited availability at the overnight and weekend shelters. In addition, community partners have varying office hours, with many being inconsistent, which creates a gap in support. In this respect, there is a need to move towards a more stable emergency shelter location to ensure an effective system of support, and advancement of a housing-focused emergency shelter system.

To support this action item, staff are proposing to develop an Ad Hoc Committee of Council to ensure an efficient and fulsome review process, as well as coordination with Area Municipal partners, prior to recommending next steps to Council.

HART Hub/Wellness Centre Connection


While the proposed HART Hub/Wellness Centre is expected to be a significant component of the homelessness support system, it is important to note that it will not capture the full extent of the support that is necessary for those experiencing homelessness. The HART Hub and Wellness Centre are considered to be different components of the system, defined as follows:

- HART Hub: the Hart Hub refers to the system of care that is available to support individuals that are experiencing homelessness with accessing mental health and addictions support through the Wellness Centre. The HART Hub primarily refers to the group of community partners that are currently working in the homelessness system, that could facilitate both referrals into the Wellness Center, as well as ongoing support following the exit of an individual experiencing homelessness. While many of these system components are already in place, there is a need to better co-locate and align services to facilitate a clear pathway of care and support.
- Wellness Centre: refers to the mental health and addiction recovery centre that is proposed to be located at 16 Graham Street, Woodstock. This component will be primarily operated by the Woodstock Hospital and is considered the 'medical' component of the system. The Wellness Centre will be available to the broader community, not just individuals experiencing homelessness. This Centre will provide the following services:
 - Withdrawal (10 beds) and Stability/Recovery (40 beds) Support - primary and psychiatric care, mental health and addictions services, including counseling, brief therapy, assertive community treatment, addiction treatment, Mental Health Emergency and Response Team crisis services, Rapid Access Addictions Medicine, and withdrawal management.
 - Transitional Housing (10 beds) – with mental health and addictions support, housing stability/eviction prevention, and housing case management support.


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To better understand the various components of an individual's journey through the homelessness system, including connections to the Hart Hub and Wellness Centre, staff worked with the OHT and Woodstock Hospital to develop client journey map that is provided in Table 7 below.


Table 7: Homelessness Support Journey (including the Proposed HART Hub/Wellness Centre)

Component	Steps in Journey	Details	Stakeholders
HART Hub (Emergency Shelter and Community Support Partners) 	Step 1: Initial HART Hub Visit	An individual experiencing homelessness visits any HART hub (Community) partner (i.e. County Human Services, Emergency Shelter, Hospital, CMHA, MHOB, OCCHC etc.) and is screened to identify needs.	<ul style="list-style-type: none"> • County • Community Partners • System Navigators (HART Funded)
	Step 2: Assessment and Referrals	<p>Based on outcome of assessment tool, HART hub (Community) partner directs the individual to the appropriate support services.</p> <p>This may include a referral to other support agencies, or a transfer to the emergency shelter to ensure continued access to on-site supports.</p> <p>If individuals require access to the Wellness Centre, HART Hub (Community) partners can assist with the intake process.</p>	

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Component	Steps in Journey	Details	Stakeholders
Wellness Centre 	Step 3: Withdrawal Support	If admitted to the Wellness centre, individuals will access withdrawal management beds (10 total), with ongoing support services, including primary care, substance use treatment planning, addiction medicine. This step is expected to take 7 to 10 days.	<ul style="list-style-type: none"> • Woodstock Hospital
	Step 4: Stability and Recovery	Individuals 'graduate' into stability and recovery beds based on their identified goals (40 beds total). This step is expected to take up to 3 months.	<ul style="list-style-type: none"> • Woodstock Hospital
	Step 5: Referral to Transitional Housing	<p>Following completion of stability and recovery, individuals are eligible to continue treatment in sober living transitional housing for a period of 3 to 6 months. This step includes extensive support services through community support partners that are funded through the HART Hub.</p> <p>Individuals are required to be on the By-Name List to access these sober transitional beds. Supports will be provided based on the individual's level of acuity and identified goals.</p> <p>This step refers to the proposed 10 transitional beds at the County's community housing site located at 82 Finkle Street, Woodstock, as well as other transitional housing locations in the County as they become available.</p>	<ul style="list-style-type: none"> • Woodstock Hospital • County • Community Partners

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Component	Steps in Journey	Details	Stakeholders
HART Hub 	Step 6: Referral to Supportive Housing	<p>Following a successful duration in the sober transitional housing beds, clients 'graduate' into supportive housing for a period up to 12 months. This step also includes support services via community partner agencies that are funded through the HART Hub. The supports provided at this step are not as intensive.</p> <p>This step also refers to the proposed 10 supportive beds at the County's community housing site located at 82 Finkle Street, Woodstock, as well as other supportive housing locations in the County as they become available. Acuity and client goals will be used to determine appropriate placement.</p>	<ul style="list-style-type: none"> • County • Community Partners
Existing System of Support	Step 6: Permanent Housing	<p>Following a successful stay in supportive housing, tenants are expected to transition into more permanent housing, such as affordable housing or market rental housing with rent supplement support.</p>	<ul style="list-style-type: none"> • County • Community Partners

If an individual that is experiencing homelessness is not able to access the Wellness Centre due to a waitlist, or other factors, they will remain in the homelessness system, with a potential referral back to the emergency shelter for continued assessment and support until a space is available at the Wellness Centre. While the HART Hub component refers to the system of care that is available to support individuals that are experiencing homelessness with access into the Wellness Centre, the current function of this component of the system is not consistent, with many partners working in silos across different locations. In light of this, the HART Hub/Wellness Centre presents a greater need to co-locate support services, so individuals that are experiencing homelessness may continue to be assessed and supported by a variety of community support partners, while awaiting access to the Wellness Centre.

Overall, there is a greater need to improve the pathway through the entire system of care for those experiencing homelessness, including providing a location that would facilitate the co-location of community support partners that could be part of the HART Hub, which would then lead into the Wellness Centre, as well as the homelessness support system.

2. Continued Focus on Transitional and Supportive Housing

As part of the 2024 Human Services Business Plan and Budget, Council approved New Initiative (NI) 2024-10 – Homelessness Response Strategy, allocating up to \$2.6 million in both development and operating funding (\$2.1 million for development and \$500,000 for base

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operating) to support the creation of supportive/transitional housing for individuals on the County's By-Name List (BNL). Through Report HS 2024-08, these funds were designated to support the development of three transitional housing projects: two in the Town of Ingersoll and one in the City of Woodstock.

This type of housing is essential to support the transition of individuals who are experiencing or at risk of homelessness to more permanent housing options. It provides structure, support, supervision, life skills, and, in some cases, education and training. The first step toward housing stability is helping individuals obtain and maintain a home that addresses their unique needs. To continue supporting transitions and pathways out of homelessness, additional supportive and transitional housing is needed for varying levels of acuity.

The Strategy details significant action in the areas of supportive and transitional housing, including the need for greater wrap-around supports across the housing continuum. Furthermore, with the introduction of the HART Hub/Wellness Centre, additional transitional and supportive housing is needed for Steps 5 and 6 of an individual's journey through the system of care. To facilitate the transition of individuals from the Wellness Centre and provide an additional level of transitional and supportive housing for those experiencing homelessness, staff recommend transitioning up to 20 units at the County-owned community housing project located at 82 Finkle Street, Woodstock. These units would be converted through a phased approach, following the relocation of the existing tenants into appropriate accommodations. Overall, this model will provide a clear pathway from the emergency shelter and Wellness Centre and subsequent permanent housing, which supports the overall goal of the Strategy.

This proposal will be facilitated via funding and support services through the HART Hub/Wellness Centre. At this time, the Ministry of Health has approved annual funding in the amount of \$1.3 million, for a period of three years, to cover wraparound support services from community partner organizations, security, and ongoing maintenance costs. While the funding had not been formally confirmed at the time of drafting this report, this partnership will need to be formalized before proceeding with this project. In addition, as the funding has only been committed for a period of 3 years, staff will work with the OHT and Woodstock Hospital to develop a stability/exit plan in the event that funding is not extended beyond the first term. After reviewing the condition of the existing building, it was further determined that minimal renovations are necessary to update the units and create an on-site office for support services staff. These minor changes can be accomplished utilizing the existing approved budget that is in place for this site.

3. HPP Funding – Supports

The HPP is a provincially funded program that supports Service Managers to provide affordable housing and support services for individuals at risk of or experiencing homelessness. HPP is intended to be flexible, so Service Managers can allocate funding to where it will have the greatest impact on reducing and preventing homelessness.

The County's HPP allocation for 2024-2025 was \$2,922,000, with the majority provided to support the emergency shelter system and supportive housing. The remaining funds were allocated to community outreach and support services, with funding disbursed on a per project basis throughout the funding year.

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While the per project methods has been used in the past, in light of the changing needs of those experiencing homelessness, there is a need to focus funding to those community partners that are directly working to transition individuals out of homelessness. As such, staff are proposing to allocate a portion of the planned 2025-2026 HPP allocation (which is currently expected to be \$2,922,000), for the purpose of issuing a call for applications, specifically aimed at community partners that provide supports and outreach for those experiencing homelessness. This approach will ensure the proposed Homelessness Support Centre is adequately resourced, to support individuals on pathways out of homelessness. This will also ensure the County is able to oversee support services to ensure a consistent approach.

It should be noted that the funding and supports provided through the HART Hub/Wellness Centre will be monitored to ensure no further duplication of services, and potential resource efficiencies, if possible.

4. HIFIS Implementation

HIFIS was developed by the federal government for the purpose of supporting the day-to-day operations of service providers working in the homelessness service system. As a comprehensive data collection and case management system, HIFIS enables participating service providers to access, collect, and share real-time homelessness data. This ensures individuals and families accessing services are prioritized and referred to the appropriate resources at the right time.

Overall, HIFIS supports communities by allowing multiple service providers to access real-time data and refer clients to services, as needed. This tool is critical for ensuring a collaborative approach to homelessness service delivery, enabling partners to coordinate case management and service tracking within one system. This benefits both clients and service providers delivering support. Overall, the implementation of HIFIS will significantly improve collaboration and information sharing between service providers, ensuring better use of Coordinated Access.

Given the significant technological requirements of implementing this program, the City of London has offered to serve as the regional service manager for HIFIS. Staff have been in discussions with City of London staff and will work on an implementation plan for the rollout in late 2025.

5. Working Group and Coordinated Access

As the Strategy includes a variety of action items involving multiple partner organizations, it is recommended that a group of community partners be established to ensure both short- and long-term implementation. Overall, the working group will ensure a collaborative approach to addressing homelessness while fostering continued buy-in from community partners.

The Strategy also identifies a gap with respect to the use of Coordinated Access, which enables community partners to match individuals experiencing homelessness to housing and supports that meet their unique needs. It aims to connect the various partners working in the homelessness service system and centralize efforts to coordinate services. The By-Name List is a feature of Coordinated Access and works to collect the information required about individuals' unique situations and needs. Together, they are vital systems of service delivery that drive the response to homelessness.

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As this group will include community partner agencies that are already connected to Coordinated Access, staff are also proposing to utilize this group's expertise to strengthen the use of Coordinated Access, to foster buy-in and promote fulsome support for those experiencing homelessness. This group can also assist to ensure HIFIS is fully implemented.

6. Rent Supplement Program

Due to increasing rental prices, it has become progressively difficult to maintain a supply of private units to accommodate individuals on the Centralized Waitlist, even with the support of a rent supplement. As landlords can charge higher rental rates, rent supplements have needed to increase significantly to bridge the gap between what an individual can afford, and what the market dictates. While the County has successfully provided several rent supplements, in most cases, the rental accommodation is either pursued by the client or provided by an existing non-profit.

Despite these efforts, there is an increasing need to seek additional private rental units to expand housing options. To address this, staff propose an expansion to the existing rent supplement program by introducing an application process for landlords seeking to offer units to individuals on the Centralized Waitlist. Rental units with excessively high rents or those offering luxury accommodations and amenities will not be considered. Before an application is approved, each unit will be inspected, and the rent will be negotiated. Once the application is approved, the landlord will enter into a Rent Supplement Agreement with the County.

Individuals receiving a rent supplement will pay the landlord based on the rent that would be payable for a rent-geared-to-income unit, with the County covering the difference to meet the full market rent charged by the landlord. The landlord will collect the rent, maintain the property, and provide the same services and repairs as they would for all other tenants in the building.

Funds from the existing rent supplement budget will continue to be utilized and leveraged in support the expanded program. Any future funding requests will be brought before Council during the annual business and budget planning process.

7. Resources and Assistance for Tenants and Landlords

The Strategy identifies a lack of secure tenure as a gap in the homelessness service system. While this gap is the result of larger economic changes, it does signify a need to ensure tenants and landlords are adequately supported in these challenging times, particularly with respect to the Landlord and Tenant Board, lease execution, and connections with other support services to assist individuals facing eviction.

This assistance would primarily be tied to the County's housing stock, Housing Provider portfolios, and affordable housing projects, as well as rent supplement units, but will be made available on the County's website for greater use by community partners, the public and those accessing other programs (i.e. My Second Unit). Communication and education are critical in addressing these gaps.

CONCLUSIONS

Addressing homelessness requires a comprehensive, coordinated, and compassionate approach. The Homelessness Response Strategy proposes a multi-faceted response that focuses on improving the current service system to foster more successful and supported transitions out of homelessness. By continuing to invest in transitional and supportive housing, strengthening community partnerships, and continuing to support pathways from encampments to permanent housing, with access to mental health and additional services, we can create a more inclusive and supportive environment for individuals experiencing homelessness.

Sustained collaboration between various levels of government and community partners is crucial to the success of this Strategy. Working together to address the recommendations of this report and the actions of the Strategy will ensure the implementation of effective and appropriate actions to respond to homelessness.

SIGNATURES

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Original signed by

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ATTACHMENT

Attachment 1 Oxford County Homelessness Response Strategy, March 26, 2025

Oxford County Homelessness Response Strategy

Preventing and Reducing Homelessness in Oxford

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Acknowledgements

This Homelessness Response Strategy is the result of a collaborative effort between the County of Oxford, SHS Inc., community support agencies working in the housing and homelessness system, program funders, and individuals with lived experience of homelessness and housing precarity.

We appreciate the contributions of all participants, including the time and energy committed to ensure this Strategy reflects the needs and perspectives of the community.

Part 1

Introduction

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Toward a Homelessness
Response Strategy for Oxford

Toward a Homelessness Response Strategy for Oxford

Background

Oxford County is home to over 130,000 people in three urban and five rural municipalities. Like many other regions across Canada, the County has seen a sharp increase in homelessness and housing precarity due to the shortage of affordable and appropriate housing and the increasing cost of living.

This Homelessness Response Strategy outlines a plan to respond to the growing unsheltered and hidden homelessness across the County.

As homelessness continues to grow in prevalence and complexity, the County and partners in the community have shifted and adapted to assist in meeting the needs of those experiencing homelessness.

This collective effort has become the backdrop of this Strategy, prompting the development of a whole-of-community response, as partners across the system.

Building on Oxford's Housing and Homelessness Plan

This Strategy has been developed in collaboration with the community to support Goal 1 of the County's Housing for All: Housing and Homelessness Plan, which is to **reduce homelessness through prevention**.

Reading this Strategy

This Strategy provides insight into the gaps and challenges that exist in the current system of homelessness supports and identifies actions to improve and actively address the identified gaps across the system. The document includes three parts:

Part 1 provides an overview of the approach taken to co-develop the Strategy with a range of representatives and participants in Oxford.

Part 2 explains the current reality of supports in Oxford, the policy and regulatory context, the detailed gaps and challenges, a case for action, and the opportunity at hand.

Part 3 offers a plan to guide the response to homelessness, including pillars (4), goals (8), strategies (20), and associated actions (49). Each goal contains the following:

- Desired outcomes that can be used to guide measurement and evaluation;
- Strategies to achieve the goal;
- Specific actions for each strategy.

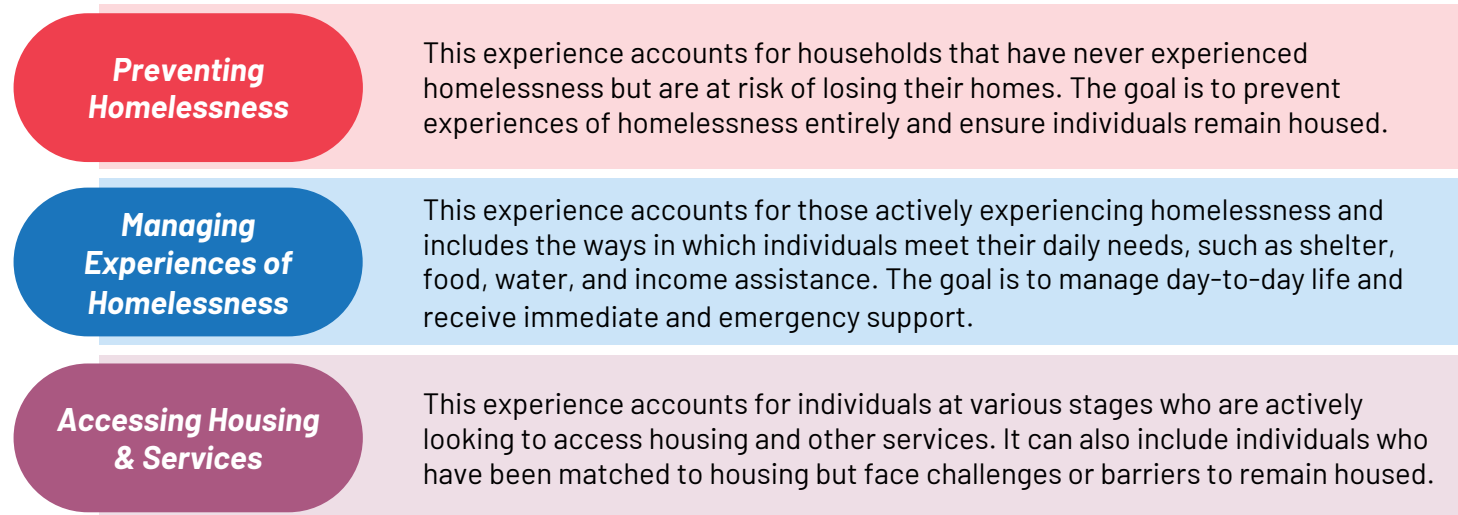
Toward a Homelessness Response Strategy for Oxford

A Human-Centred Strategic Framework

This Strategy was developed with lived experience at its core, ensuring a deeper understanding of the challenges faced. This approach informed the framing of this document around three key touchpoints in the homelessness system: **when individuals are at risk of becoming homeless, when they are actively experiencing homelessness, and when they are seeking housing and support to achieve stability.**

While this framing does not fully capture everyone's journey—people's experiences can vary significantly—it offers a framework for developing a strategic response considering diverse needs and goals.

These experiences are the primary lenses used throughout the Strategy to describe the current reality and articulate a future strategy for Oxford County.



Peeling Back the Layers

There are multiple layers of processes, patterns, and personal complexities that present barriers to designing an effective homelessness response. We can navigate this better by looking at the homelessness-serving system through three different layers:

- 1. Lived experience:** the stories of individuals experiencing homelessness in Oxford – their goals, priorities, challenges, and ideas.
- 2. Service providers:** the experiences of organizations (and their staff) who provide a variety of support to the individuals who need them most – their goals, frustrations, and ways of working.
- 3. System:** the tools, infrastructure, connections, and structure that hold all the supports together and how services and programs connect with each other.

These three layers help ensure that the Strategy is effective at different levels and is designed for success.

Methodology

Approach

To build broad buy-in and shared accountability, this Strategy was co-created with individuals experiencing homelessness, local service providers, and other actors in the housing and homelessness service systems. The goal of this approach was to co-create a Strategy that addresses the needs and concerns of those most greatly impacted. The work was undertaken in three phases:

Phase 1: Discovery

Understand the current state of homelessness supports through:

- Reviewing existing policy
- Collecting community data (By-Name List data, system capacity)
- Conducting surveys and interviews (with providers and lived experts)

Phase 2: Connecting the Dots

Build a collective picture of the gaps and opportunities through:

- Hosting a community co-design workshop
- Analysing real-time data from Oxford's By-name list

Phase 3: Generating Solutions

Craft recommendations specific to Oxford through:

- Hosting a second community workshop to generate solutions
- Seeking feedback from others in the community and Council

Research Questions

The Strategy development process focused on answering the following core research questions:

- **How do individuals in Oxford currently experience homelessness? What challenges do they face?**
- **What services are available in the community? Are these services sufficient to meet the needs of the community?**
- **How do service providers and programs currently connect with each other to deliver services to community members?**
- **How can the system improve to provide services and connect individuals to housing more effectively?**

Mixed Methods Approach

A mixed-methods approach was used to review the homelessness system and answer the research questions. The quantitative data work included a review of housing needs, the By-Name List, and the cost of inaction. In contrast, the qualitative review included extensive community engagement to better understand the implications of the data for individuals' day-to-day experiences.

The process engaged lived experts and over 25 organizations currently providing services in the County, including:

- Emergency shelter providers
- Transitional and supportive housing organizations
- Support agencies
- Food support organizations
- Youth-serving organizations
- Healthcare institutions
- Local municipal representatives

Part 2

Our Current Reality in Oxford

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Challenges and Gaps in
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A Case for Action

The Opportunity to Prevent
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The Policy Context

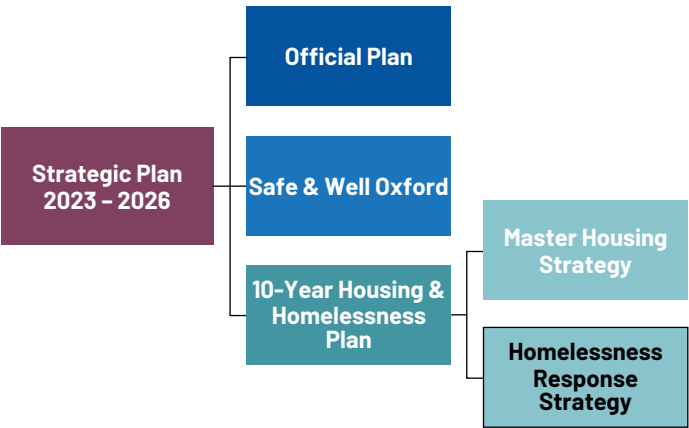
This Strategy supports the County in playing a key role in addressing the challenges related to experiences of homelessness.

The County's role in establishing this action plan should be consistent with existing policy frameworks. This section provides an overview of the key government players impacting the homelessness-serving system and their respective roles.

Oxford County

The County of Oxford, as the Consolidated Municipal Service Manager, is responsible for delivering community and social services throughout the Municipality. As part of its mandate, Oxford County Human Services administers and delivers various shelter programs, including social housing, new affordable housing, rent and bridge supplement programs, housing allowances, funding for emergency shelters, domiciliary housing, and other homelessness prevention programs.

This Homelessness Response Strategy sits within the context of Oxford's 10-Year Housing and Homelessness Plan, as illustrated below.



Recurring Themes Around Homelessness Prevention in Oxford

The following principles are commonly referenced across Oxford County's policy landscape and provide relevant insight into priorities and strengths within the County.

Shelter as a Priority. Addressing shelter needs, including the provision of affordable housing options and addressing and preventing homelessness, is a key priority.

Integrated Service Delivery. Oxford County places great emphasis on its integrated service delivery model, which strives for a one client, one file approach.

Coordination and Collaboration. Recognizing the importance of the County's partners in providing housing and support services, local plans and strategies frequently call for coordination and collaboration.

Monitoring and Data Collection. Documents emphasize the need for quality data collection, monitoring, and analytics, to ensure evidence-based policy and service delivery, along with the use and exchange of best practices.

Populations in Need. The documents highlight the importance of ensuring that the needs of vulnerable target populations are being met.

The Policy Context

Federal Government

The federal government influences homelessness services and prevention as a **legislator**, through the development of overarching policies, and as a **funder**.

The **National Housing Strategy Act, 2019**, sets out the federal government's housing policy and recognizes housing as a human right.

The federal government primarily influences housing and homelessness services through the related **National Housing Strategy (NHS)** and its associated programs and initiatives. Much of the NHS is focused on shaping housing supply, with its primary contribution to preventing and addressing homelessness being funding programs.

Reaching Home is the primary source of federal funding to address homelessness, and is designed for urban, Indigenous, rural and remote communities to address local needs. **Oxford County is not currently a recipient of Reaching Home funding.** Other programs include a Veteran Homelessness Program, and proposed funding for community action plans to address encampments.

Provincial Government

The provincial government similarly influences homelessness services and prevention as a **legislator**, through the development of overarching policies, and as a **funder**.

Ontario guides the administration of community housing and the planning and implementation of local homelessness services through the **Housing Services Act, 2011**. Through this Act, and related regulations, the province defines the roles of Service Managers, like the County of Oxford – for example, requiring the implementation of the By-Name List. The province further shapes housing and homelessness programs through **regular strategies** and associated legislative and funding updates.

The **Homelessness Prevention Program (HPP)** is an important funding program that supports Service Managers in providing emergency shelter, supportive/transitional housing and support services for those experiencing or at risk of homelessness. Oxford County receives funding under this program, with the majority allocated to community partners working in the homelessness system. While other funding programs focus more on community housing, some include programs that can address homelessness, such as rental assistance.

Setting up our County for Success

Administration and delivery of housing and homelessness services is directed locally by the County of Oxford as Service Manager, with funding support and legislative guidance provided by higher levels of government. As part of its mandate, Human Services plans, administers and delivers a variety of services, including providing and maintaining community housing, and developing and delivering programs and services that prevent and respond to homelessness, among others. While the County delivers some programming internally, they also **rely heavily on community partners** to deliver services to the community. The County also **collaborates with local area municipalities**, who deliver community services and enforce local by-laws, all which impact experiences of housing and homelessness.

As such, while the County of Oxford has significant capacity to shape and implement housing and homelessness programs, **key components of enabling a strong homelessness serving system include advocacy and communication with higher levels of government and coordination and collaboration with community partners and area municipalities.** The strategy recognizes the County's unique strengths alongside its connections to other stakeholders and systems.

Working to Deliver Homelessness Services in Oxford

Various service delivery systems, service providers, data and information sources, and processes currently exist in the County to deliver homelessness services to individuals at risk of or experiencing homelessness. This section provides a high-level overview of the system as it exists today.

System of Supports

The current system of supports for those experiencing homelessness is centred around three core components. Appendix 1 describes the services provided in more detail.

Collective Effort towards a Shared Goal

There is widespread recognition that a response to homelessness requires a collective effort and a shared vision for success.

While service providers are working hard to achieve their objectives, they also recognize the collaboration that is necessary to reduce homelessness in Oxford. As a result, service providers have designed and implemented aligned programs that better meet their clients’ needs, providing several examples of valuable connections in the system.

	Component	Description	System Connections	Oxford Examples	Goal
①	Stabilizing supports	Stabilizing supports can serve the goal of preventing homelessness. They provide specialized resources, tools, and expertise based on an Individual’s unique circumstances. These supports also play a role in ensuring housing and well-being can successfully be maintained after experiencing homelessness.	Connections to these supports are often dependent on the individual . There is limited intentional integration between these supports and emergency supports.	<ul style="list-style-type: none">• Ontario Works• Elgin-Oxford Legal Clinic• Salvation Army Woodstock’s Food Bank program• Wellkin’s School Community Intervention Program	<i>Preventing Homelessness</i>
②	Emergency supports	Emergency supports provide day-to-day support for basic needs (health, shelter, food). While these supports are not limited to individuals experiencing homelessness, they are often critical to support managing a loss of housing.	These supports tend to have the strongest connections in terms of service planning and delivery .	<ul style="list-style-type: none">• The Inn and Day Space• DASO Shelter• Mobile Health Outreach Bus• Rapid Access to Addiction Medicine (RAAM) Clinic	<i>Managing Experiences of Homelessness</i>
③	Housing	Housing supports , including housing stability services and transitional, supportive, and affordable rental housing, are limited, and access can be challenging.	Given the nature of the individuals they serve, supportive and transitional housing providers tend to be the most connected to service providers in the system.	<ul style="list-style-type: none">• Indwell – Blossom Park• Oxford County Community Health Centre’s Housing Stability program• Transitional Housing	<i>Accessing Housing and Services</i>

Working to Deliver Homelessness Services in Oxford

Coordinating Service Delivery

Several systems and strategies are currently in place in Oxford to promote coordinated service delivery of homelessness supports. These include Coordinated Access, co-located programs, co-delivered services, and referral pathways.

Coordinated Access

Coordinated Access enables service providers to match individuals experiencing homelessness to housing and supports that match their unique needs. It aims to connect the discrete organizations operating in the region and centralize efforts to coordinate services.

The By-Name List is a feature of Coordinated Access and works to collect the information required about individuals' unique situations and needs. Together, they are vital systems of service delivery that drive the response to homelessness.

Co-Located Programs

Co-locating programs involves service providers working in the same physical space. This allows for trust and relationship building, knowledge sharing, and easier referrals. The Livingstone Centre in Tillsonburg and nurse practitioner visits to the Day Space are successful examples of co-location enhancing service outcomes.

Co-Delivery of Services

Multiple service providers working together to deliver a service can demonstrate deep collaboration. Examples include the Mobile Health Outreach Bus and the Mental Health Engagement and Response Team (MHEART) program.

Referral Pathways

Many service providers currently rely on referral pathways to assist clients with their needs. Common examples include referrals from primary care to CMHA's counselling program or the Oxford County Community Health Centre's Housing Stability program.

Data and Information

A key component of a system that supports seamless coordination is the collection and strategic use of data and information. This section provides an overview of the data tools used in the response to homelessness.

By-Name-List

The By-Name List is a **real-time list of individuals experiencing homelessness** within a service manager area. The By-Name List is intended to:

- help to **understand patterns of homelessness**;
- **connect individuals experiencing homelessness** to services and supports;
- **improve access and reduce barriers** to supports; and
- **monitor progress** related to homelessness prevention.

Homeless Individuals and Families Information System (HIFIS)

HIFIS is a data and case management tool that allows service providers to access the By-Name List data and provide real-time updates. While Oxford does not currently use this system, it is a valuable tool used by other communities.

Challenges and Gaps in Oxford's Homelessness Supports

A Range of Challenges

The homelessness-serving system in Oxford includes services, programs, and supports aimed at **preventing homelessness**, **managing experiences of homelessness**, and **accessing housing and services**. Service delivery is not always seamless—challenges and gaps exist, presenting challenges for individuals facing housing precarity and experiencing homelessness, as well as for organizations providing supports, and the overall function of the entire system.

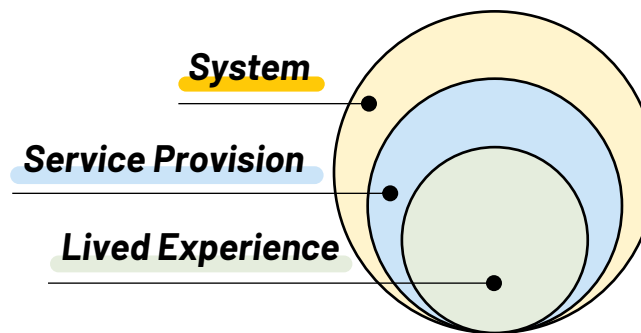
This section provides a **snapshot of the need** in Oxford and a suite of **ten gaps** in the current system.

Mapping Needs and Gaps across the System

The needs and gaps in this section are described through three system layers:

- **Lived experience gaps**
- **Service provider gaps**
- **System gaps**

The research and engagement process revealed that challenges faced by individuals experiencing homelessness are most often a result of the challenges faced by service providers and the way the system is currently working or designed. While interconnected, each system layer provides a unique lens of experience and helps build a holistic understanding of where challenges currently exist, how they are experienced, and how they might be improved.



Lived Experience

Challenges and gaps for those living unsheltered or facing housing precarity:

- **Gap 1:** Lack of secure tenure
- **Gap 2:** Inconsistent access to services
- **Gap 3:** Stigma and discrimination

Service Provision

Challenges and gaps for organizations providing supports:

- **Gap 4:** Lack of dedicated capacity to implement coordinated access systems
- **Gap 5:** External pressures influencing program design
- **Gap 6:** Lack of codified connections and knowledge sharing between partners
- **Gap 7:** Limited connections between healthcare and broader homelessness system

System

Challenges and gaps in how the system works as a whole:

- **Gap 8:** Coordinated Access unable to connect the circle of care
- **Gap 9:** Lack of system capacity to meet high need
- **Gap 10:** Lack of stable and affordable housing

A Snapshot of the Need in Oxford

Experiences of Homelessness

As of January 2025, there were **166 people known to be experiencing active homelessness**, based on the By-Name List (BNL). Of these individuals:

- **67%** were experiencing **chronic homelessness**
- **66%** had a diagnosed **mental illness**, and **88%** were experiencing a **mental health concern**;
- **69%** were experiencing a substance use concern;
- **9%** were identified as experiencing **domestic violence**;
- **11%** were **Indigenous**; and
- **8%** were **youth**.

In the **four-month period** between October 2024 and January 2025:

- **106 individuals were added** to the BNL, the majority of which were returning from inactive (37%) or newly identified (59%);
- **24 individuals were housed**; and
- **54 individuals were moved to inactive**.

Since the implementation of the BNL, **95 individuals have been housed**.

Accessing Supports

Of those on the By-Name List, most are connected to the service delivery systems named in the previous section. Emergency services are often the easiest to access, with housing and stabilizing supports requiring more effort.

Emergency shelter use

There were approximately **34 guests per night in shelter** since the beginning of 2024, compared to 26 over the course of 2023.

- An additional 25 shelter beds were added in March 2024.

Residents spent approximately **26 days in shelter over the first three months of 2024**, compared to 35 over the course of 2023.

Entry points to housing and stabilizing supports

Outreach supports are a key entry point for individuals experiencing homelessness to access other supports they might need (e.g. counselling, income support, housing help), especially if they are unable to access shelters.

The Day Space in Woodstock is another important connection point in the community for those seeking support. Staff from other organizations are often present on-site or connected to Day Space staff to better support individuals.

Lived Experience**Gap 1: Lack of secure tenure****Insecure tenure and forced evictions**

The increasing cost of living is leading to more cases of unstable and expensive housing, putting renters in precarious situations. This, coupled with a lack of protection for renters against rapid rent increases and unfair evictions, has widened the pathway to homelessness in the community.

A lack of affordable housing options across the County has exacerbated tenants' **vulnerability to eviction**, especially at the whims of market forces, landlords, and other external factors.

It has also led to the growth of **non-traditional housing situations** (e.g., room rentals, and rooming houses) that are not protected by the Residential Tenancies Act. This leaves tenants vulnerable to landlords and in situations where they must accept substandard housing or precarious leases.

Lack of accountability

There is a lack of accountability for those executing evictions without proper cause.

While there are existing services to help those facing evictions through the Elgin-Oxford Legal Clinic and Oxford County Community Health Centre, the Landlord-Tenant Board cannot **meet the current need** or provide decisions in a timely manner.

There is also a lack of data on evictions in the region, as they often occur informally and without being escalated to the Landlord-Tenant Board.

Low awareness of tenant rights

There is a widespread lack of awareness of tenant and housing rights in Oxford.

When faced with evictions, households often do not know **what is permitted by law or where to turn for help**. Individuals in non-traditional tenure situations often do not have proper leases governed by the Residential Tenancies Act and feel they have no avenues to assert their rights.

Programs like the Oxford Tenant Support Network exist to provide these avenues, but there is low awareness of this support.

Lived Experience

Gap 2: Inconsistent access to services

Lack of consistent service

The system of available supports can be quite complex, and assistance is required to know which supports are appropriate, and how to be connected to them. That said, service navigation and advocacy **support is not always guaranteed, and success can depend on the staff person's capacity at the time.**

Community members have also observed different services shutting down despite need, triggering a **fear of losing services individuals rely on.** A pattern of services shutting down, moving, or reducing capacity, builds an environment of instability, leading to a lack of awareness and confidence in the services that are available.

Experiencing access to inconsistent service can mean individuals often feel like **they are not being heard and are just being pushed around from service to service.**

Barriers to accessing services

There is a **reported lack of services available outside of Woodstock**, creating inconsistent access to services. This means individuals often must leave their communities to meet their needs, like housing, healthcare, and addictions treatment.

Program requirements, such as proof of residency (when individuals may have no fixed address) and identity documents (when individuals are vulnerable to theft or loss of items), all create barriers to accessing lifesaving services.

Individuals need to chase services

Certain services in Oxford, particularly food programs, are available only once or twice a week. This requires individuals to remember the schedule and travel to access them, putting the onus on unsheltered individuals **to find supports across the County.**

Those who are unable to be proactive in seeking support are often left unconnected or reliant on others in the community to inform them of programs that may be helpful.

Lived Experience**Gap 3: Stigma and discrimination****Stigma and discrimination in the community**

The stigma and discrimination faced by individuals experiencing homelessness create major barriers to accessing housing and the services they need to survive, causing feelings of hopelessness and isolation.

Individuals report experiencing stigma and discrimination in their daily lives, which **has impacted their safety, their relationships, and their access to employment and housing opportunities**. Daily interactions in the community are often negative, making individuals experiencing homelessness feel unwanted and invisible. Community members living in encampments are often targeted by others and face the threat of theft and violence while trying to seek shelter.

Discrimination and negative experiences at hospitals have also exacerbated a mistrust of institutions and created barriers to seeking support. Individuals experiencing homelessness often turn to community health care as an alternative or forego treatment altogether.

Barriers to housing access

People face **stigma and discrimination** when trying to secure housing with private landlords, including via references, insurance and credit checks.

Harmful stereotypes about individuals experiencing **homelessness impact their chances of finding a home and a job**. Landlords often use credit and reference checks, which are not favourable to individuals experiencing homelessness. Housing applications can be regularly rejected, and employment opportunities are lost before the interview stage.

Lack of agency and control

For those living unsheltered or in encampments, **restrictions around gatherings add to feeling unwanted in the community**.

Program rules can also add to the lack of agency while navigating homelessness. For example, **shelter rules around entry and exit times can make individuals feel contained and restricted**.

Similarly, rules in transitional housing respecting visitors and space can **feel like individuals have no control over their lives**. This impacts the individual's emotional state and can also **threaten their housing situation**.

Service Provision

Gap 4: Lack of dedicated capacity to implement coordinated access systems

Lack of adequate staffing for coordinated access

The Coordinated Access systems being implemented in Oxford currently include **the By-Name List and the Coordinated Access table**, both of which require substantial capacity and resources to maintain.

The current By-Name List tool is labour-intensive to manage. It requires staff to clean the data, maintain the list so it is up to date, and perform trend analysis. Staff also need to build trust and buy-in among partners, provide direct support in collaboration with partners, and gather feedback from partners to improve processes.

The current resourcing of the By-Name List **does not enable or empower the County and community partners to seamlessly coordinate access** for individuals experiencing homelessness. Greater and sustained leadership, buy-in, and commitment are needed to fully implement the By-Name List and Coordinated Access. Without it, the tools and processes are not being used to their full potential.

Turnover disrupts coordination

Coordinated access requires institutional knowledge and maintaining contact across organizations. Turnover in the system has created a lack of continuity, making it **difficult for staff to know how to connect their clients to the right services**.

Community-based staff are often on annual contracts without long-term job security. This means constant staffing changes, which can lead to loss of institutional knowledge and relationships, as well as higher degrees of stress and burnout for all staff.

Static tools for a dynamic system

The tools currently being used to implement Coordinated Access (e.g. By-Name List spreadsheet) do not enable real-time data sharing, as the system is meant to do.

Currently, **maintaining the quality of the By-Name List requires a substantial effort from the County**, leaving less capacity for other important tasks. With the onus of coordination, data quality, and data use on the County, more staff are needed to support implementation, especially if HIFIS is adopted to help with data management.

Service Provision

Gap 5: External pressures influencing program design

Partners restricted by external pressures when designing programs

The creation of new programs and the adaptation of existing programs present opportunities to tailor program design to emerging and existing needs. In the past few years, community organizations have had to shift staffing and resources to better navigate the landscape of homelessness support.

Some examples of this include organizations shifting their social work caseloads to shorter-term counselling to serve more individuals, another organization moving away from providing landlord support because guaranteeing tenant success carries a liability, and a third organization narrowing its services to eviction prevention over others like housing search due to the growing situation of housing instability.

Another key pressure is shifting government priorities and the resulting funding, which can lead to instability and a **lack of certainty about which programs can be sustained**.

Capacity data not capturing realities

One of the pressures in shaping programs in Oxford comes from using data about program use to drive decision-making. While important, this data does not capture why people are not accessing the programs and services.

For example, there are programs in Oxford that individuals have found very helpful, but they are not advertised or promoted to avoid being over-subscribed. Program entry requirements (e.g., proof of residence) can also create barriers to accessing essential programs like emergency shelters.

Decisions that do not account for these realities can lead to important services being defunded or resources being reprioritized.

Funding impacts program requirements

Despite the need for accessible supports, a lack of stable and adequate funding often fosters a scarcity mindset and encourages program designs that limit access to necessary supports.

Partners frequently navigate requirements from two or three tiers of government, depending on their funding. This results in program entry requirements that exclude individuals instead of promoting flexibility to address diverse needs.

Service Provision

Gap 6: Lack of codified connections and knowledge sharing between partners

Coordinated Access not facilitating deep connections among partner organizations

Organizations providing homelessness-related supports are connected in some ways, but the system continues to **lack codified or formalized relationships, relying mostly on personal relationships** to coordinate supports and help individuals access housing. This requires staff to connect informally with each other to make referrals and build pathways between their services. **This results in service pathways existing between individual staff, not between organizations.**

In the current system, **individual staff bear the burden of maintaining and building new connections.** Thus, practices around By-Name List intake and updates are not widespread through the different partner organizations and if these critical staff turnover, there is a huge loss of institutional and system knowledge.

In service delivery terms, this means that some organizations are better able to connect their clients to access housing supports, whereas **others without connections to the County or knowledge of the system, struggle to provide the same information about what is available.**

No central source of information

Without too many formalized relationships and structures for collaboration, Oxford also **lacks a reliable and trusted source of information about available programs and services.**

Currently, many organizations try to maintain a list in-house but find it difficult to keep up with updates. They rely on personal relationships and informal connections to update these resource lists, creating gaps in their awareness.

Limited awareness within organizations

Community partners have different methods of information sharing within their organization. This leads to some discrepancy in staff awareness of the Coordinated Access and the By-Name List.

Organizations that have **systems in place for knowledge sharing within their organization** (e.g. Slack, information sessions, team meetings) are receiving referrals from the By-Name List from other programs. Organizations without these structures are finding knowledge of Coordinated Access in Oxford is limited to one or two staff.

Service Provision

Gap 7: Limited connections between healthcare and broader homelessness system

Hospitals are a critical point in journey but not Coordinated Access partners

Hospitals in Oxford are critical touchpoints for individuals experiencing homelessness. Healthcare institutions not only provide primary and emergency care, but also critical mental health and addictions support. While there is a mistrust of healthcare institutions among some people experiencing homelessness, **crisis situations can often lead them to the hospital** (e.g. through MHEART.)

However, Oxford hospitals are not currently Coordinated Access partners, indicating a critical gap in the network of service touchpoints in the community. After individuals are admitted to the hospital, staff in the community often lack any visibility into their client's situation, even at discharge. **The lack of connection between hospitals and the County and community partners exacerbates points of crisis and leaves individuals without supports once they are discharged and ready to re-enter the community.**

With the recent announcement of the Homelessness and Addiction Recovery Treatment (HART) Hub, there is an opportunity to improve the connection between healthcare, community partner organizations and emergency shelter providers.

Lack of alignment on privacy protocols and consent requirements

One of the prominent barriers in facilitating information sharing between healthcare institutions and community organizations is the privacy legislation that governs hospital practices. **The Personal Health Information Protection Act (PHIPA) provides strict guidelines for the way hospitals collect, use, and share personal health information**, adding to the complexity of collaborating with community and government partners with varying levels of privacy protocols.

Consent procedures and privacy protocols for Coordinated Access do not currently meet the standards of PHIPPA, creating a barrier to healthcare participation.

System

Gap 8: Coordinated Access unable to connect the circle of care

Partners lack insight into circle of care

The By-Name List is currently held by the County, with partners being 'contributors' of information. Not only has this limited buy-in from community partners, but it has also resulted in a **lack of ownership and accountability as partners do not have access to the List itself**. The lack of transparency has created barriers for frontline staff in partner organizations and disincentivized full participation in the implementation of the By-Name List.

On a practical level, the way the system is currently structured means **partners (including the County) are unable to see who else is supporting their client** and thus, are unable to strategically coordinate their services. Coordinated Access meetings are not enough to connect the dots. The current tools and system aren't inherently useful to community partners without access to information, leading to low uptake and buy-in.

Lack of transparent processes

The lack of transparent processes has had two key impacts, including;

- A lack of confidence in the data being collected, especially around the calculation of acuity scores
- Misinformation about the By-Name List and how the data is used, causing fear and avoidance of it.

Furthermore, the lack of a standardized assessment has emphasized the fragmented nature of the sector and led to people being asked the same questions multiple times.

Limited agreement on privacy

Mutual information sharing necessitates shared agreement on privacy and data sharing. Currently, **the data sharing agreement does not include all partners**, creating holes in the coordinated access system.

Further discussion is needed to negotiate the necessary privacy structures and find alignment across partners in different sectors.

System

Gap 9: Lack of system capacity to meet high need

System lacks capacity to support high acuity and chronic homelessness

Since the onset of the COVID-19 pandemic, community organizations have seen **the need for services grow exponentially in their communities**. They have also noted a **growth in the complexity of need across the board**, with individuals requiring multiple services at once.

Greater complexity of need, without adequate supports in place, have also made it difficult for individuals to find and maintain housing, particularly if individuals have experienced chronic homelessness. Those who have experienced **chronic homelessness typically require deeper support due to the difficult, and often traumatic, things they experience while homeless**. This requires deep wraparound support after they have been housed, including mental health and addictions support, healthcare, advocacy, and counselling, so individuals are supported to remain housed.

Annual funding structures

Annual funding structures have exacerbated this lack of capacity, as high acuity support, particularly in housing, requires longer-term wraparound supports.

Community partners are not able to guarantee the long-term supports individuals need partly because of **the lack of guaranteed funding for more than one year**.

Different terms of funding may be needed to support the provision of necessary support.

Competition over collaboration

Partners find they are often **placed in a competitive, rather than a collaborative environment**. To adequately fund and resource their programs, they must build their organization's competitive advantage, often containing them in silos.

Funding requirements, typically **around avoiding duplication of services, have also caused organizations to shift their priorities, leaving gaps in service** in Oxford.

In order to effectively address high acuity and more complex cases in Oxford, the system recognizes the need for collaboration.

System

Gap 10: Lack of stable and affordable housing

Limited availability of affordable housing options across the continuum

The greatest barrier to accessing housing in Oxford is the lack of available units, despite recent investments in increasing affordable housing supply.

Oxford's Housing Needs Assessment, completed in 2024 by NBLC, demonstrated a social and affordable housing market that was not able to meet the need in the community. With rapidly increasing rents in the last decade, approximately +6-7% annually in Woodstock, Tillsonburg, and Ingersoll, housing is no longer affordable for many. In addition, the **County's waitlist for Rent-geared-to-Income (RGI) housing has been relatively static, with approximately 1,600 households.**

The supply of deeply affordable housing is lacking, as the Housing Needs Assessment found that even **80% of Average Market Rent (the threshold used for affordable housing projects) is unaffordable to many in Oxford.** For example, individuals accessing Ontario Works will no longer receive a shelter allowance if they are unsheltered, bringing their **monthly payment down to \$340.** Those eligible for a shelter allowance receive \$733 monthly, which would still not be enough to cover 80% of AMR and other expenses.

Growing demand for transitional housing

Transitional housing in Oxford primarily exists in Woodstock, with only some units in Tillsonburg, and upcoming new units in Ingersoll. There is **high demand for transitional housing** as it provides a stable place to live with access to supports.

However, due to the lack of available affordable units, **individuals who complete a full year in transitional housing often have nowhere to go after.**

Another challenge in transitional housing is the **rigidity of the rules** (e.g. allowing visitors, living with a spouse), which limits the success of residents.

Lack of high acuity options

While processes such as the By-Name List are meant to prioritize those with the highest need, there continues to be limits with this system due to **a lack of options for high-acuity needs.**

The majority of supportive housing in Oxford is in Woodstock, with more recent investment in Tillsonburg and Ingersoll.

Despite recent investments, the number of supportive housing units is not sufficient to meet the need in the community. Additionally, the **depth of support service providers are able to offer is not enough** to meet the complexity of needs in the community.

A Case for Action

The Cost of Inaction

While the costs associated with a comprehensive approach to preventing and addressing homelessness are high, so too are the costs of inaction. Decades of research have emphasized the high costs associated with homelessness, as well as **the significant potential for savings and efficiencies when individuals are permanently housed with the proper supports in place**. These expenses and savings come from both the direct costs of homelessness, such as expenditures on emergency shelter, as well as indirect costs associated with homelessness, including around healthcare, the justice system, and eviction-related expenses.

Direct Expenses

Direct costs related to homelessness can include expenditures on shelter and support programs and services (e.g. day programs, food banks), all of which drive significant costs. Previous studies have estimated that shelter costs are higher relative to both market rents and social housing costs. For example, a 2007 study of Toronto by the Wellesley Institute¹ estimated that the average monthly cost of a shelter bed was \$1,932, compared to \$701 for a rent supplement and \$200 for social housing.

Healthcare Expenses

A strong link between homelessness and poor health outcomes has been established across multiple research studies² – a fact that was reaffirmed through our conversations. Homelessness impacts health in many ways, including poor nutrition, lack of proper rest, higher exposure to communicable disease and an inability to engage in proper health practices upon becoming sick, higher risk of violence, and difficulty maintaining a healthy social network, among others.

According to a study of people experiencing homelessness in Toronto in 2021 and 2022³, the yearly average public **healthcare costs incurred by individuals experiencing active homelessness (\$12,209) was 6-7 times and roughly \$10,000 greater** than the same costs incurred by housed individuals (\$1,769) and low-income housed individuals (\$1,912). A significant difference remains even after accounting for comorbidities and the presence of mental health or substance use issues. Further, while the impacts are greatest during active experiences of homelessness, research suggests that healthcare costs decrease, but do not return to pre-homelessness levels, following active homelessness.

A Case for Action

Justice-Related Expenses

Research has similarly demonstrated a two-way connection between homelessness and involvement with the justice system. Those who are homeless are more likely to be arrested and spend time in jail, while people in prison are more likely to become homeless upon release without the proper reintegration supports. A 2010 Canadian study⁴ estimated that **roughly one in five prisoners (23%) were homeless when incarcerated**, and 32% would be homeless upon discharge, increasing the likelihood of re-offense. The average stay was a little over two months. According to Statistics Canada, as of 2022/2023 **the average daily cost per inmate in Ontario was \$240. This translates to roughly \$15,000 over a two-month period.**

Further, this figure does not include the associated costs to governments and to individuals around policing, legal proceedings, or other activities associated with criminalization. Similarly, **community strategies that criminalize homelessness, such as issuing tickets for panhandling, are also costly.**

The Cost of Eviction

Evictions also carry high costs, and significant savings can be borne by preventing them. For example, a 2005 study from CMHC⁵ estimated the total costs to tenants, landlords, and government associated with evictions. **For tenants, the average financial cost associated with eviction was \$2,233** due to loss of personal belongings and first/last months' rent, moving expenses, legal fees, and increased expenses associated with their new location (such as higher rents or transportation costs). In 2024 dollars, this translates to \$3,360. For landlords, these costs were estimated at \$6,588 (\$9,910 in 2024) for a private landlord and \$2,937 (\$4,416 in 2024) for a social housing landlord due to legal fees, arrears, foregone rent, and repair costs, among others. **With regard to government costs, per diem costs associated with different accommodation and support options ranged from \$11 to \$88 (\$17 to \$132 in 2024).**

A recent study similarly estimated significant savings associated with the BC Rent Bank program⁶. Over the 2023/2024 fiscal year, the program supported 1,513 households, of which an estimated 600 people were prevented from becoming homeless, and 1,000 households were prevented from spending significantly more on rent.

Overall, it was estimated that \$27.5 million was saved, and that **each \$1 invested resulted in \$5 in savings for both the individuals and families impacted and in government spending.** Table 1 breaks down where the cost savings arose from.

Table 1: Breakdown of savings associated with the BC Rent Bank program, 2024

Category of Expense	Cost (Millions)
Private Costs (Tenants)	\$16.1
Higher Rent	\$14.9
Moving, Storage Costs & Lost Possessions	\$1.2
Public Costs (Government)	\$11.4
Emergency Shelter	\$1.3
Health Care	\$3.3
Housing Placement and Support	\$1.7
Children & Youth Placed in Care	\$5.1
Total	\$27.5

Vancity Community Foundation (2024). Why Eviction Prevention Matters: The Social and Economic Benefits of BC Rent Bank in British Columbia.

A Case for Action

Bringing it All Together

Between 2009 and 2011, the At Home/Chez Soi program worked with individuals with mental illness experiencing homelessness to assess the impacts of a Housing First program with associated supports, including Intensive Case Management and Assertive Community Treatment. Several streams of research providing insights into the costs of homelessness emerged from this work.

As part of this study, 990 participants across five cities (Vancouver, Winnipeg, Toronto, Montreal and Moncton), did not undergo the Housing First intervention, instead continuing on with their usual services. Based on data from these participants⁷, it was **estimated that the per person costs of homelessness in 2016 dollars ranged from approximately \$30,000 per year in Moncton to \$56,000 per year in Toronto.** These figures represented a combination of costs from shelter, supportive housing, substance use treatment, varied healthcare related expenses, police and court appearances, incarceration, and social assistance. Adjusted to 2024 dollars, this translates to **\$37,000 to \$70,000 per year for each person with a mental illness experiencing homelessness.**

Similar research has estimated high costs associated with homelessness, including a study out of British Columbia⁸ that estimated costs at \$55,000 per person with a substance use or mental health issue experiencing homelessness in 2006 dollars (\$81,000 in 2024 dollars), while another out of Calgary estimated a range in costs from approximately \$72,000 per person to \$135,000 per person in 2007 dollars, based on the degree of chronicity (\$105,000 to \$195,000 in 2024)⁹. **While estimates vary, this data overall emphasizes the high costs associated with homelessness.**

For the individuals who went through the Housing First program as part of At Home/Chez Moi, the cost off-sets associated with this intervention were measured¹⁰. The study found that in addition to improving housing stability and quality of life outcomes, costs were reduced in other services, including hospital visits, other medical services, emergency shelter usage, and jail time. Overall, the study estimated that **for every \$10 spent** on the program, the average **reduction in other costs was \$9.60 for high needs participants**, and **\$3.42 for moderate need participants**. For the 10% of participants with the highest costs prior to intervention, there was a total savings of \$21.72.

With regard to previous research, the same study out of British Columbia estimated that with adequate housing and supports, the per person cost would drop from \$55,000 to \$37,000, a savings of roughly \$27,000 in today's dollars.

The Opportunity to Prevent and Reduce Homelessness

Vision for the Future

This strategy builds on the vision articulated in Oxford's Housing and Homelessness Plan – **to realize 'housing for all' by 2033.**

Specifically, the vision this strategy works towards is one where experiences of homelessness are brief or avoided altogether. It is of a community where people can easily find a place to live and be supported to remain in their homes.

By 2033, experiences of homelessness are brief, and people in Oxford can access seamless supports to find and keep their housing.

Principles for Action

To achieve this vision, there are six principles that have been co-developed with the community and guide how the strategies and actions should be implemented.

- 1 **Foster community awareness, mutual understanding, and empathy for those experiencing homelessness**
- 2 **Design for long-term and sustainable change informed by lived expertise and principles of health equity**
- 3 **Promote transparency, collaboration, and accountability among service providers**
- 4 **Prioritize dignity and self-determination of people experiencing homelessness**
- 5 **Ensure consistency of service across the system rather than a 'luck of the draw'**
- 6 **Have a bias towards flexibility and enable problem-solving to respond to individual needs.**



Improving Systems of Coordination

Oxford's current response to homelessness involves the County and service providers, often operating in silos, providing direct support to those who need help.

As organizations with different mandates and strengths work towards *similar* goals, there is a growing need to establish shared agreement on a vision and better coordinate how services work together to achieve that shared goal.

Partners in Oxford have shown willingness and commitment to be aligned in mission and work collaboratively but lack a system that supports coordinating in this way.

This strategy articulates steps that actors in Oxford can take to strengthen the connective tissue underpinning existing services. It focuses on systems of coordination to help recognize and leverage existing efforts and create an environment for their success.

Part 3

A Homelessness Response Strategy for Oxford

Contents

Plan on a Page

Strategies

- Pillars 1, 2, 3
- Each pillar includes priorities, goals, strategies, actions, best practices

Vision

By 2033, experiences of homelessness are brief, and individuals in Oxford can access seamless supports to find and keep their housing.

FOUNDATIONAL SYSTEM ELEMENTS

Build system capacity

Ensure individuals working in the system have the capacity and resources they need to provide excellent customer service

Streamline service navigation

Create seamless connections between services so people have rapid access to the help they need

PILLARS

Preventing Homelessness

Act before crisis

Uphold tenant rights

Managing Experiences of Homelessness

Help people grow

Provide equitable and stable access

Accessing Housing & Services

Increase access to housing across the continuum

Support lasting housing stability

PRIORITIES

GOALS

Goal 1: In the future, everyone in Oxford can confidently access supports to maintain their housing and avoid experiences of homelessness when circumstances change

Goal 2: In the future, everyone in Oxford has secure housing tenure to prevent forced and unfair evictions

Goal 3: In the future, individuals experiencing homelessness feel confident and valued, and are well-supported to grow in the community

Goal 4: In the future, individuals experiencing homelessness have stable and equitable access to services (including temporary accommodation)

Goal 5: In the future, individuals can access permanent and stable housing in their communities to exit homelessness

Goal 6: In the future, individuals with a history of housing instability have the supports and resources they need to maintain their housing for the long-term

Foundational System Elements

System Capacity-Building

Foundation A

In the future, individuals working in the housing and homelessness system have the resources and capacity they need to provide excellent customer service, resulting in positive impact on the lives of the people they serve.

Desired Outcomes

We strive toward the following outcomes related to this goal:

- Low turnover of staff across the system
- Effective use of the By-name List and Coordinated Access system across the County
- Sufficient funding to respond to community needs

Strategies and Actions

The following strategies and actions will help us reach our goal.

Strategies	#	Actions	Type of Action
Establish the necessary resources to implement the Homelessness Response Strategy	A.1	Realign County staff resources to facilitate the implementation of this Strategy and to increase long-term capacity for By-Name Data, Coordinated Access, and related systems.	Staff Capacity and Processes
	A.2	Establish a working group to implement the actions in this strategy, to be chaired by the County and include members from community partners.	Staff Capacity and Processes
Build stability and consistency in staffing and resourcing across the County	A.3	Advocate for increased federal and provincial funding for the County and service providers to build capacity to meet growing need, build a resilient workforce, and effectively respond to homelessness, including advocating for longer-term funding to ensure staff are not limited to annual contracts.	Advocacy
	A.4	Develop community partner guidelines for staff compensation in the sector, including access to benefits, and a greater support system for community-based staff and incorporate this into service provider funding agreements, where appropriate.	Policy or Program
Explore opportunities to improve efficiency and quality of programming	A.5	Create and prioritize opportunities for joint operational funding for coordinated service delivery, particularly to meet high acuity needs.	Financial
	A.6	Ensure sufficient communication and collaboration between County staff and community partners to ensure resourcing and capacity needs are met.	Staff Capacity and Processes
	A.7	Establish a formal and ongoing process for assessing and adjusting program rules (through service provider funding agreements) that reflect the needs of individuals experiencing homelessness in the County, drawing on By-Name and other data, community engagement, and best practices.	Policy or Program

Foundational System Elements

Streamlined Service Navigation

Foundation B

In the future, individuals experiencing or at risk of homelessness are rapidly and seamlessly connected to supports they need.

Desired Outcomes

We strive toward the following outcomes related to this goal:

- Decreased wait time to access key services
- Reduced time between referral and service delivery
- Stronger relationships and pathways between service providers
- Improved experience of accessing services in the community, demonstrated by positive feedback from those being helped
- Increased number of individuals connected to services

Strategies and Actions

The following strategies and actions will help us reach our goal.

Strategies	#	Actions	Type of Action
Improve the quality and use of By-Name Data and Coordinated Access in line with best practices	B.1	Implement Homelessness Individuals and Families Information System (HIFIS) in Oxford County to manage the By-Name List and support Coordinated Access, ensuring sufficient County staff capacity and consultation with community partners to ensure successful roll-out.	Tools and Infrastructure
	B.2	Implement further training and education on the By-Name List, HIFIS and Coordinated Access for all community partners with a focus on emphasizing the benefits of high-quality By-Name Data and ensuring consistent application within and across organizations.	Awareness and Education
	B.3	Work with community partners to update the centralized intake questionnaire, common assessment tool and data sharing agreement to ensure it meets all community partner needs and will be used consistently.	Tools and Infrastructure
	B.4	Integrate common requirements around the By-Name List and Coordinated access into homelessness service provider funding agreements, while working with community partners to ensure they have the necessary resources to implement these systems.	Tools and Infrastructure
Formalize connections between the County's homelessness serving system and interrelated systems	B.5	Work directly with Woodstock Hospital and organizations with increased reporting and confidentiality standards to support participation in the By-Name List and Coordinated Access, or where necessary, use of alternative tools (e.g. case conferencing) that can ensure connection between active clients and the broader homelessness serving system.	Tools and Infrastructure
	B.6	Establish partnerships with hospitals, treatment centres, and the justice system to develop procedures for institutional discharge planning that ensures ongoing connection to services and supports for individuals who may experience homelessness upon leaving the institution, including connections with the proposed HART Hub.	Policy or Program
Increase connection and information sharing between community partners	B.7	Create and maintain a County-owned, accessible, and up-to-date database of all partners and associated service offerings to support collaboration and outreach between partners, making sure it is reflective and accessible to both the homelessness serving system and other organizations.	Tools and Infrastructure
	B.8	Increase co-located services, providing increased opportunity for in-person outreach between organizations while ensuring an appropriate balance of services across municipalities.	Tools and Infrastructure

Learnings from Elsewhere

By-Name Data and Coordinated Access

Coordinated Access is a way for communities to bring consistency, equity and efficiency to homelessness service delivery and access. Common features include a centralized information system and inventory of housing resources, clear access points, common triage and assessment tools, consistently applied protocols, and supportive resources. A By-Name List, also known as By-Name Data, is a key component of Coordinated Access. It consists of real-time data of all individuals who are known to be experiencing homelessness in a community and have consented to data collection.

These systems are recognized as best practices across Canada, as evidenced by federal and provincial requirements, case studies, and the significant supports that have been developed around them, including from the Canadian Alliance to End Homelessness (CAEH) and Built for Zero Canada. When used properly with high-quality data, these systems can help triage and coordinate services for individuals experiencing homelessness, leading to better and quicker access to housing and services, help evaluate patterns of homelessness and the efficacy of programs, and support advocacy efforts.

The efficacy of these systems are heavily shaped by the quality and capacity with which they are designed and maintained. While the reward is high, properly implementing a Coordinated Access system requires significant resources. The following case studies describe communities that have experienced success in reducing chronic homelessness with help from Coordinated Access.

St. Thomas-Elgin. St Thomas-Elgin has celebrated significant reductions in chronic homelessness in recent years¹¹. After establishing quality By-Name Data in 2021, they celebrated a reduction in chronic homelessness by 25% a year later. While known homelessness increased soon after, in part due to data and process improvements, they similarly saw a rapid 30% decrease from July 2023 to January 2024, finding homes for 126 people experiencing homelessness. St Thomas-Elgin has identified several factors that contributed to these successes, including expanded access points and mapping, increased outreach efforts to people living unsheltered or at risk of homelessness, better coordinated and expanded programs, efforts by the local emergency shelter to become low-barrier and housing focused, and new supportive housing units.

Brantford-Brant. Brantford-Brant rapidly implemented a quality By-Name List and Coordinated Access system to meet both provincial and Federal Reaching Home requirements, with support from CAEH and Built for Zero Canada¹². While the community had a prior database tool and some strong relationships, they faced barriers such as shelters working in silos and slow and ineffective data sharing and management. The City put careful thought into implementation, breaking services into 3 different phases that align with a client's flow through the homelessness system of care. They first focused on understanding and refining the inflow process, then case planning and diversion services, and then on outflow and prevention services. Since implementing their system, they have celebrated improved collaboration between partners, better data quality, and more streamlined processes.

More examples. Built for Zero Canada provides trainings, case studies, and resources to support aligning Coordinated Access systems with best practices. This includes sample resources from other communities, such as data sharing agreements, vacancy forms, or implementation guides.

Learning from Elsewhere

Discharge and Reintegration Planning

Many individuals experiencing housing precarity or homelessness interact with hospitals or the justice system, with many being discharged into homelessness, in some cases without connecting to a community's broader homelessness system of supports. Targeted discharge programs can help address this cycle and improve coordination between these systems.

London H2I Program. The H2I program was initiated in London, Ontario to address the pattern of individuals being discharged from hospital into homelessness¹³. The program integrated community agency staff into hospital units to assist hospitalized people experiencing homelessness secure housing and financial support and provide transitional support post-discharge. Healthcare providers and community stakeholders found the program effective in preventing people leaving the hospital from becoming homeless.

Important features of the program included having community agency partners on-site in hospitals, using the Homeless Individuals and Families Information System (HIFIS), including various agencies and people with lived experience in advisory committees, offering healthcare staff easily accessible program information in case of turnover, and identifying specific needs of sub-populations such as youth. The program developed an Implementation Guide to help other communities seeking to develop similar homelessness prevention programs¹⁴.

Community Reintegration Planning Table, Elgin-Middlesex. Community Reintegration Planning Tables (CRPTs), established by a partnership between Ontario and the Provincial Human Services and Justice Coordinating Committee in 2022, are intended to ensure a proactive, collaborative and inclusive plan is in place for individuals exiting corrections facilities who require reintegration supports.

A CRPT has been established in partnership with the Elgin-Middlesex Detention Centre to enable stronger relationships between the province, justice sector and community partners in order to improve system coordination, streamline referral processes, and support mutual understanding of practices^{15,16}. The Table includes many provincial, municipal and community service agencies across Middlesex and Elgin counties.

Homelessness Prevention

Act Before Crisis

Goal 1

In the future, everyone in Oxford can confidently access supports to maintain their housing and avoid experiences of homelessness when circumstances change.

Desired Outcomes

We strive toward the following outcomes related to this goal:

- Decrease in number of new shelter visitors
- Decrease in crisis encounters and hospital visits
- Increase in use of pre-crisis supports (such as housing stability, shelter diversion)
- Increase in public awareness about homelessness and available supports
- Increased mutual accountability among landlords and tenants to ensure successful tenancies

Strategies and Actions

The following strategies and actions will help us reach our goal.

Strategies	#	Actions	Type of Action
Increase access to financial assistance before crisis	1.1	Launch a rent bank program that offers emergency financial assistance to prevent arrears for eligible tenants	Financial
	1.2	Review program rules for existing financial assistance programs (e.g. rent supplements) to ensure accessibility and reliability for households in different situations	Financial
	1.3	Enhance capacity for Housing Stability programs, providing direct funding for staffing and building a dedicated team in connection with outreach efforts – related to Action 6.2	Financial
Build public awareness of available services and programs	1.4	Develop and implement an awareness campaign about preventing homelessness, including myth-busting about individuals experiencing homelessness, strategies to maintain housing in times of uncertainty, and potential avenues for support	Awareness and Education
	1.5	Create and maintain a ‘cheat sheet’ of existing programs that can support successful tenancies, including help with utility costs and first and last month’s rent	Awareness and Education

Homelessness Prevention

Uphold Tenant Rights

Goal 2

In the future, everyone in Oxford has secure housing tenure to prevent forced and unfair evictions.

Desired Outcomes

We strive toward the following outcomes related to this goal:

- Increased awareness of tenant rights, including for those boarding or in shared living situations
- Decreased number of unfair evictions in Oxford
- Increased number of landlords and tenants accessing education programs
- Increased number of tenants able to stay housed long-term
- Increased number of referrals to Housing Stability programs

Strategies and Actions

The following strategies and actions will help us reach our goal.

Strategies	#	Actions	Type of Action
Create a Tenancy Resource Office to ensure accountability for landlords and tenants	2.1	Utilize staff resources to assist and educate both landlords and tenants, with a focus on providing pathways to mediation support	Staff Capacity and Processes
	2.2	Work with community legal clinics and other community partners to establish and/or increase capacity for programs that ensure tenants understand and can uphold their legal rights and that can help mediate disputes between tenants and landlords	Policy or Program
	2.3	Provide resources and guidelines for landlords and tenants, including for rooming houses, single-room occupancy housing, and other forms of tenancies that fall beyond the scope of the Residential Tenancies Act to ensure operators meet property and maintenance standards and tenants understand their rights and obligations.	Policy or Program
Increase awareness of tenant rights	2.4	As a part of Action 1.4 , deliver education for landlords, tenants, local law enforcement, and other community members about tenancy agreements, information on rights and responsibilities and avenues for support.	Awareness and Education
Enhance access to legal aid	2.5	Advocate to provincial government for more funding for legal aid and legal support at the Landlord-Tenant Board	Advocacy

Learnings from Elsewhere

Education and Resources for Successful Tenancies

Education and awareness programs can help provide access to resources and information that can support successful tenancies. Such programs can take varied forms and often provide information on legal rights and obligations, local regulations and resources, and sample materials such as templates or info sheets.

RentSmart. RentSmart is a longstanding tenant and landlord education program that fosters stable housing and reduces evictions¹⁷. RentSmart has been implemented in communities across Canada and has previously been delivered in Oxford County. It includes a series of certification courses on tenant rights, budgeting, communication, and home maintenance that. RentSmart is currently operated through the Community Housing Transformation Centre who provides comprehensive training and ongoing support to local RentSmart Community Educators.

Best Practices for Housing Providers of the Waterloo Region Toolkit. The Waterloo Region Community Legal Services, in collaboration with the Region of Waterloo and other partners has developed a Best Practices for Housing Providers of the Waterloo Region Toolkit¹⁸. While targeted at housing providers, the toolkit includes valuable information for tenants and service providers. In addition to emphasizing the value in eviction prevention, it provides clear guidance on a range of topics that can support successful tenancies, including guidance on the Duty to Accommodate, considerations for newcomers, communication strategies, and rent payment strategies, among others. It further includes a series of resources and templates, including sample forms or policies and a tenant handout on lease obligations. Lastly it includes a list of community resources for both housing providers and tenants.

Framework for Multi-Tenant Houses, Toronto. The City of Toronto recently enacted a framework for multi-tenant houses that came into effect in 2024 to help ensure consistency in zoning and to manage safety concerns surrounding multi-tenant houses¹⁹. The framework includes licensing requirements for all operators, enforcement, a new multi-tenant housing tribunal, tenant supports for those facing eviction from a multi-tenant house and renovation supports.

As part of this program, the City launched a campaign to educate tenants, operators and owners, and the general public about the new regulations. It further informs tenants about their rights, tenant safety, and the resources and programs available to them, and provide operators information on how to achieve compliance, their obligations to tenants, and the supports in place to support operations.

Learning from Elsewhere

Public Education and Awareness

Public education and awareness campaigns can promote awareness and dispel myths surrounding the experiences and causes of homelessness.

City of Toronto. The City of Toronto and the Toronto Alliance to End Homelessness launched a public awareness campaign in 2017²⁰. The purpose of the campaign was to dispel myths surrounding homelessness and those who experience it and to begin dialogue on four new planned shelters. Advertisements placed across the city on transit, online, and social media challenged the concept of NIMBYism (“Not In My Back Yard”) surrounding homelessness shelters. The campaign was the third instalment of the Toronto For All campaign, which aims to end all forms of discrimination and racism.

Redwood Park Communities, Simcoe. Redwood Park Communities, an affordable housing provider in Simcoe County, launched their YIMBY (“Yes in my Backyard”) Campaign in 2019²¹. The YIMBY (“Yes in my Backyard”) movement encourages residents to support more diverse housing opportunities that welcome more inclusive communities. Through flag raisings, lawn signs, social media, and an annual YIMBY week, the campaign seeks to share the message that when everyone has a safe, affordable, hopeful place to call home, the entire community benefits.

In May 2024, Simcoe County helped promote the latest YIMBY week, including through a flag raising ceremony, alongside a series of events throughout the week.

Managing Experiences of Homelessness

Help People Grow

Goal 3

In the future, individuals experiencing homelessness feel confident and valued, and are well-supported to grow in the community.

Desired Outcomes

We strive toward the following outcomes related to this goal:

- Increased community understanding and support for individuals experiencing homelessness
- Co-location of community support agencies, with a focus on transitioning individuals out of homelessness
- Increased number of individuals transitioning out of homelessness
- Increased number of individuals accessing preventative healthcare, leading to a decrease in emergency visits

Strategies and Actions

The following strategies and actions will help us reach our goal.

Strategies	#	Actions	Type of Action
Strengthen personal networks of support for individuals experiencing homelessness	3.1	Support the creation of a family reconnection program in the County to help youth re-establish family relationships and rebuild natural support systems.	Policy or Program
	3.2	Increase access to co-located community-based programs and opportunities for individuals experiencing homelessness to build connection and community, with a focus on transitioning individuals out of homelessness.	Policy or Program
	3.3	Build upon the successes of the Mobile Health Outreach Bus to expand cross-County outreach to individuals experiencing homelessness, following best practices around assertive and housing-focused engagement, including continued work through the County Outreach Team (with area municipal staff).	Staff Capacity and Processes
	3.4	Leverage and connect existing peer support programs to establish peer advocates for individuals experiencing homelessness in the community who can support with attending medical appointments, visiting the hospital, and other institutional interactions.	Policy or Program
Challenge stigma and discrimination in community	3.5	Build on Action 1.4 to develop an educational campaign targeted to businesses, local law enforcement, and neighbours about homelessness, causes of homelessness, and compassionate responses to people experiencing homelessness.	Awareness and Education

Managing Experiences of Homelessness

Provide Equitable and Stable Access

Goal 4

In the future, individuals experiencing homelessness have stable and equitable access to services (including temporary accommodation).

Desired Outcomes

We strive toward the following outcomes related to this goal:

- Decreased number of individuals experiencing chronic homelessness
- Decreased number of encampments and individuals sleeping rough
- Reduced wait times to enter transitional/supportive housing
- Increased number of individuals completing a full year in transitional/supportive housing
- Increased number of individuals (especially youth, women, Indigenous peoples, 2SLGTBIA+) using community services
- Greater access to stable and equitable support services and basic needs (drinking water, washrooms, showers, laundry, storage)

Strategies and Actions

The following strategies and actions will help us reach our goal.

Strategies	#	Actions	Type of Action
Ensure person-centred services that prioritize dignity and respect	4.1	Collaborate with the Oxford OHT (through the proposed HART Hub) to ensure coordination with homelessness support services, including integration of client pathways specifically for individuals struggling with mental health and additions, and the transition of individuals into transitional and supportive housing.	Tools and Infrastructure
	4.2	Create County-wide service standards that enforce adoption of harm reduction / person-centred principles and practices in the delivery of housing and community services across Oxford, including prioritizing flexibility, self-determination, and dignity and ensure standards are incorporated into relevant funding agreements.	Policy or Program
	4.3	Increase access to washrooms, showers, and other necessities for individuals experiencing homelessness.	Policy or Program
	4.4	Develop a program to provide storage options for people experiencing homelessness, such as 'The Bin' in Los Angeles.	Policy or Program
Provide equitable access to stable emergency shelters	4.5	Expand existing emergency shelter programs to address gaps and barriers (accommodations for specific demographics, 24/7 single-location programming, limited stays), to support integration with the proposed HART Hub, including consideration for care pathways and transitions out of homelessness, and transitioning to a housing first approach.	Tools and Infrastructure
	4.6	Review and update policies at emergency shelters and transitional/supportive housing sites to reduce barriers to entry (e.g. identification and residency requirements, lack of designated area for safe use, hours of service, restrictions on family members staying together or visiting).	Policy or Program
Align HPP funding with strategic goals	4.7	Allocate a portion of annual HPP funding to community partners that are working to transition individuals out of homelessness by providing support services in conjunction with emergency shelter services and working in line with the actions of the Homelessness Response Strategy.	Financial

Learnings from Elsewhere

Housing-Focused Shelter

A housing-focused shelter is primarily focused on making homelessness as brief as possible by providing on-site supports and returning individuals to permanent accommodation. Housing-focused shelters focus on encouraging short stays with a rapid return to housing – as such they do not operate other programming such as rehabilitation, treatment, stabilization, or housing readiness that can interfere with ensuring stays are short-term.

The Canadian Alliance to End Homelessness, Canadian Shelter Transformation Network, and OrgCode Consulting have created a manual and guidelines for Housing-Focused Shelter^{22,23}. Housing-focus shelters must ensure they are low-barrier, provide consistent, transparent messaging of the shelter's goals, and emphasize social and community integration. Programming must take a harm reduction approach, follow the principles of Housing First, and be person-centred, collaborative, strengths-based, and trauma-informed, recognizing that longer stays can exacerbate trauma. A strong focus on diversion is also key to this approach – where diversion is not successful, intake should occur simultaneously with a planned shelter exit, if even at a high level.

These materials emphasize that the choice to transition to a housing-focused model is a significant one that requires due consideration. This a transition takes significant effort, planning and time, and requires an 'all in' approach. It requires significant transformation of principles, governance, and operation, and can be a challenging process. Further, barriers to the process can include entrenched expectations among staff, shelter users, and funding.

Housing-Focused Shelter Standards, Durham Region. In 2021, Durham Region began the shift toward a housing-focused approach through the implementation of housing-focused shelter standards, with support through the Canadian Alliance to End Homelessness's Built for Zero Canada program²⁴. Durham Region has created Service Standards that direct all shelter operators in the region to follow the Canadian Shelter Transformation Network's Housing-Focused Shelter Manual.

With regards to length of stay, the Service Standards require shelters to use a person-centered approach based on each persons' unique strengths and support needs. Decisions are made using the VI-SPDAT score, length of time the person has been homeless, and level of support needed to exit homelessness successfully, among other conditions. Each person who stays longer than 30-days has their housing plan reassessed. Individuals using shelter services are to be discharged with a follow-up case plan in place, and the shelter is expected to coordinate with other service providers the individual is discharged to, where relevant.

Learnings from Elsewhere

Assertive Housing-Focused Outreach

Assertive outreach and housing-focused outreach are comparable terms that refer to a framework for outreach with individuals experiencing homelessness that focuses on both meeting the individual's immediate needs and working towards permanent housing solutions. Several characteristics distinguish assertive or housing-focused outreach from other forms of outreach, including its deliberate attempt to end homelessness for the individual, the use of an integrated approach that requires multi-disciplinary teams, and outreach with individuals over an extended time period to support not only their transition to housing, but their long-term housing stabilization²⁵.

Other key elements of effective outreach include a coordinated approach on behalf of the community as opposed to specific agencies, a housing first approach that does not impose preconditions on accessing housing, the use of person-centred, trauma-informed, and culturally responsive approaches, and an emphasis on safety and harm reduction^{26, 27}.

Niagara Assertive Street Outreach. The Niagara Assertive Street Outreach (NASO) is a collaborative effort between Niagara Region Community Services and three community agencies that engages with individuals experiencing unsheltered homelessness, including those who would otherwise be underserved in traditional settings^{28, 29}. The team aims to proactively engage with people sleeping rough to minimize harm while working towards long-term housing solutions. The program includes a standardized intake, triage and assessment, delivers case coordination in collaboration with other organizations, and provides an intensive and coordinated team approach to help individuals work towards personal goals.

The team has been recognized for its success with technological solutions, including connecting with intake via 211 Ontario, adoption of a hotspot mapping tool, and the use of HIFIS. Its collaborative efforts have also strengthened community partnerships, including between municipalities and housing and homelessness programs.

Streets to Housing, Hennepin County, Minnesota.

The Streets to Housing program distinguishes itself from traditional models of outreach that focus on managing crisis by its explicit focus on resolving the crisis of unsheltered homelessness³⁰. The team provides trauma-informed, housing-focused services through a seven-person outreach team that includes six system navigators and one opioid use disorder specialist. It also features representation from people with lived experience, as well as people of colour and people with substance use disorders, two groups that experience disproportionate rates of homelessness. Further, the program was developed by people actively experiencing unsheltered homelessness.

The team works with people before, during, and after they transition out of an encampment with the goal of moving them into housing. They also focus on meeting people where they want, whether in encampments or other sites such as libraries, with encampments having autonomy over when, how and where the team provides services.

Learning from Elsewhere

Peer Outreach and Advocacy Programs

Peer support programs typically bring together people with similar experiences to provide emotional, practical, or other supports. While informal peer support can emerge naturally, structured programs can also train and support peer support workers. Peer support programs can vary both in the program audience, the types of supports offered, the level of commitment, and other considerations. In addition to enabling an empathetic, non-judgemental approach, such programs can help build confidence, self-esteem, and community for both the support worker and the individual accessing supports³¹.

Peer support programs can include outreach components, such as reaching out to and connecting with hard-to-reach populations, as well as advocacy components, where the peer support worker can act as an advocate in helping the individual access services.

Homeless Health Peer Advocacy (HPPA) Program, London, UK. The Groundswell Homeless Health Peer Advocacy (HHPA) service in London, UK supports people experiencing homelessness to address physical and mental health issues through Peer Advocates³². The HHPA can provide a number of supports, including:

- Supporting a client to attend and understand appointments;
- Giving practical support in attending follow ups and hospital stays;
- Supporting a client to find out information about health and health services;
- Supporting a client to address their health issue;
- Paying for travel including taxis if needed.

Services are delivered through volunteer Peer Advocates who have lived experience of homelessness, with specialist Care Navigators or Case Workers in some areas, many of whom began as volunteers. Volunteers go through a rigorous selection process, a comprehensive training program, and receive ongoing support and supervision.

Peer Outreach Program, Toronto. While not focused on individuals experiencing homelessness, the Peer Outreach Program operated by Access Alliance Multicultural Health and Community Services is a similar program in Toronto³³. The program responds to the needs of families in underserved and hard-to-reach communities in Toronto, including immigrant and refugee families. Peer Outreach Workers include women from high-need communities who participate in a multi-year Peer Outreach Worker Training Program as paid employees. Supports include:

- Outreach to isolated newcomer families;
- Providing information and referrals to health and social services;
- Helping to organize and facilitate workshops;
- Accompanying clients to agencies such as school and housing boards, social assistance programs, citizen and immigration services, etc.;
- Providing language support.

Learning from Elsewhere

Safe Beds

Safe Beds is a provincially funded and regionally operated initiative developed to provide an alternative to incarceration, hospitalization and the justice system for community members experiencing a crisis related to substance use, mental health and/or homelessness. Versions of this program are offered across Ontario regions, in many cases by local Canadian Mental Health Associations (CMHAs) or similar organizations. Programs typically provide a voluntary short-term stay that offers a range of services, such as crisis stabilization, housing support, addiction support and more. While referrals are typically required from police, mental health crisis teams, or other health services, some programs permit self-referrals.

Windsor-Essex. CMHA Windsor-Essex offers a Safe Beds program with support from provincial funding. It opened in 2020 and expanded to a 24/7 operation with four beds in 2022^{34,35}. The program provides a short-term stay of up to 30 days for those 16 years and older who are experiencing homelessness and an active mental health and/or addictions crisis and who are referred from the local police service or mental health crisis teams, among other eligibility requirements.

Residents live in one of four private bedrooms with access to regular amenities and a range of services, including crisis stabilization, short-term housing support, addiction support, life skills development and community referrals. The team also works to secure new housing for their clients and has a “step down unit” for clients to stay in for up to 11 days where housing is not ready.

Guelph-Wellington. In Guelph-Wellington, the Safe Beds program is offered by Stonehenge Therapeutic Community with support from provincial funding^{36,37}. Referrals are accepted from police, the Integrated Mobile police and Crisis Team, and regional hospitals. The program includes four, 24/7 beds and offers a range of service, including crisis stabilization, individual and group life skills development, access to support for acute health care and medication needs, and individualized treatment planning, among others. Clients can stay for up to 30 days, and the program offers connection with ongoing services post-stay and post-discharge follow-up support for one month.

Storage Solutions

Free, easily accessible, and safe options to store belongings could help address one of the barriers individuals experiencing homelessness face when accessing services.

Street Storage, London, UK. Street Storage is a London-based charity that provides free, secure storage of belongings, including storage of sensitive documents, for individuals experiencing homelessness³⁸. Where needed, Street Storage also provides one-on-one advice, support and advocacy for individuals accessing their service.

The Bin, Los Angeles. The Bin is a program in Los Angeles developed by Chrysalis that offers free, safe storage facilities for community members, with a focus on supporting individuals experiencing homelessness³⁹. As of 2021, Chrysalis was operating three locations in Los Angeles.

Accessing Housing and Services

Increase access to housing across the continuum

Goal 5

In the future, individuals can access permanent and stable housing in their communities to exit homelessness.

Desired Outcomes

We strive toward the following outcomes related to this goal:

- Experiences of homelessness are shorter
- Increased presence of supports in housing across the continuum
- Increased number of new units and secondary suites - e.g. my Second unit
- Increased number of affordable housing options
- # of landlords accessing rent supplements

ⁱHousing Needs Assessment (2024). nbhc.

Strategies and Actions

The following strategies and actions will help us reach our goal.

Strategies	#	Actions	Type of Action
Build and enhance pathways to exit homelessness	5.1	Complete a study on the potential benefits and risks of home sharing programs (like Sparrow), including the legal needs and implications, tools and mechanisms to help match residents to homeowners, and the funding and staffing required to implement.	Policy or Program
	5.2	Launch a pilot in partnership with a developer and non-profit housing/support provider, testing a head lease arrangement that allows providers to sublet units to their clients with embedded supports.	Policy or Program
	5.3	Continue to work in support of the Master Housing Strategy, with a focus on increasing the supply of various housing options, including supportive, transitional and affordable housing.	Tools and Infrastructure
	5.4	Transform emergency shelters to a housing-focused approach, building in community consultation, the use of best practices, and a focus on co-located support services.	Policy or Program
Increase the capacity and confidence of private landlords to offer rental units	5.5	Build on Action 2.1 and assign resources to enhance landlord engagement in Oxford, including relationship-building to build a network of landlords that will provide non-discriminatory, safe, and affordable housing, with a focus on providing rent supplements.	Staff Capacity and Processes
	5.6	Build on Action 2.3 and develop a landlord toolkit that provides tools and templates (e.g. lease templates, one-pager of financial supports, guide to rent supplements) for private landlords to streamline the process of offering a legal unit.	Awareness and Education

Accessing Housing and Services

Support lasting housing stability

Goal 6

In the future, individuals with a history of housing instability have the supports and resources they need to maintain their housing for the long-term.

Desired Outcomes

We strive toward the following outcomes related to this goal:

- Decreased number of individuals returning to homelessness
- Increased number of individuals accessing housing stability supports
- Increased number of individuals accessing life stability supports, such as financial education, life skills, counselling

Strategies and Actions

The following strategies and actions will help us reach our goal.

Strategies	#	Actions	Type of Action
Mobilize a cross-disciplinary Housing Stability team	6.1	Allocate funding to expand housing stability supports across Oxford County.	Financial
	6.2	Reassemble resources to develop/expand Housing Support and Stability team that will provide support in specific residential buildings and co-located support hubs (i.e. emergency shelters) comprised of multiple service providers, including mental health and addictions services, community health support, case management, and employment services.	Staff Capacity and Processes
Increase availability of wraparound supports in the community	6.3	Develop a life skills program that individuals who have been recently rehoused outside of County owned housing can access. This can include information about financial planning, managing at-home chores, purchasing and cooking food, and other relevant topics.	Policy or Program
	6.4	Advocate to the provincial government for increased funding for housing support across the continuum.	Advocacy

Learning from Elsewhere

Homeshare Programs

Home sharing is a living arrangement where unrelated people live in a single dwelling, sharing common areas such as kitchen, bathroom and living room. This arrangement can help reduce housing costs as expenses are shared among the collective.

Sparrow, Canada. Sparrow is a homesharing program that seeks to make better use of underused residential spaces by freeing up empty bedrooms for rental⁴⁰. The initiative targets homeowners with spare bedrooms and people seeking affordable housing options, including students, seniors, newcomers, and young professionals. Sparrow's main goals include:

- Providing a solution to housing affordability challenges by offering rentals at lower costs compared to traditional market rates.
- Helping homeowners earn supplemental income, improving their financial stability and ability to age in place.
- Increase housing supply by making additional bedrooms available to people needing affordable housing.

Canada HomeShare. Canada Homeshare is a not-for-profit homesharing program that matches older adult home providers with students to create mutually beneficial living situations⁴¹. The intention is to support aging in place for older adults while providing safe and affordable housing for post-secondary students. Canada Homeshare offers support throughout the process, including by vetting home providers and seekers, reviewing profiles, and offering help navigating the homeshare relationship. Canada Homeshare currently operates in several cities across Canada.

Part 4

Moving to Implementation

Contents

Understanding the Economic
Impact

Moving Forward

Understanding the Economic Impact

In addition to the immeasurable social benefits achieved through preventing and limiting homelessness, **this Strategy provides a real opportunity for cost avoidance, thus contributing to the long-term economic prosperity of the County.**

Reducing Chronic Homelessness

It is estimated that the average annual per-person cost to the County of individuals experiencing chronic homelessness in Oxford is \$9,000*. As of January 2025, 112 individuals were known to be experiencing chronic homelessness – this translates to an **anticipated cost of \$1,008,000 to support individuals experiencing chronic homelessness over the course of 2025.**

A key intended outcome of this strategy is to reduce the prevalence of chronic homelessness by ensuring that experiences of homelessness are brief and that individuals in Oxford can access seamless supports to find and keep their housing. As the County moves towards achieving the milestones set out by Built for Zero Canada, including those achieved by other municipalities across Canada, the opportunity for savings are apparent – **a 30% reduction in chronic homelessness could result in an estimated savings of \$300,000, a 50% reduction could result in over half a million dollars saved.**

Savings from Prevention

The Strategy's focus on prevention and housing retention is anticipated to result in reduced costs elsewhere. As outlined in previous research, even where there was no risk of chronic homelessness, **eviction prevention can reduce the costs associated with evictions, including for tenants, landlords, and different levels of government.** For the County this could mean savings associated with reduced need for emergency shelter or other accommodation, reduced administrative or other costs for community housing providers, and reduced demand on housing placement and support services.

Similarly, **efforts to improve staff retention through increased stability and consistency can help to avoid the high administrative burden and costs associated with re-hiring and training.**

Finding Efficiencies

Many of the **actions identified in this Strategy are designed to deliver better cost efficiency in the long term.** Several strategies included in the foundational system elements will support reducing the duplication and administrative barriers identified by the County and community partners. Specific actions include:

- Exploring opportunities to improve efficiency and quality of programming;
- Improving the quality and use of By-Name Data and Coordinated Access; and
- Increasing connection and information sharing between community partners.

For example, by giving community partners more access to view and input data, the transition to HIFIS will reduce or eliminate the time County staff spend manually entering data and reporting on information by request.

*The methodology for estimating the per person cost among individuals experiencing homelessness is based upon existing research across Canada – while this data is used here to illustrate the potential savings associated with reducing chronic homelessness, it should not be considered sufficient for budgeting purposes. **For more information on the methodology used, refer to [Appendix 2](#).**

Understanding the Economic Impact

Aligning this Strategy with Available Funding

The Strategy as an Advocacy Tool

In addition to the benefits associated with cost avoidance, this Strategy will align Oxford County with emerging best practices and standards. As a result, **it will better position the County to continue advocating for and participating in provincial and federal funding programs**, including the Homelessness Prevention Program and Reaching Home funding.

Provincial Funding Directives

The outcomes of this Strategy, including a strengthened focus on preventing and reducing homelessness, expanded and sustained systems such as the By-Name List and Coordinated Access, and the implementation of best practices will help ensure the County remains eligible for existing programs, and ready to access new program requirements or funding sources should they arise.

The province's primary funding program designed to address homelessness is the Homelessness Prevention Program (HPP). The HPP seeks to support service managers to provide affordable housing and support services for people at risk of or experiencing homelessness. **Funding is explicitly designed to be flexible so that service managers can make the most impact on reducing and preventing homelessness.**

Further, **the province has demonstrated their priority on the use of By-Name Data and Coordinated Access.** After first requiring the use of By-Name Lists in 2021, updated By-Name List requirements were implemented through the launch of the Homelessness Prevention Program, and the province recently reaffirmed their dedication through an investment to help the Canadian Alliance to End Homelessness work with communities to maintain and improve local By-Name List.

Today, the County makes use of Homelessness Prevention Program funding to support its homelessness serving system and has taken advantage of the programs offered by CAEH.

Federal Funding Directives

While not explicitly required under the Rural and Remote Homelessness (RRH) stream, **this Strategy will put the County more in line with other directives associated with Reaching Home**, including the use of Coordinated Access and an outcomes-based approach.

Reaching Home is the primary source of federal funding to address homelessness. While the County is not currently a recipient of Reaching Home funding, it is eligible to apply for project-specific funding through the RRH funding stream. **Many of the actions included in this strategy fall under eligible Reaching Home expenses**, including but not limited to:

- Short-term rental or financial assistance;
- Shelter diversion, such as reconnecting youth with natural supports or landlord liaison and interventions to prevent eviction;
- Discharge planning (including from hospital, corrections, and child welfare);
- Maintaining and/or improving core components of a Coordinated Access System; and
- Some administrative costs, including professional development and staff training.

Moving Forward

A Collaborative Process for a Holistic Response

This Homelessness Response Strategy outlines an ambitious plan to effectively respond to the needs of individuals experiencing homelessness by bringing together the strengths and capacities of partners across Oxford.

The process to develop this strategy relied on the active participation of lived experts, service providers, and other stakeholders. Together, the community collaborated to better understand community needs and work towards solutions. From these collaborative efforts, this Strategy puts forward **three pillars** that capture a range of experiences surrounding homelessness, including **homelessness prevention, managing experiences of homelessness, and accessing housing and services**. Underlying these pillars is the need to strengthen **two foundational system elements, building system capacity, and streamlining service navigation**. The strategies and actions included under these pillars and foundational system elements are designed to address the needs identified and maintain the shared principles developed together.

The success of implementing this strategy will rely on all relevant parties to come together and share accountability over the outcomes and the strategies detailed here.

Next Steps

This Strategy forms an integral component of the County's Housing for All framework and builds upon the actions laid out in the County's 2024-2033 Housing and Homelessness Plan to **further advance the goal of reducing homelessness through prevention**. It serves as a roadmap for the County for both immediate, mid-term, and long-term actions, recognizing both the urgent need within the community and the need for long-term investment and transformation. The County will continue to monitor the outcomes of this Homelessness Response Strategy, using the goals and desired outcomes included throughout the Strategy to measure progress.

The County will **work with community partners to continue building a shared vision and to implement the strategies and actions identified in this document**, recognizing the need for a whole of community response.

The County looks forward to continuing to work with other levels of government, our community partners, and the private sector to achieve the goal that by 2033, experiences of homelessness are brief, and people in Oxford can access seamless supports to find and keep their housing.

Supplemental Materials

Appendix

Contents

Appendix 1: Inventory of
Services in Oxford

Appendix 2: Estimating the
Cost of Chronic Homelessness

Appendix 3: Further Reading

Appendix 1: Inventory of Services in Oxford

Deep Dive into Service Components

This section provides a more detailed overview and inventory of services available in Oxford that are vital components of the system.

This inventory helps to better understand the types of services that exist in Oxford, who provides them, and where they may be gaps or challenges in service provision.

Framework for Supports

The system of supports available in Oxford, when understood within the context of preventing and reducing homelessness, can be categorized into three main layers:

1. **Emergency supports**, which provide day-to-day support for basic needs (health, shelter, food). While these supports are not limited to individuals experiencing homelessness, they are often critical to support managing a loss of housing.
2. **Stabilizing supports**, which can serve the goal of preventing homelessness. They provide specialized resources, tools, and expertise based on a person's unique circumstances. These supports also play a role in ensuring housing and well-being can successfully be maintained after experiencing homelessness.
3. **Housing supports**, including housing stability services and transitional, supportive, and affordable rental housing, are limited, and access can be challenging.

This framework enables us to provide a more detailed breakdown of the key points of connections, for individuals accessing services and for organizations as they collaborate.

The following pages will dive deeper into each type of support and identify what that support looks like in Oxford.

Emergency Supports

This provides an overview of the system of emergency supports available in Oxford. These are the services providing immediate day-to-day help to individuals experiencing homelessness.

Emergency Shelters

Shelters in Oxford are operated by **Operation Sharing**, including a day space and night shelter in Woodstock, along with a temporary shelter in Tillsonburg in the winter. **DASO** also provides emergency shelter for women who are impacted by gender-based violence.

Mental Health and Addictions Supports

There are a range of mental health and addictions supports available in Oxford. **CMHA Thames Valley** is a key service provider in this sector with diverse service offerings, including peer support, capacity building, drop-ins, case management, and others.

Outreach Services

Outreach services were found to be the most effective way of connecting people to supports in Oxford. The County provides outreach services in collaboration with **the Oxford County Community Health Centre (OCCHC)** through the Mobile Health Outreach Bus.

Medical Services

In addition to the three main hospitals in Oxford, **Oxford County Community Health Centre (OCCHC)** was a key access point for medical services in the community, from managing chronic disease to physiotherapy to mental health and addictions counselling. **Ingersoll Nurse-Practitioner Clinic** also provides folks access to primary care.

Food Supports

In addition to food programs by **Salvation Army and Operation Sharing**, there are a variety of **churches** that coordinate food support throughout the week, particularly in Woodstock and Tillsonburg.

Income Supports

OW and ODSP, administered by the County, are vital supports for people experiencing homelessness in Oxford. OW offices are also an important service access point in the community.



Stabilizing Supports

This provides an overview of the system stabilizing supports available in Oxford. These are the often the services that help build stability and can prevent homelessness from occurring.

Legal and Justice System

The **Elgin-Oxford Legal Clinic**, **Legal Aid**, **CMHA**, and **Community Options for Justice** provide legal and advocacy support for those interacting with the justice system.

Employment

There are employment readiness, skills building, and other relevant programs provided in Oxford by organizations such as **Community Employment Services (CES)**, **Multi-Service Centre**, and **LEADS**.

Disability Supports

Community Living Tillsonburg, **LEADS**, **Community Services Coordination Network** serve the needs of people with disabilities in Oxford,

Youth Services

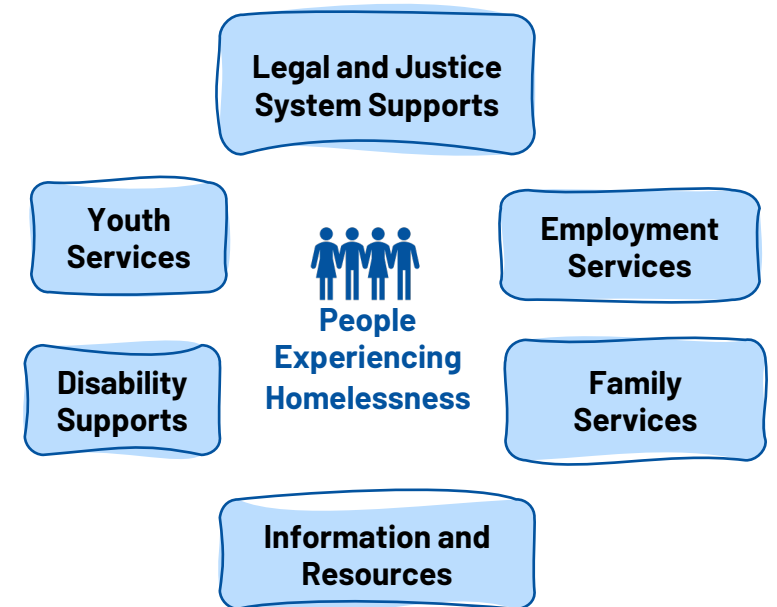
A variety of youth-focused organizations exist in Oxford, including mentorship programs, training and employment programs, and more. **Wellkin** has a decided focus on Child and Youth Mental Wellness.

Family Services

There are services for families available, including **Multi-Service Centre** for newcomers supports and **DASO** for women impacted by gender-based violence.

Information and Resources

The **Oxford Public Library** system is an important community information and resource hub in Woodstock, Tillsonburg, and Ingersoll.



Housing (and Supports)

This provides an overview of housing supports available in Oxford. These are the services providing medium to longer-term support towards finding and maintain housing.

Housing Stability Support

There are existing housing stability programs in Oxford, mainly the Housing Stability program **by OCCHC and the outreach support by the County**. OCCHC's program is focused on eviction prevention support.

Transitional Housing

Transitional housing options in Oxford County are primarily provided by **Oxford County Community Health Centre (OCCHC), Ingamo Homes, United Way Oxford, and the County**. This includes transitional living options in Woodstock, Tillsonburg and Ingersoll, as well as a transitional housing program specifically for youth.

Permanent RGI Housing

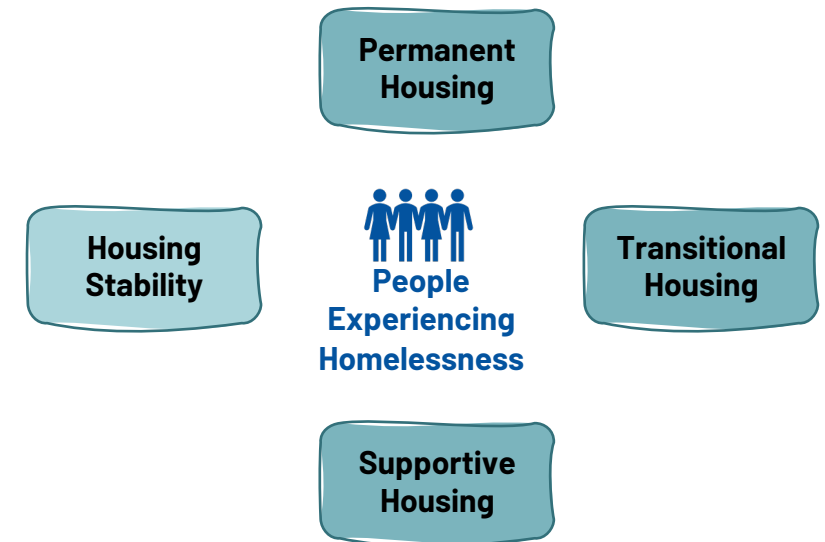
Community housing (rent-geared to income) in Oxford is helmed by **the County** and non-profit housing providers such as **Woodstock Non-Profit Housing**.

There are currently:

- 636 RGI units offered by Oxford County Housing.
- 600 RGI units offered by non-profit housing providers and housing co-operatives (some of which also provide affordable units targeted to moderate-income households).

Supportive Housing

Supportive housing providers in Oxford include **Indwell, Caressant Care and CMHA Thames Valley**.



Appendix 2: Estimating the Cost of Chronic Homelessness

Detailed Methodology

The methodology used to estimate the per person cost of individuals experiencing homelessness is based upon data of 990 participants across five Canadian cities as part of the At Home/Chez Soi program⁴². This study estimated the annual per person cost of individuals with mental illness experiencing homelessness who were accessing available programs and services in their respective municipality, without a housing first intervention.

Breaking costs down. In addition to providing a total cost to municipalities, data was broken down by a series of cost items. The cost items shown in Table 2 are understood to be administered at least in part by the County. Additional cost items from this analysis, including substance use treatment, ambulatory visits, hospital stays, and incarceration are not included. The study also measured costs associated with supportive housing, which has been excluded as this analysis focuses on individuals experiencing active homelessness, and social assistance and disability benefits, which for the purposes of this analysis are not assumed to change based on homelessness status.

Applying costs to the Oxford context. The study found a significant variation in costs across the five municipalities studied, however the cost for individual items, including the items included below, did not correlate directly with the size and/or rural or urban character of the five municipalities. As such, the average costs across the five cities (excluding obvious outliers) has been applied to the context of Oxford and costs have been projected forward to 2024 dollars using the consumer price index. Of note, while the study focused exclusively on individuals with mental illness, for the purposes of analysis these figures are being applied to all individuals experiencing homelessness. This is because the included costs are not assumed to vary significantly among individuals without mental illness, and due to the high prevalence of mental health issues among individuals experiencing chronic homelessness.

Breaking down costs by jurisdiction. In addition, several assumptions have been made about the proportion of each cost assumed by Oxford:

- The full cost of emergency shelter is assumed to be administered by Oxford County.
- It is assumed that the County administers 80% of the funding for other services for those experiencing homelessness, with the remaining funding coming from other levels of government or alternate sources.
- The County administers funding for ambulances and paramedics, which is assumed to make up 20% of the cost of emergency department visits and ambulances. The remaining 80% is assumed to be borne by emergency departments.
- The proportion of police and court appearances attributed to Oxford (20%) is intended to account for the costs associated with provincial offences administration.

Table 2: Per person average annual cost (2024 dollars) for individuals experiencing homelessness, broken down by item and applied to the County of Oxford

Cost Item	Cost (2024 Dollars)	% Administered by Oxford County	Cost to the County
Shelters	\$4,578	100%	\$4,578
Other (help lines, day centres)	\$3,325	80%	\$2,660
Emergency department visits and ambulance	\$2,167	20%	\$433
Police, court appearances	\$6,709	20%	\$1,342
TOTAL			\$9,013

(Latimer, E.A., Rabouin, D., Cao, Z. (2017). Costs of services for homeless people with mental illness in 5 Canadian cities: a large prospective follow-up study. *CMAJ Open* Vol. 5(3).

Appendix 3: Further Reading

Overview

This section provides a detailed list of the resources, reports, and readings that have supported the development of this strategy. They can be used references and a list for further reading.

- 1 Shapcott, M. (2007). [The blueprint to end homelessness in Toronto](#). The Wellesley Institute.
- 2 Gaetz, S. (2012): [The real cost of homelessness: Can we save money by doing the right thing?](#) Canadian Homelessness Research Network Press.
- 3 Richard, L., Carter, B., Nisenbaum, R. et al (2024). [Disparities in healthcare costs of people experiencing homelessness in Toronto, Canada in the post COVID-19 pandemic era: a matched cohort study](#). BMC Health Serv Res 24, 1074
- 4 Kellen, A., Freedman, J., Novac, S., et al. (2010). [Homeless and Jailed: Jailed and Homeless](#). The John Howard Society of Toronto.
- 5 Canada Mortgage and Housing Corporation (2005). [Cost Effectiveness of Eviction Prevention Programs](#).
- 6 Vancity Community Foundation (2024). [Why Eviction Prevention Matters: The Social and Economic Benefits of BC Rent Back in British Columbia](#).
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- 8 Patterson, M., Somers, J., McIntosh, K., Sheill, A., & Frankish, J. (2008). [Housing and Support for Adults with Severe Addictions and/or Mental Illness in British Columbia](#). Centre For Applied Research in Mental Health and Addiction and Simon Fraser University
- 9 Calgary Homeless Foundation (2008). [Report on the cost of homelessness in the city of Calgary](#).
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- 11 CAEH (2024). [Bright Spot: St. Thomas-Elgin reduces chronic homelessness by 30% in just seven months](#).
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- 13 CMHC (2024). [Health, Housing and Income: Collaborating to address homelessness for medical and psychiatric patients in the healthcare system](#).
- 14 Lawson Health Research Institute. [Collaboration to address homelessness: Health, Housing, and Income \(H2I\): Implementation guideline](#).
- 15 St. Leonard's Community Services. [Reintegration Program](#).

Appendix 3: Further Reading

- 17** Community Housing Transformation Centre. [RentSmart webpage](#).
- 18** Waterloo Region Community Legal Services (2022). [Best practices for housing providers of the Waterloo region: A toolkit](#).
- 19** City of Toronto. [New framework for multi-tenant \(rooming\) houses webpage](#).
- 20** Simmons, T. (2017). [The City of Toronto launches ads to dispel myths about the homeless](#). *CBC News*.
- 21** Redwood Park Communities. [Yes! In my backyard webpage](#).
- 22** OrgCode Consulting Inc., Canadian Shelter Transformation Network and Canadian Alliance to End Homelessness (2019). [Housing-focused shelter manual](#).
- 23** OrgCode Consulting Inc. (2022). [An Introduction to low-barrer, housing-focused shelter](#).
- 24** Durham Region. [Housing Focused Shelters](#).
- 25** Phillips, R. and Parsell, C. (2012). [The role of assertive outreach in ending 'rough sleeping'](#). *Aboriginal Policy Research Consortium International (APRCi)*
- 26** United States Interagency Council on Homelessness. (2019). [Core elements of effective street outreach to people experiencing homelessness](#)
- 27** Mackie, P., Johnsen, S., and Wood, J. (2019). [Ending street homelessness: What works and why we don't do it](#). *European journal of homelessness*, Volume 13, No. 1
- 28** CAEH (2021). [Bright Spot: Kelowna and Niagara Region are using tech to help coordinate outreach](#).
- 29** Niagara Region. [Assertive Street Outreach webpage](#).
- 30** United States Interagency Council on Homelessness and Hennepin County Office to End Homelessness (2024). [Community spotlight: Comprehensive, coordinated, and ongoing housing-focused outreach](#).
- 31** Distress Centre (2024). [10 Benefits of Peer Support](#).
- 32** Groundswell. [Homeless Health Peer Advocacy \(HHPA\) webpage](#).
- 33** Access Alliance Multicultural Health and Community Services. [Peer Outreach Program webpage](#).
- 34** Maluske, M. (2023). ['I couldn't do it alone': How Safe Beds is changing lives in Windsor](#). *CTV News*.
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- 36** Guelph Wellington Ontario Health Team (2024). [July 2024 Newsletter](#).
- 37** Stonehenge Therapeutic Community. [Safe Beds webpage](#).
- 38** Street Storage. [Street Storage webpage](#).
- 39** Spectrum News (2021). [Safe storage options present opportunities for the homeless](#).
- 40** CMHC (2024). [Sparrow: Homesharing offers a win-win solution for housing affordability](#).
- 41** Canada HomeShare. [Canada Homeshare webpage](#).
- 42** Latimer, E.A., Rabouin, D., Cao, Z. (2017). [Costs of services for homeless people with mental illness in 5 Canadian cities: a large prospective follow-up study](#). *CMAJ Open* Vol. 5(3).

Oxford County Homelessness Response Strategy

Preventing and Reducing Homelessness in Oxford

Oxford County Homelessness Response Strategy

Presentation to Oxford County Council

March 26, 2025



Today's Presentation

The Result of a
Year-Long
Journey

Today, we present

A Homelessness Response
Strategy for Oxford County

A comprehensive strategy aimed at

Preventing Homelessness	Managing Experiences of Homelessness	Accessing Housing and Services
Acting before crisis	Helping people grow	Increasing access to housing across the continuum
Upholding tenant rights	Providing equitable and stable access	Supporting lasting housing stability

“

By 2033, experiences of homelessness are brief, and individuals in Oxford can access seamless supports to find and keep their housing.

Today's Presentation

1

PROCESS RECAP

How we got here

2

YOUR FEEDBACK

What we have
done since we
spoke last

3

LOOKING TO THE FUTURE

The opportunity to
prevent and reduce
homelessness in Oxford

4

IMPLEMENTING CHANGE

How we will move
toward action



1

PROCESS RECAP

The Result of a Year-Long Journey

A Rigorous, Collaborative Process

4

Collaborative Governance

Project Team



Community Advisory Committee

The Community Advisory Committee was a main source of guidance throughout the project and consisted of experts working in the homelessness and housing sector.

Community Design Team

This group was a broad complement of representatives from across the homelessness service delivery system.

Multi-Faceted Methodology

The methodology took a systemic, human-centred approach, involving people along the journey and complementing co-design with data analysis and secondary research.

Data analysis and Desk Research

Qualitative Research

Co-Design Workshops

Expanding our Reach and Quantitative Analysis

Since we Spoke in 2024...

5

Your Feedback

You shared the following feedback at the Council Workshop in late-2024:

- A desire for inclusion of the **economic impact of homelessness** and the “cost of inaction” on this pressing issue
- A deeper understanding of the **challenges of service provision**, potential inefficiencies, duplication, and opportunities for more effective system-level coordination
- A better understanding of the **system’s capacity**
- A pathway to **continued engagement with a broad range of community members** in the implementation of the Homelessness Response Strategy

Our Response

This comprehensive version of the Homelessness Response Strategy includes:

- Actions and tactics that incorporate new information about the system’s capacity (collected via service provider interviews and survey of current capacity)
- Secondary research on the economic impact of homelessness, which can be used for advocacy purposes to support the Strategy’s implementation
- A proposed Working Group to steward a community-driven implementation process for the Strategy

The opportunity to prevent and reduce homelessness in Oxford

We identified ten critical system challenges to address.

Priority Challenges for the Homelessness System in Oxford

Lived Experience

Challenges for those living unsheltered or facing housing precarity:

- **Gap 1:** Lack of secure tenure
- **Gap 2:** Inconsistent access to services
- **Gap 3:** Stigma and discrimination

Service Provision

Challenges for organizations providing supports:

- **Gap 4:** Lack of dedicated capacity to implement coordinated access systems
- **Gap 5:** External pressures influencing program design

- **Gap 6:** Lack of codified connections and knowledge sharing between partners
- **Gap 7:** Limited connections between healthcare and broader homelessness system

System

Challenges in how the system works as a whole:

- **Gap 8:** Coordinated Access unable to connect the circle of care
- **Gap 9:** Lack of system capacity to meet high need
- **Gap 10:** Lack of stable and affordable housing

Principles for Action on Homelessness in Oxford

VISION



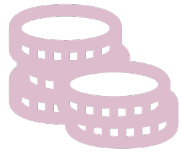
By 2033, experiences of homelessness are brief, and individuals in Oxford can access seamless supports to find and keep their housing.

Six principles, co-developed with the community, guide the implementation of strategies and actions to achieve this vision.

- ❶ **Foster community awareness, mutual understanding, and empathy for those experiencing homelessness**
- ❷ **Design for long-term and sustainable change informed by lived expertise and principles of health equity**
- ❸ **Promote transparency, collaboration, and accountability among service providers**
- ❹ **Prioritize dignity and self-determination of people experiencing homelessness**
- ❺ **Ensure consistency of service across the system rather than a 'luck of the draw'**
- ❻ **Have a bias towards flexibility and enable problem-solving to respond to individual needs**

Making the Case

The Strategy's focus on prevention and housing retention is anticipated to result in reduced costs.



Cost Savings by Preventing Chronic Homelessness

\$9,000

the estimated that the average annual per-person cost to the County of individuals experiencing chronic homelessness in Oxford

\$1,008,000

the anticipated cost of supporting 112 individuals experiencing chronic homelessness in Oxford over the course of 2025

This means a **30% reduction in chronic homelessness could result in an estimated savings of \$300,000**, a **50% reduction could result in over**

\$500,000 saved

Finding Efficiencies

Other cost avoidance strategies include **reducing the costs associated with evictions or staff turnover.**

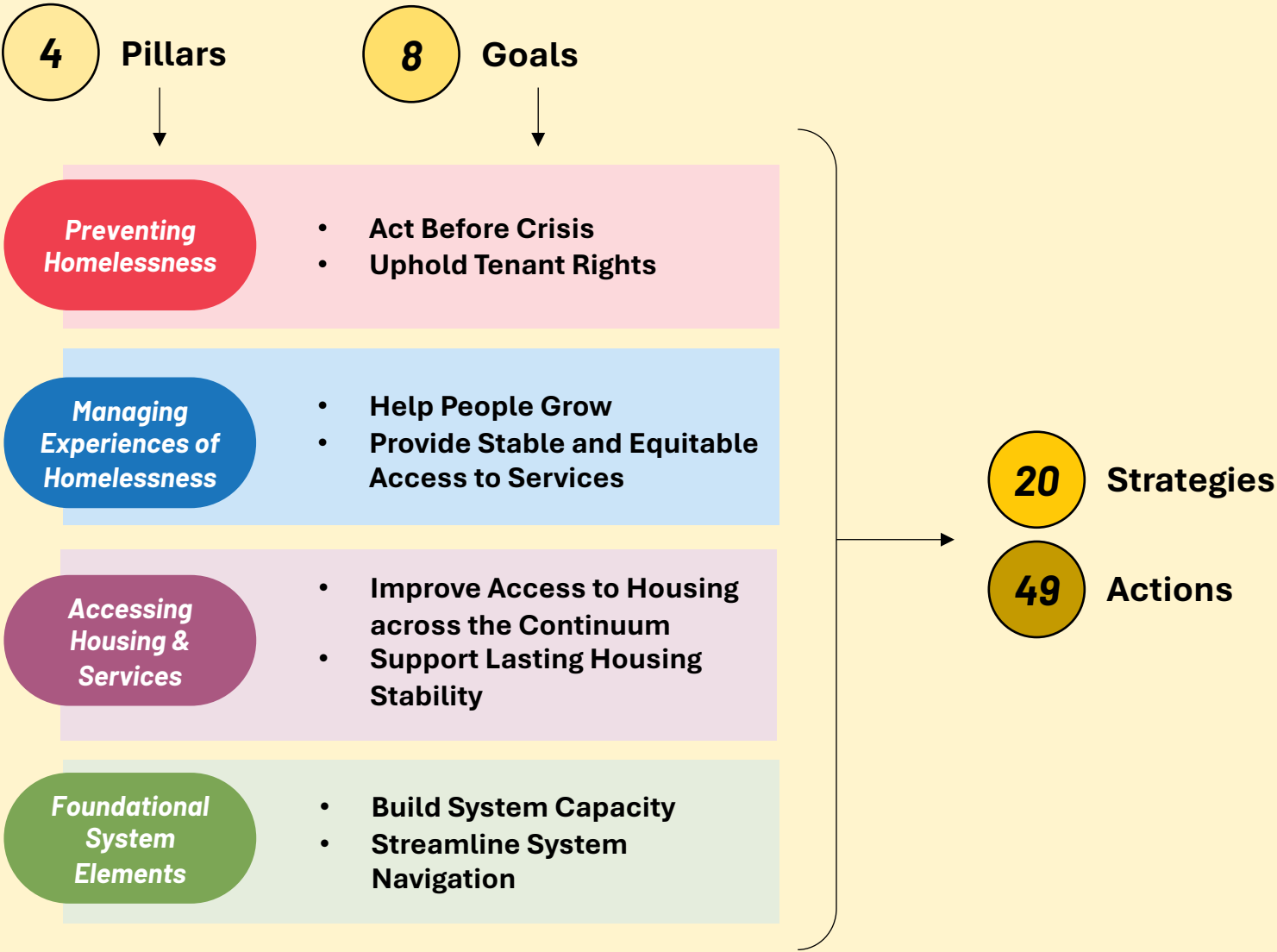
Several **tactics will reduce the duplication and administrative barriers** identified by the County and community partners. For example:

- Exploring opportunities to **improve efficiency and quality of programming**
- Improving the **quality and use of By-Name Data and Coordinated Access** to reduce administrative burden
- **Increasing connection** and information sharing between community partners **to avoid duplication**

INTRODUCING

Oxford's Homelessness Response Strategy

The Oxford Homelessness Response Strategy articulates a plan to guide the response to and future prevention of homelessness.



Strategy Overview

GOALS

Foundational System Elements

Build System Capacity

Ensure individuals working in the system have the capacity and resources they need to provide excellent customer service.

Foundational System Elements

Streamline Service Navigation

Ensure individuals experiencing or at risk of homelessness are rapidly and seamlessly connected to supports they need.

Preventing Homelessness

Act Before Crisis

Ensure everyone in Oxford can confidently access supports to maintain their housing and avoid experiences of homelessness when circumstances change.

STRATEGIES

Establish the necessary resources to implement the Homelessness Response Strategy (2 actions)

Build stability and consistency in staffing and resourcing across the County (2 actions)

Explore opportunities to improve efficiency and quality of programming (3 actions)

Improve the quality and use of By-Name Data and Coordinated Access in line with best practices (4 actions)

Formalize connections between the County’s homelessness serving system and interrelated systems (2 actions)

Increase connection and information sharing between community partners (2 actions)

Increase access to financial assistance before crisis (3 actions)

Build public awareness of available services and programs (2 actions)

GOALS

Preventing Homelessness

Uphold Tenant Rights

Ensure everyone in Oxford has secure housing tenure to prevent forced and unfair evictions.

Managing Experiences of Homelessness

Help People Grow

Ensure individuals experiencing homelessness feel confident, valued, and are well-supported to grow in the community.

Managing Experiences of Homelessness

Provide Equitable and Stable Access

Ensure individuals experiencing homelessness have stable and equitable access to services (including temporary accommodation).

STRATEGIES

Create a Tenancy Resource Office to ensure accountability for landlords and tenants (3 actions)

Increase awareness of tenant rights (1 action)

Enhance access to legal aid (1 action)

Strengthen personal networks of support for individuals experiencing homelessness (4 actions)

Challenge stigma and discrimination in community (1 action)

Ensure person-centred services that prioritize dignity and respect (4 actions)

Provide equitable access to stable emergency shelters (2 actions)

Align HPP funding with strategic goals (1 action)

GOALS

Accessing Housing and Services

Increase Access to Housing Across the Continuum

Ensure individuals can access permanent and stable housing in their communities to exit homelessness.

Accessing Housing and Services

Support Lasting Housing Stability

Ensure individuals with a history of housing instability have the supports and resources they need to maintain their housing for the long-term.

STRATEGIES

Build and enhance pathways to exit homelessness
(4 actions)

Increase the capacity and confidence of private landlords to offer rental units
(2 actions)

Mobilize a cross-disciplinary Housing Stability team
(2 actions)

Increase availability of wraparound supports in the community
(2 actions)

4

IMPLEMENTING CHANGE

How we will move toward action

The prioritized first steps for the County of Oxford include strategies and actions that...



Result in cost savings by preventing chronic homelessness



Result in improved experiences for the people we seek to serve



Result in system efficiencies through improved service system coordination



Support alignment with Provincial and Federal funding opportunities

Oxford County Homelessness Response Strategy

Presentation to Oxford County Council

REPORT TO COUNTY COUNCIL

Contract Award – 2025 Road Resurfacing

To: Warden and Members of County Council

From: Director of Public Works

RECOMMENDATION

1. That Oxford County Council award a contract to the low bidder, GIP Paving Inc., in the amount of \$5,357,050 (excluding HST), for 2025 Road Resurfacing and authorize the Chief Administrative Officer and Director of Public Works to sign all documents related thereto.

REPORT HIGHLIGHTS

- The 2025 cold-in-place (CIP) road recycling and hot-mix asphalt (HMA) resurfacing project includes 3.4 kilometers of Oxford Road 18 (from Norwich east to County boundary); 3.9 kilometers of Oxford Road 37 (from Tillsonburg to Oxford Road 13); and 7.6 kilometers of Oxford Road 119 (from Thamesford to Ingersoll), including cycling infrastructure along Oxford Road 119.
- This contract also includes 0.4 kilometers of full-depth asphalt removal and HMA resurfacing along Oxford Road 46 – Salford (from Hwy 19 to east limit of Salford); as well as Quinn Drive HMA resurfacing for the Township of South-West Oxford.
- Proposed road rehabilitation in this project will help maintain and improve the County's overall road network condition, extend road service life, and restore the respective road section condition index levels. This work ensures that the County-owned road assets are in a good state of repair in alignment with the County's *2024 Asset Management Plan* and *2024 Transportation Master Plan*.
- By using CIP road recycling technology, the planned road resurfacing is anticipated to avoid greenhouse gas (GHG) emissions by at least 50% (up to 922 tonnes CO₂e) compared to conventional mill and pave technology.

IMPLEMENTATION POINTS

Upon County Council approval and prior to proceeding with the work, a contract will be executed with the low bidder, GIP Paving Inc.

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CIP road recycling and HMA resurfacing work on Oxford Road 18, 37 and 119 will be completed under lane restriction conditions, reducing traffic flow down to a single lane while work is underway with the use of a pace vehicle and traffic control persons to control the flow and speed of one-way traffic through the mobile work zone and operation, allowing maintained access for local residents, businesses, waste collection services, emergency services and other motorists during this work with some minor access restrictions for short periods as well as expected delays.

Full-depth asphalt removal and HMA resurfacing on Oxford Road 46 – Salford will require a road closure and detour route as well as Quinn Drive work (South-West Oxford), including localized lane restrictions throughout the work. A planned detour route has been established and will be implemented during the road closure as shown in Attachment 1. Access for local residents, businesses and emergency services will be accommodated as required, with some restrictions and expected delays taking place during the work. Due to the planned road closures, waste collection services will be interrupted, and the contractor will manage and transfer any curbside garbage and recycling on regular-scheduled collection days to a designated temporary collection depot area, where the County's Waste Management contractor can collect.

Regulatory authorities, bus services, waste collection services and emergency services will receive advanced notice of the lane restrictions, road closures and detour routes from Oxford County staff through *Municipal 511* notifications. Construction notices to local residents and property owners will be distributed ahead of construction beginning on each section and stage of the work.

The road resurfacing sections proposed in this project can be seen in Attachment 1.

Financial Impact

The approved 2025 budget, including all accounts to complete this project, is \$7,275,000 (including non-refundable HST). The construction costs, other associated costs and capital accounts for this project are summarized in Table 1 below.

Oxford Road 18, 37, 46, and 119 resurfacing works, and cycling infrastructure on Oxford Road 119, have been included for a portion of the available Canadian Community Building Funding (CCBF).

Full-depth asphalt removal and HMA resurfacing on Quinn Drive for the Township of South-West Oxford is being completed under this contract. The approximate total amount of cost recovery from the Township at the end of the project is \$60,000 (excluding HST).

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Table 1: Funding Summary for 2025 Road Resurfacing

2025 Capital Budget Summary Account/Description	2025 Budget	Bid Amount (excluding HST)
930099 – Rehab and Resurfacing (Total approved budget: \$7,025,000) (Less other projects and lines: \$425,000)	\$6,600,000	\$4,722,686
930079 – Cycling (Total approved budget: \$675,000) (Less other projects and lines: \$25,000)	650,000	616,062
930199 – Rural Storm Sewer (Total approved budget: \$3,910,000) (Less other projects and lines: \$3,885,000)	25,000	18,302
Sub-Total	7,275,000	5,357,050
Contract Admin; Inspection and Materials Testing: Project Signage		100,000
Non-Refundable HST (1.76%)		94,284
Total Estimated Construction Expenditures		\$5,551,334

Based on the information provided in Table 1, there is available approved funding in the 2025 Business Plan and Budget to award this contract.

Communications

The communication strategy for this project will be similar to other County construction projects. The Contractor's project manager and the County's project manager will form an open channel of communication and include other members of the project team as needed. Communications will commence upon approval of this report and will continue for the duration of the project.

Communication with the public (affected property owners and business owners) will begin when the project approaches the initiation stages. Communication will be in the form of typical construction notices, social media, the County's website, and in local newspapers as needed, as well as resident updates delivered by mail and or by hand. Advanced notice of construction and road closure signage will be installed at the construction limits in advance to alert the general public of upcoming road closures.

In addition, road closures and lane restriction information will be posted on *Municipal 511* in advance of each project locations' starting. Communication will continue throughout the duration of the project as required to keep the affected parties informed and updated on project progress.

Communication and engagement with affected area municipalities and agencies took place during the planning stages of this project in which various aspects of this project were discussed, such as proposed detour routes for road closures, upcoming work plans and proposed schedules. Ongoing communication is planned with area municipalities prior to and throughout the construction period. Outreach and discussions with the Township of South-West Oxford and the Ministry of Transportation regarding the Oxford Road 46 – Salford road closure and proposed detour route took place as the detour route will utilize sections of their road network.




Staff will continue to work with key internal stakeholders (County Management staff, Transportation staff and Waste Management staff), as well as external stakeholders during the execution of this project as required to ensure the appropriate level of communication and outreach is maintained, further ensuring all parties involved are updated on project status and outcomes.

As part of the CCBF requirements for resurfacing work on Oxford Road 18, 37, 46, and 119, including cycling lanes, communication activities and promotion are required to help the public recognize the importance of infrastructure funding and its impact to their community. This includes the installation of project-appropriate information signs within each projects' site limits as well as additional posts on the County website and social media, as needed.

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 Plan pillars and goals:

		
Promoting community vitality	Enhancing environmental sustainability	Fostering progressive government
Goal 1.2 – Sustainable infrastructure and development Goal 1.4 – Connected people and places	Goal 2.2 – Preserve and enhance our natural environment.	Goal 3.1 – Continuous improvement and results-driven solutions Goal 3.2 – Collaborate with our partners and communities. Goal 3.4 – Financial sustainability

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

DISCUSSION

Background

A total of four County Road segments have been selected and included in the 2025 Road Resurfacing project. Oxford Road 18 (from Norwich east to County boundary); Oxford Road 37 (from Tillsonburg to Oxford Road 13); Oxford Road 119 (from Thamesford to Ingersoll); and Oxford Road 46 – Salford (from Hwy 19 to east limit of Salford). Between the four sections, a total of approximately 15.3 kilometers of road resurfacing and asphalt replacement will be completed.

The road segments included in this year's 2025 Road Resurfacing project were based on inspection and evaluation of the existing pavement distresses and overall conditions, as well as the input and coordination from both Engineering Services and Transportation staff regarding operational maintenance issues, existing roadway deficiencies and field observations.

A more comprehensive summary of each road section and included scope of work in the 2025 Road Resurfacing project is provided below.

Oxford Road 18 (Norwich to County Boundary)

The 2025 Road Resurfacing project involves the resurfacing of Oxford Road 18 (Norwich to County Boundary), totalling approximately 3.4 kilometers. This stretch of Oxford Road 18 is considered a rural road cross-section and acts as a primary east/west transportation corridor within the County road network. Segments of this road asset are exhibiting signs of pavement deterioration, thus providing a lower level of service and carrying an increased maintenance cost. To renew the pavement condition and extend the road's lifecycle, a three-stage pavement recycling and resurfacing rehabilitation approach will be utilized. The existing pavement structure will first undergo a pre-milling process, followed by a CIP road recycling process and then the placement of a new HMA wearing surface on top of the recycled road base.

The recycling and resurfacing are a multi-step procedure with an interval between operations to afford time for the CIP recycled mat to cure and undergo acceptance of quality assurance testing. This interval can vary depending on the type of added emulsions used during recycling, weather and contractor schedules (typically about two weeks or more). This is the preferred method of renewing the pavement condition rating for high-medium volume rural County road networks which offers a more sustainable and resilient pavement structure.

As part of the recycling and resurfacing strategy to renew the pavement condition and service level provided, other improvements are being incorporated into the scope of work, including new granular roadside shoulders and new pavement markings.

Oxford Road 37 (Tillsonburg to Oxford Road 13)

Also included in the 2025 Road Resurfacing project is the resurfacing of Oxford Road 37 (Tillsonburg to Oxford Road 13) totalling approximately 3.9 kilometers. Oxford Road 37 is

considered a rural road cross-section and acts as an east/west transportation corridor in and out of Tillsonburg within the County road network. Segments of this road asset are exhibiting signs of pavement deterioration, thus providing a lower level of service and carrying an increased maintenance cost.

Like Oxford Road 18, a two-stage pavement recycling (CIP) and resurfacing rehabilitation approach (HMA) will be utilized to renew the pavement condition and extend the lifecycle of the road. This section of resurfacing will receive the placement of a new HMA base course lift and wearing surface on top of the recycled road base. Other improvements are also being incorporated into the resurfacing scope of work, including new granular roadside shoulders and new pavement markings.

Oxford Road 119 (Thamesford to Ingersoll)

Also included in the 2025 Road Resurfacing project is the resurfacing of Oxford Road 119 (Thamesford to Ingersoll) totalling approximately 7.6 kilometers. Oxford Road 119 is considered a rural road cross-section and acts as an east/west transportation corridor between Thamesford and Ingersoll within the County road network. Segments of this road asset are exhibiting signs of pavement deterioration, thus providing a lower level of service and carrying an increased maintenance cost.

Like the Oxford Road 18 and Oxford Road 37 sections, a two-stage pavement recycling (CIP) and resurfacing rehabilitation approach (HMA) will be utilized to renew the pavement condition and extend the lifecycle of the road. Also included as part of this section of roadway is the installation of cycling infrastructure (bike lanes) along both sides of the roadway, similar to the cycling infrastructure installed along Oxford Road 24 in 2024. This section of resurfacing will receive the placement of a new HMA surface on top of the recycled road base, and cycling lanes will be installed on either side of the new asphalt wearing surface thereafter. Other improvements are also being incorporated into the resurfacing scope of work, including the lengthening of a right-turn lane at Oxford Road 119 and Oxford Road 45 Intersection, new granular roadside shoulders and new pavement markings and cycling infrastructure signage.

Oxford Road 46 – Salford (Hwy 19 to East Limit of Salford)

The 2025 Road Resurfacing project also includes the resurfacing of Oxford Road 46 – Salford (Hwy 19 to east limit of Salford) totalling approximately 0.4 kilometers. This section of Oxford Road 46 is made up of an urban road cross-section within the village of Salford. This section of road acts as an east/west transportation corridor within the County road network. Segments of this road asset are exhibiting signs of pavement deterioration, thus providing a lower level of service and carrying an increased maintenance cost.

To renew the pavement structure and extend the road lifecycle, a multi-step process will be undertaken on this stretch of road, starting with the full-depth asphalt removal of existing asphalts, fine grading of existing granular base including removal of excess material during re-grading, rebuilding maintenance and catch basin structures, and finally followed by the placement of new HMA base course and surface course lifts of asphalt.

This will result in renewing and increasing the depth of the entire pavement structure along this stretch of Oxford Road 46 within Salford. Additionally, the full-depth existing asphalt removal process will be completed by means of a milling machine, allowing the County to salvage existing asphalt millings (recycled asphalt product – RAP) for stockpiling at the Salford Landfill Facility for re-use on future County projects.

Along with the full-depth asphalt replacement scope, other improvements are being incorporated into the project, including minor repairs to the existing concrete curb and gutters as needed and asphalt boulevard repaving. New pavement markings will also be installed along the project limits.

Cold-In-Place Recycling Resurfacing Technology Method

The CIP method is expected to reduce new materials production and transport, as well as existing unrecycled materials disposal, resulting in avoidance of GHG emissions of at least 50% when compared with a conventional mill and pave strategy.

Considering the multiple, project specific, and varying factors of influence (region, distance to the site, the efficiency of equipment, etc.), it is estimated that up to 922 tCO₂e of GHG emissions can be avoided by utilizing the CIP recycling method (based on 2007 MTO Study assumptions) for the 14.9 kilometers of road resurfacing works versus the conventional mill and pave method.

A County map identifying the proposed road resurfacing locations for each road section has been included with this Council Report as shown in Attachment 1.

Comments

A prequalification process was undertaken and completed prior to the tendering stage of this project in November 2024. Staff reviewed the prequalification submissions and recommended that nine Contractors be prequalified and invited to submit a bid for this project. The evaluation of submissions was based on a number of factors including Contractors' previous project experience with projects of similar scope, overall management team background as well as experience managing projects of this scale.

The Township of South-West Oxford was invited to include Quinn Drive resurfacing under this contract because of the close proximity to Oxford Road 46 – Salford resurfacing work included in this project. The County will finance the cost upfront for this work and recover the final cost for this after the project has been completed. This amount of cost recovery at tender closing is estimated at \$60,000 (excluding HST, non-refundable HST), and, as part of the cost recovery, a percentage for recovery of administration and inspection services will be included in the cost recovery total. South-West Oxford was informed of the tender closing results, low bidder, and associated cost for work along Quinn Drive and they have agreed to move forward with the work under this project and the cost-recovery described above.

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After the prequalification process was completed and eligible Contractors were invited to the tendering opportunity, the project was tendered through a competitive invite-only bidding process, which opened on January 30, 2025. The tendering process closed on February 20, 2025, at 2 p.m. and eight bids were received in total, with bid amounts outlined in Table 2.

Table 2: Summary of Bid Submissions

General Contractor	Bid Amount (excluding HST)
1. GIP Paving Inc.	\$5,357,050
2. Brantco Construction	\$5,408,765
3. Associated Paving & Materials Ltd.	\$5,577,616
4. Capital Paving Inc.	\$6,211,521
5. J-AAR Civil Infrastructures Limited	\$6,356,352
6. Dufferin Construction Company	\$6,756,525
7. Permanent Paving Ltd.	\$6,882,301
8. Cox Construction Limited	\$6,891,484

Staff have reviewed the qualified bid submissions and have confirmed that the low bid received from GIP Paving Inc., in the amount of \$5,357,050 (excluding HST), represents good value for the work.

As this project has the possible risks that would be associated with any construction project of this scale and scope, the successful Contractor is also required to secure construction bonds and insurance to mitigate risks related to the exposure of financial loss.

CONCLUSIONS

A review of the competitive bid submissions confirms that it is appropriate to award the 2025 Road Resurfacing project to the low bidder, GIP Paving Inc. of Petersburg, Ontario.

SIGNATURES

Report author:

Original signed by

Alex Brown, C. Tech.
Supervisor of Construction

Departmental approval:

Original signed by

Melissa Abercrombie, P.Eng., PMP
Director of Public Works

Approved for submission:

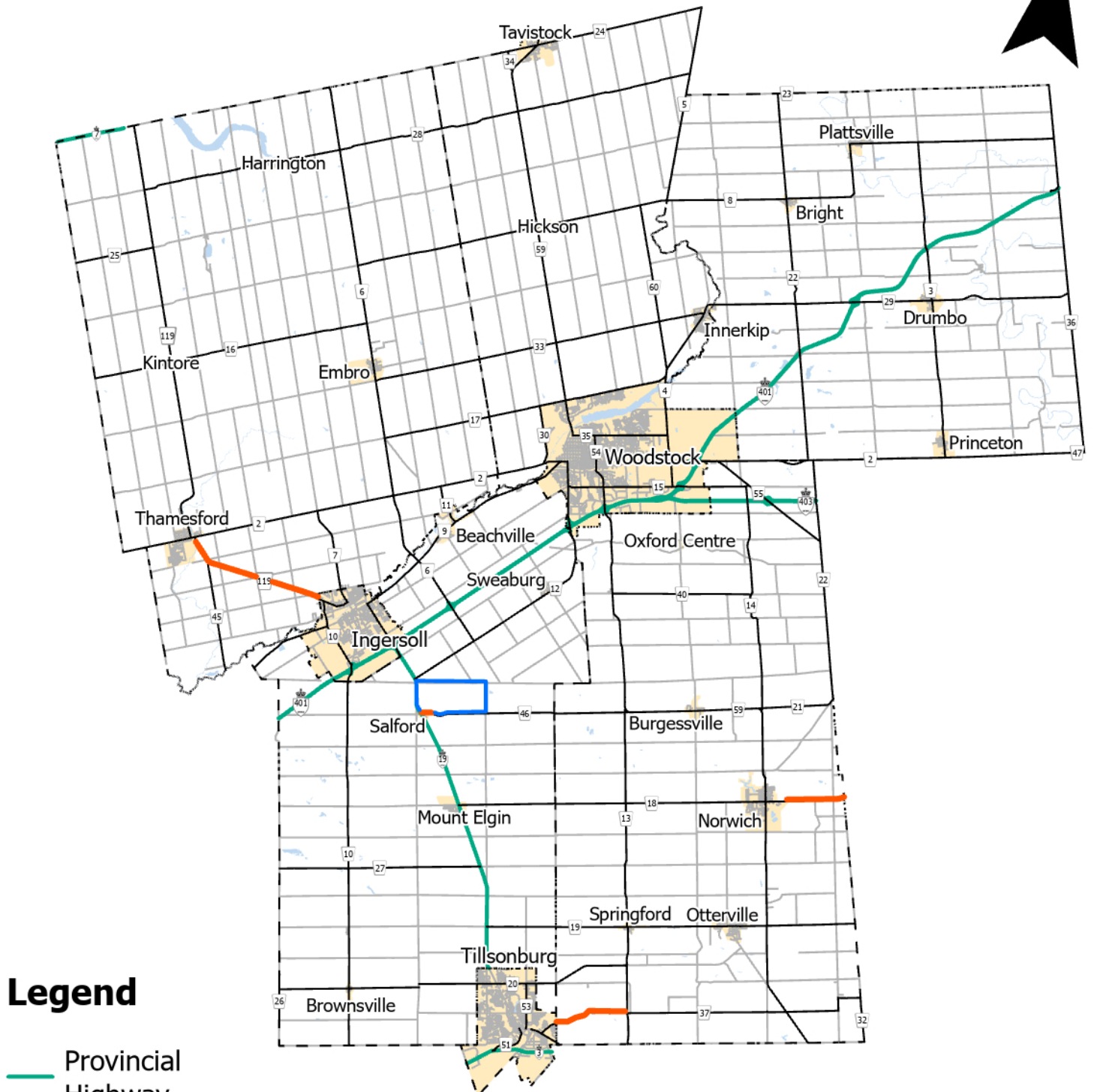
Original signed by

Benjamin R. Addley
Chief Administrative Officer

ATTACHMENT

Attachment 1 – Map of 2025 Road Resurfacing

N



Legend

- Provincial Highway
- County Road
- Proposed Road Resurfacing
- Proposed Detour Route

4 2 0 4 8 12 16
Kilometers

REPORT TO COUNTY COUNCIL

Contract Award – Oxford Road 59 and Oxford Road 35 Reconstruction, City of Woodstock

To: Warden and Members of County Council

From: Director of Public Works

RECOMMENDATIONS

1. That County Council award a contract to the low bidder, Viewcon Construction Limited, in the amount of \$6,355,573 (excluding HST) for the reconstruction of Oxford Road 59 (Vansittart Avenue), from the Oxford Road 59 Bridge to 100 meters south of the Devonshire Avenue/Vansittart Avenue intersection, and Oxford Road 35 (Devonshire Avenue), from Vansittart Avenue to Victoria Street;
2. And further, that County Council authorize the transfer of \$13,849 from the Development Charges – Roads reserve and \$67,527 from the Stormwater reserve, for a total of \$81,376, to fund the budget shortfall for the urban storm sewer works portion of this project;
3. And further, that County Council authorize funding the \$351,000 shortfall in the Oxford Road 59 reconstruction budget from Housing-Enabling Core Servicing Funding;
4. And further, that County Council authorize the Chief Administrative Officer and Director of Public Works to sign all documents related to the execution of the Oxford Road 59 and Oxford Road 35 Reconstruction contract, including a Transfer Payment Agreement with the Province of Ontario for the approved funding under the Housing-Enabling Core Servicing Fund.

REPORT HIGHLIGHTS

- The purpose of this report is to obtain County Council approval to award the above-noted road reconstruction contract to Viewcon Construction Limited, in accordance with the County's Purchasing Policy.

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- The road reconstruction contract includes traffic signal replacement at the intersections of Vansittart Avenue/Devonshire Avenue and Wellington Street North/Devonshire Avenue, along with watermain, storm, and sanitary system upgrades. The finished roadway on Devonshire Avenue within the project limits will have single eastbound and westbound lanes with a continuous two-way left-turn lane, along with bike lanes and sidewalk improvements. See Attachment 1.
- The project will be completed in two phases to accommodate local traffic and emergency vehicles. During Phase 1 (Vansittart Avenue construction), southbound traffic on Oxford Road 59 (Vansittart Avenue) will be closed from Tecumseh Street to Vincent Street. Oxford Road 35 (Devonshire Avenue) will be closed to through traffic from Vansittart Avenue to Victoria Street. In Phase 2 (Devonshire Avenue construction), Devonshire Avenue will be closed to through traffic from Vansittart Avenue to Victoria Street. See attachments 2 and 3 for detour routes.
- This project is anticipated to begin in April 2025. Phase 1 is targeted to be complete in July 2025 while Phase 2 is targeted for completion by December 2025.
- This project has been approved to receive Housing-Enabling Core Servicing (HECS) Funding, a provincial program in Ontario that supports road and bridge infrastructure projects to enable more housing. The province will fund up to 50% of the Total Eligible Costs, amounting to a maximum of \$4,361,875.

IMPLEMENTATION POINTS

Upon Council approval, a construction contract will be executed with the low bidder, Viewcon Construction Limited, prior to proceeding with the work. Further, the Ontario Transfer Payment Agreement will be executed with the Province of Ontario. Staff will adhere to the established project milestones to maintain the agreement's requirements and secure the requested funding.

Staff (in conjunction with the Contractor) will maintain public outreach through various channels including social media posts, website publications, and the installation of advanced construction notice signage. A pre-construction meeting will also be held at the Oxford County Administration Building in April, with notices delivered to all properties within the construction area. This communication strategy will be implemented before construction commences.

The Contractor will maintain local traffic access to properties for residents, businesses and emergency vehicles at all times. Regulatory authorities, bus services and emergency services will receive advanced notice of the road closures and detour routes through Ontario 511 notifications.

Financial Impact

This work was approved as part of the 2025 Business Plan and Budget. The construction costs, other associated costs and capital accounts for this project are summarized in Table 1 below.

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Table 1: Funding Summary for Oxford Road 59 and Oxford Road 35 Reconstruction Project

2025 Budget Summary Account / Description	Available 2025 Budget	Bid Amount (excluding HST)	Non- Refundable HST, Contract Admin, Staff Time	Subtotal	Budget Surplus (Deficit)
930059 – Oxford Road 59 (Approved budget: \$1,215,000) (Less other projects: \$325,000)	\$890,000	\$1,179,710	\$60,763	\$1,240,473	(\$350,473)
930035 – Oxford Road 35 (Approved budget: \$2,500,000)	2,500,000	2,086,267	96,718	2,182,985	317,015
930198 – Urban Storm Sewer (Approved budget: \$2,695,000) (Less other projects: \$2,185,000)	510,000	581,148	10,228	591,376	(81,376)
960153 – Woodstock Water (Approved budget: \$1,405,000) (Less other projects: \$155,000)	1,250,000	1,224,074	21,544	1,245,618	4,382
950174 – Woodstock Wastewater (Approved budget: \$670,000) (Less other projects: \$95,000)	575,000	562,414	9,899	572,313	2,687
930300 – Traffic Signals (Approved budget: \$2,120,000) (Less other projects: \$1,120,000)	1,000,000	721,960	12,706	734,666	265,334
2025 EXPENDITURES TOTAL	\$6,725,000	\$6,355,573	\$211,858	\$6,567,431	

The stormwater portion of the project under Job 930198 is funded 17% by development charges (DC) with the remaining 83% funded by the stormwater reserve. The 2025 budgeted closing balance of the Development Charges – Roads reserve is approximately \$1.46 million, which is sufficient to fund the additional \$13,849 required DC funding. In the event that DC revenue collections are below projections and there are insufficient funds at year end to cover the additional need, the costs would be funded by DC revenue in a future year. The 2025 budgeted closing balance of the Stormwater reserve is approximately \$0.5 million which is sufficient to fund the additional requirement of \$67,527.

The County received notification in early 2025 that its application under the HECS stream of the Municipal Housing Infrastructure Program (MHIP) for reconstruction on Oxford Road 35

(Devonshire Avenue), from Oxford Road 59 to Oxford Road 54, was approved, with the Province contributing up to 50% of the total costs for the road and traffic signal components (Projects 930035, 930059 and 930300). As the funding status was unknown at the time of the 2025 Budget Development, the provincial revenue was not included as a funding source and the projects were funded by DCs and the Roads Reserve, as applicable. Forecasted funding from the Province will be updated as part of the forecast update during the 2026 Budget Process. The HECS funding is sufficient to cover the shortfall noted in Table 1 above for Oxford Road 59.

Receipt of the HECS funding allows existing funds within the Roads reserve to be re-directed towards other asset lifecycle needs, helping to reduce the funding deficit noted in the 2024 Asset Management Plan (AMP). This will further mitigate increases required to achieve proposed levels of service identified through the 2025 AMP.

Communications

The communication strategy for this project will be similar to other County construction projects. The Contractor's project manager and the County's Project Engineer will form an open channel of communication and will include other members of the project team as needed. These communications will commence upon approval of this report and will continue for the duration of the project. As part of the communication strategy, staff will require the Contractor to produce and install a sign to recognize the funding contributed by the Province at the project site.

Staff have communicated with City of Woodstock staff throughout the design stage of the project on items such as scope of work, planned project schedule, and road closure and detour routes.

For public communication, a project page was published on *Speak Up, Oxford!* on November 6, 2024, to share information and promote the fall Public Information Centre (PIC). The PIC, which was further promoted through various other communication channels, was held on October 10, 2024, at the Oxford County Administration Building to allow residents and businesses to view the detailed design plans and speak with staff about the design. This PIC was well attended, providing local residents with an opportunity to review plans and ask questions. A second notice will be delivered for an upcoming PIC prior to the commencement of construction.

During construction road closure, access to businesses and commercial properties will be maintained, and any interruptions will be communicated in advance. A Notice of Construction letter will be delivered to nearby property owners and business owners before construction begins, along with the posting of construction signage at the project location in advance to alert the general public. Residents and businesses will be informed about road closures and progress throughout the project through *Speak Up, Oxford!*, web updates, social media, news media, and advertising.

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

Ongoing communication with the Province will be crucial to maintaining the requirements of this agreement, and providing timely reports and communicating key project milestones will be an essential part of the process.




County staff will adhere to all requirements outlined in the Ontario Transfer Payment Agreement, including compliance with the Reporting Requirements and Communications Protocol (i.e. includes the installation of appropriate project signage). Although Indigenous consultation is not currently required, staff will undertake the necessary consultation if requested by the Province.

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 support 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 1.3 – Community health, safety and well-being Goal 1.4 – Connected people and places		Goal 3.4 – Financial sustainability

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

DISCUSSION

Background

Oxford Road 35 (Devonshire Avenue) is a key urban arterial road in north Woodstock. The project area spans from Vansittart Avenue to Victoria Street and includes a section of Vansittart Avenue from Devonshire Avenue north to the Oxford Road 59 Bridge. This stretch is a vital commuter route for residents in north-central Woodstock and serves as part of the City of Woodstock's bus transit system. The roadway experiences an average daily traffic volume (AADT) of 10,000 to 12,000 vehicles.

The project covers 0.4 km of Vansittart Avenue (Oxford Road 59), from Devonshire Avenue to the Oxford Road 59 Bridge, along with 0.6 km of Devonshire Avenue (Oxford Road 35) from Vansittart Avenue to Victoria Street. Currently, the roadway consists of a two-lane cross-section with curb-faced sidewalks, some boulevard sidewalks and on-street parking.

To enhance traffic flow, reduce accidents, and improve safety for all road users, the County plans to reconfigure the existing layout. The improvements will include converting the road to a two-lane configuration with a center two-way left-turn lane, dedicated bike lanes, and sidewalks on both sides.

The general scope of work includes:

- Replacement of storm sewer, including new storm sewers appurtenances and catch basin leads.
- Replacement of approximately 700 metres of sanitary sewer and appurtenances.
- Replacement of approximately 1,000 metres of (400mm diameter) watermain and appurtenances.
- Full depth pavement structure replacement of 1,000 metres of arterial roadway.
- Curb and gutter and sidewalk replacement.
- Grading and restoration.
- Traffic signal replacements (Devonshire Avenue and Vansittart Avenue, Devonshire Avenue and Wellington Street North).
- Utility relocations and coordination.

This reconstruction project was successfully awarded Provincial funding through the HECS program. HECS is a funding stream under the MHIP that helps municipalities build, maintain and repair municipal roads, bridges and culverts. The fund is part of the Provincial government's efforts to expeditiously increase housing supply by ensuring that essential infrastructure is in place to support residential development. The approved project is for reconstruction of Oxford Road 35 (Devonshire Avenue) from Oxford Road 59 to Oxford Road 54, which is being completed in two stages over 2025 and 2026. This tender award represents stage 1 being completed in 2025. A second tender will be issued in 2026 for stage 2.

To qualify, projects must align with provincial policies, including housing targets and growth management strategies. The fund provides financial assistance to municipalities for the planning, design, and construction of core service-related infrastructure, helping to offset a portion of capital costs and reduce the financial burden on municipal budgets. A key focus of the

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fund is to prioritize projects in areas with housing demand or those identified as growth areas. It emphasizes alignment with affordable housing objectives and the development of sustainable infrastructure to support long-term community growth.

Comments

A prequalification process was completed ahead of the tendering stage of this project. Twenty-five Contractors expressed interest and eighteen were pre-qualified. The evaluation of submissions was based on a number of factors including Contractors' previous experience with similar projects of scope and scale, team background and experience managing projects of this scale.

After the prequalification process was completed, eligible Contractors were invited to the tendering opportunity through a competitive bidding process. The tendering process closed on February 27, 2025, at 2 p.m. and six bids were received in total, with the bid amounts outlined in Table 2.

Table 2: Summary of Bid Submissions

Contractor	Bid Amount (HST Excluded)
1. Viewcon Construction Limited	\$6,355,573
2. Oxford Civil Group Inc.	\$6,983,726
3. J-AAR Infrastructures Limited	\$7,154,944
4. Omega Contractors Inc	\$7,254,644
5. Network Sewer and Watermain Ltd	\$7,946,855
6. Amico Infrastructure Inc	\$9,487,328

Staff have reviewed the submissions and confirmed that the low bid received from Viewcon Construction Limited, in the amount of \$6,355,573 (excluding HST) represents good value for the work. Viewcon Construction Limited's ability to complete the project in accordance with the schedule and specifications can be confidently expected as evidenced by previous projects completed for Oxford County.

As this project has the possible risks that would be associated with any construction project of this scale and scope, the successful Contractor is also required to secure construction bonds and insurance to mitigate risks related to the exposure of financial loss.

CONCLUSIONS

A review of the competitive bid submissions confirms that it is appropriate to award the proposed reconstruction on Oxford Road 59 and Oxford Road 35 to the low bidder, Viewcon Construction Limited, and to authorize execution of the Transfer Payment Agreement with the Province of Ontario.

SIGNATURES

Report author:

Original signed by:

Harry Goossens P. Eng
Project Engineer

Departmental approval:

Original signed by:

Melissa Abercrombie P. Eng., PMP
Director of Public Works

Approved for submission:

Original signed by

Benjamin R. Addley
Chief Administrative Officer

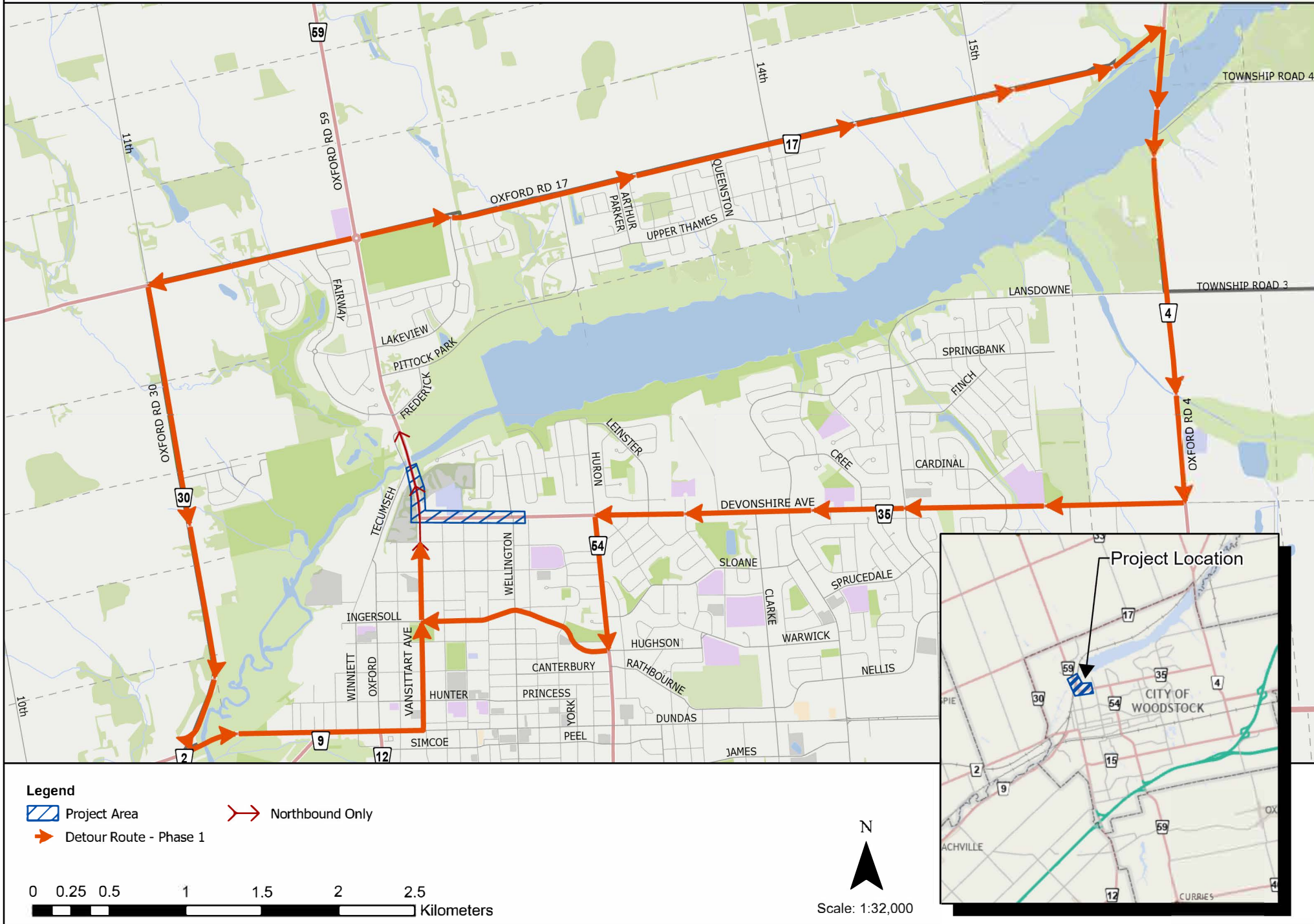
ATTACHMENTS

Attachment 1 - Project Limits
Attachment 2 - Phase 1 Traffic Control and Detour Plan
Attachment 3 - Phase 2 Traffic Control and Detour Plan

Report PW 2025-16 Attachment 1

Project Location







REPORT TO COUNTY COUNCIL

2024 Drinking Water Quality Management System Update

To: Warden and Members of County Council

From: Director of Public Works

RECOMMENDATION

1. That County Council receive Report PW 2025-17 entitled “2024 Drinking Water Quality Management System Update” as information.

REPORT HIGHLIGHTS

- In accordance with provincial legislation, this report presents County Council, recognized as the Owner responsible for all municipal drinking water systems in Oxford County, with a summary of key processes and activities undertaken in 2024 to evaluate the continuous improvement, suitability, adequacy and effectiveness of the water Quality Management System (QMS) against the provincial Drinking Water Quality Management Standard (DWQMS).
- Full transition to the consolidated Operational Plan was completed in 2024 and successfully met the DWQMS requirements following a third-party external reaccreditation audit.
- The annual QMS processes are successfully facilitated by the QMS Coordinator to drive Continuous Improvement for the County water systems.

IMPLEMENTATION POINTS

The County and its contracted service providers (Town of Tillsonburg, City of Woodstock) continue to follow the County water QMS policies and procedures to meet the requirements of the DWQMS (V2.0, February 2017) and to comply with the requirements of subsection 16(2) of the *Safe Drinking Water Act, 2002*.

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The County's QMS coordinator will continue to review and reaffirm coverage and oversight of the County's 17 municipal drinking water systems under the consolidated Operational Plan. In addition, the County QMS representative and professionally trained internal auditors will perform a planned internal audit of the same in 2025.

The refinements to the consolidated Operational Plan underwent the final full reaccreditation audit by an independent Accreditation Body (SAI Global) in 2024. Reaccreditation audits occur once every three years to reaffirm an organization as an approved Operating Authority which serves as one of the required components of the Municipal Drinking Water License (refer to Figure 1). Based on the results of the audit it was determined that the management system is effectively implemented and maintained and meets the requirements of the standard relative to the scope of certification identified; therefore, a recommendation for certification was submitted and approved.

Municipal Drinking Water Licences must be renewed every five years with the Ministry of Environment Conservation and Parks (MECP). All 17 Municipal Drinking Water System Licences in Oxford County have been submitted for renewal in 2024 and are currently undergoing technical review by the MECP. The renewal packages included the 2024 Water Financial Plan for all County Drinking Water Systems. The Financial Plan is a legislated requirement that ensures adequate resources are available to fund the drinking water system over the upcoming license period. The Water Financial Plan covers a period of 2024-2030, as approved by County Council through Report [CS 2024-23](#).

Financial Impact

The total operating budget for the County-wide QMS in 2024 included expenses of \$108,000 related to the development and ongoing maintenance of the water QMS for all municipal residential drinking water systems in the County. This also includes expenses related to the reaccreditation audit and full-scope transitional audit which affirmed the consolidated Operational Plan is compliant with the provincial DWQMS.

There are no financial impacts as a result of this report. Any required actions that will result in expenditures have been accounted for in the 2025 Business Plan and Budget for the respective drinking water systems.

Communications




This report, along with the 2024 Drinking Water System Performance report ([PW 2025-10](#)), serves to meet the DWQMS requirements of reporting the results of the water QMS Annual Management Review to the drinking water system Owner representatives (Oxford County Council/Chief Administrative Officer).

This report also serves to communicate back to Council that staff have fulfilled the resolution from Report [PW 2023-26](#) and completed the subsequent administrative updates to the municipal water QMS, which institutes a consolidated Operational Plan that governs the oversight of Oxford's 17 municipal drinking water systems.

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 Plan pillars and goals:

		
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 3.4 – Financial sustainability

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

DISCUSSION

Background

Oxford County Drinking Water Systems

Under the *Municipal Act, 2001*, the County of Oxford holds exclusive municipal authority and responsibility for all water and wastewater services. Accordingly, Oxford County is a recognized municipal water authority which owns all municipal drinking water system assets, including water treatment and distribution system assets in all 17 municipal drinking water systems.

The owner of the municipal drinking water system, represented by County Council and the Chief Administrative Officer (CAO), must uphold the Statutory Standard of Care when executing decision making related to the municipal drinking water system. The Statutory Standard of Care provisions of the *Safe Drinking Water Act, 2002* make individuals with oversight responsibilities for municipal drinking water systems legally responsible for decisions made regarding the system.

The County operates and maintains all 17 municipal drinking water systems, with the exception of a limited portion of its linear water distribution systems in Tillsonburg and Woodstock. For the County's water systems located in Woodstock and Tillsonburg, the County operates and

maintains all water treatment system assets (raw water supply wells, water treatment plants, high lift pumping stations) and part of the water distribution system assets (water transmission mains, water booster pumping stations, water re-chlorination facilities/analyzers, water towers, water reservoirs). The remaining limited portion of the water distribution system linear assets (distribution watermains, valves, fire hydrants, water meters) are operated and maintained by Tillsonburg and Woodstock, respectively, on behalf of the County, under service contract agreements (as permitted under the *Municipal Act, 2001*). Through a collective effort and mutual participation, all parties updated the service agreements as per the resolution from Report PW 2023-26. The new agreements came into effect January 1, 2024, and reflect the collective agreement to continue to provide enhanced service delivery with an emphasis on continuous improvement and implementation of industry best management practices.

Water Quality Management Systems (QMS)

The water QMS contains elements of both the ISO 9001 standard with respect to management systems and the Hazard Analysis and Critical Control Points (HACCP) standard with respect to product safety. The water QMS also incorporates the HACCP approach to risk assessment and reflects the multi-barrier approach for municipal drinking water system safety.

The water QMS must be fully documented in an Operational Plan that satisfies the requirements of the 21 best practice elements, which are comprehensively prescribed in the MECP's DWQMS. The Operational Plans are intended to reflect fully implemented water QMS with a focus on continual improvement. An MECP-accepted Operational Plan is just one part of the regulatory components that must be satisfied by the County, as the responsible owner, to maintain each of its 17 Municipal Drinking Water Licenses as shown in Figure 1.



Figure 1 – Municipal Drinking Water License Regulatory Components

Oxford County maintains the Operational Plan and the water QMS policies and procedures that govern the operations and maintenance performed by the County and its contracted service providers on all 17 drinking water systems.

As shown in Figure 2, each stage of the annual water QMS review process (as documented in the Operational Plan) is undertaken to ultimately identify opportunities for improvement (OFIs) and improvement and corrective action records (ICARs) on the municipal drinking water system. Following the review process, the County's QMS Coordinator subsequently incorporates any updates or new water QMS policies and procedures.



Figure 2 – Annual Water QMS Review and Continuous Improvement Process

Each of these components is discussed in greater detail in the Comments section below.

Comments

Internal Audit Findings

As required by the MECP's DWQMS, Oxford County and its contracted service providers undergo internal auditing of the water QMS documented in the Operational Plan against the provincial DWQMS at least once every calendar year. The internal audit is led by the County's QMS Coordinator and professionally trained internal auditors to assess conformance of the Operational Plan and associated QMS processes/procedures against the DWQMS (V2, Feb. 2017), under the *Safe Drinking Water Act, 2002*.

Each year, internal audits are performed as complete system audits, broken out into process audits or audits of specific individual DWQMS elements. Each of the 21 DWQMS elements must be audited once per audit cycle (completed on a rotational basis once every 36 months).

The water QMS processes and programs chosen for internal auditing in 2024 included Distribution – New Connections: New Construction/Reconstruction (field audit), Management/Engineering – Infrastructure Planning, Administration – Customer Service, and water treatment site audits. Site audits were conducted in eight different drinking water systems in 2024. The internal audit findings were minor and included:

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- One non-conformity finding: During the audit, it was noted that a Ministry Form 1 for Pemberton watermain reconstruction was completed, but had not been submitted to Water/Wastewater Program Coordinators for review and Manager approval, in advance of work being completed;
- Six OFIs that centred around improvements to the audit process and to the tracking and reporting of customer service calls; and
- Three strengths identified included the County's improvements to Project Governance, which has allowed for better coordination between Engineering Services and Water Services when it comes to Infrastructure Projects.

Internal audit non-conformance and OFI are addressed through the water QMS Continual Improvement Process.

Emergency Response Plan Testing

Testing of the Water Emergency Response Plan can take the form of training sessions, mock incidents or debriefing the response to an emergency. In the last case, an incident debrief is recommended to point out opportunities for improvement.

In 2024, a training session was offered to all Operational staff in November and December, with 100% attendance. The session covered the purpose and key areas of the County's emergency response plan, including:

- What constitutes an emergency for Water Services;
- Roles and responsibilities during an emergency; and
- Existing emergency procedures and operational procedures related to the emergency response plan.

Risk Assessment

The water QMS Risk Assessment Process ensures all potential hazards, associated hazards or hazardous events associated with drinking water quality are properly identified, ranked and assessed. The assessment results provide the County and its contracted service providers with guidance to identify critical events, control measures, critical control points and procedures to adequately manage risk while safeguarding the municipal drinking water quality and performance.

The Risk Assessment Process is required every 36 months for each of the County's drinking water systems (completed in 2023), with complementary risk assessment reviews to be completed at 12 months (completed in 2024) and 24 months (to be completed in 2025) between the assessments to verify the currency of the information and the validity of the assumptions used in the risk assessment.

During the 2024 Risk Assessment Review the following new hazardous events were identified for discussion:

- Hazards associated with abandoned petroleum wells within Well Head Protection Area (WHPA) A to C as identified by the Federal government; and

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- Hazard of programmable logic controller (PLC) uninterruptible power supply (UPS) failure for all systems.

In addition to those previously identified in the 2024 Risk Assessment, the following Hazardous Events were above the calculated risk ranking threshold of eight as a result of this Review, and thus determined to be Critical Events with Critical Control Points (CCPs) in some or all of the systems:

- Distribution Main Break under waterway (Ingersoll); and
- Aquifer Contamination - Dry Hole, Gas Well, and Stratigraphic Test Well located in WHPA A to C.

Risk Assessment Review identifies capital projects or operational enhancements that could manage hazardous events that are forwarded for infrastructure review and budgetary considerations. Some examples from 2024 include:

- The inclusion of isolation valves on either side of critical crossings to be evaluated with capital works;
- Ongoing condition assessment, relining and valving of critical feeder mains; and
- Operational UPS Replacement Program.

External Audit Findings

The independent Accreditation Body (SAI Global) completed a full systems reaccreditation audit, as required every three years, in October 2024. As a result of this audit, it was determined that the County's QMS is effectively implemented and maintained to meet the requirements of the DWQMS. No non-conformances to the DWQMS were noted, but some minor OFIs were identified:

- Five improvements to documents or processes which were able to be immediately addressed; and
- Two which require more substantial updates to processes for tracking of documents and emergency management testing, which are being addressed under the continuous improvement process.

Management Review

Under legislation, the DWQMS requires that a Management Review meeting be held annually by the County to review findings of the annual QMS review and continual improvement process (refer to Figure 2). The Management Review process ensures that all levels of the organization (Owner, Top Management, Operations) are kept informed and aware of the performance of the DWQMS (as documented in the Operational Plan) which governs the operations and maintenance performed by the County and its contracted service providers across all 17 drinking water systems.

The DWQMS lists 16 specific information items that must be part of the annual Management Review including, but not limited to, incidents of regulatory non-compliance, incidents of adverse drinking water tests, raw water supply and drinking water quality trends, operational

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performance and results of the infrastructure review. These items formed part of the overall performance review of the County's 17 drinking water systems (PW 2025-10).

The annual Management Review conducted in February 2025 also included the review of:

- Discussion and follow up on action items from previous management reviews as well as any new items identified since the last review;
- Operational considerations and challenges as part of operational performance;
- Effectiveness of the risk assessment process and deviations from critical control points and responses;
- Results of MECP drinking water system inspections, internal and external audits;
- Results of emergency response testing and training;
- Changes that could impact the water QMS, including resources needed to maintain the systems;
- Customer feedback;
- Suggestions brought forward by Operations and Compliance staff; and
- A summary of ongoing continual improvement efforts.

During the review of operational considerations and challenges, there were discussions regarding the security of supply during maintenance activities for many of our smaller water systems. As a result, these concerns are being brought forward to both capacity and risk assessments in 2025 for review of future priority infrastructure projects.

Summary of Overall Continuous Improvement

The County QMS Coordinator facilitates the continual improvement process. In addition to closing 19 outstanding continual improvement items from previous years, 76% of all new OFI and ICARS created in 2024 were successfully implemented. A comparison of the continual improvement status for ICAR and OFI is shown in Table 1.

Table 1 – Overall summary of Outstanding Water QMS Corrective Actions

	2022	2023	2024
Outstanding OFI (as of January 1)	18	41	12
New OFI (created during reporting year)	44	20	25
Implemented OFI (Closed) (as of December 31)	21	49	33
Total OFI Remaining	41	12	4
Outstanding ICAR (as of January 1)	3	11	12
New ICAR (created during reporting year)	15	12	16
Implemented ICAR (Closed) (as of December 31)	7	11	18
Total ICAR Remaining	11	12	10
TOTAL CORRECTIVE ACTIONS (active / open)	52	24	14

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Outstanding implementation of key items such as long-term implementation plans to streamline the Asset Management software used across all County water systems, and improvements to the workflow and standardization of the GIS for all water systems, will continue to be monitored by County staff and the City of Woodstock and Town of Tillsonburg staff to complete this critical work.

The QMS Coordinator will continue to prioritize and close active/open OFI and ICARs. In many cases, an updated action plan and follow up system has already been established. This is in addition to any new OFIs and ICARs identified through the Annual QMS Review and Continuous Improvement Process, which is a continuous and critical component of the QMS.

CONCLUSIONS

The results of the annual Management Review of the County's DWQMS demonstrates continued compliance with drinking water regulations and the County's ongoing commitment to continual improvement in the provision of safe, reliable and sustainable supply of municipal drinking water for its residents and businesses.

Managing the County's water QMS within one consolidated Operational Plan has allowed the QMS Coordinator to harmoniously undertake all quality management tasks for all 17 drinking water systems in a singular (versus triplicate) fashion while achieving associated efficiencies and cost savings. The consolidated Operational Plan reflects and ensures that the same approach for care and control is consistently applied across all 17 drinking water systems from source to tap.

SIGNATURES

Report author:

Original signed by

Angela Vander Gugten
Quality Management System Coordinator

Departmental approval:

Original signed by

Melissa Abercrombie, P.Eng., PMP
Director of Public Works

Approved for submission:

Original signed by

Benjamin R. Addley
Chief Administrative Officer

REPORT TO COUNTY COUNCIL

2024 Annual Waste Management Reports

To: Warden and Members of County Council

From: Director of Public Works

RECOMMENDATION

1. That County Council receive Report PW 2025-18 entitled “2024 Annual Waste Management Reports” as information.

REPORT HIGHLIGHTS

- This report summarizes the annual performance of the Oxford County Waste Management Facility (OCWMF) and waste diversion programs in 2024.
- The County achieved an overall landfill waste diversion rate (residential and Industrial, Commercial and Institutional (ICI) waste material handled by Oxford County) of approximately 46% in 2024 and has an estimated remaining landfill service life of approximately 31 years.
- 2024 achievements include the diversion of 35,010 tonnes of material received at the OCWMF and includes brush, leaf and yard waste, construction and demolition waste, blue box material, biosolids, electronic waste, scrap metal, film plastic and agricultural plastic.
- Other 2024 accomplishments include the start of the South Fill Area Expansion Landfill Gas Wellfield Expansion projects.

Implementation Points

The 2024 Annual Waste Management Reports will be submitted to the Ministry of Environment, Conservation and Parks (MECP) by March 31, 2025, in accordance with regulatory requirements and posted on the County’s website for public access.

Financial Impact

There are no financial impacts as a result of this report. Any required actions that will result in expenditures have been accounted for in the 2025 Business Plan and Budget for Waste Management.

Communications

The 2024 Annual Waste Management Reports will be available for public viewing on the County's website on March 26, 2025, at <https://www.oxfordcounty.ca/en/your-government/reports-and-publications.aspx#Public-Works-Annual-Reports>.

The County communicates the performance of key Public Works systems (Waste Management, Transportation, and Water and Wastewater) annually to the public through an annual social media campaign after the last performance report has been submitted to Council. In addition, the County will further communicate 2024 performance highlights of key Public Works systems, including Waste Management, to the public through an annual social media campaign during National Public Works Week (May 18 – 24, 2025).

A copy of Report PW 2025-18 will be circulated to Area Municipalities and Zero Waste Oxford.

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 Plan pillars and goals:

		
Promoting community vitality	Enhancing environmental sustainability	Fostering progressive government
	Goal 2.1 – Climate change mitigation and adaptation Goal 2.2 – Preserve and enhance our natural environment	Goal 3.1 – Continuous improvement and results-driven solutions

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

DISCUSSION

Background

Waste Management Services

As the Waste Management Authority, the County is responsible for residential curbside waste collection (garbage, recycling, large items) and management of waste generated within the County through landfill disposal, waste diversion, and resource recovery programs. The OCWMF is operated by County staff and receives solid waste from residential and ICI sources within the County. Residential waste collection services are managed by the County through a third-party contractor and municipal service agreements with Area Municipalities (City of Woodstock and Township of South-West Oxford).

Curbside collection of residential garbage, recycling (Blue Box) and large items is further supplemented by convenience depots located throughout the County where residents can drop off various waste materials (yard waste, film plastic, bulky Styrofoam, large items, recyclables, household hazardous waste, electronics, tires, scrap metal, and agricultural plastics). Convenience depots are operated by Area Municipalities on behalf of the County and are funded through the County's Waste Management budget.

A summary of the County-wide residential waste collection services and associated County service providers is provided in Table 1.

Table 1: Residential Waste Management Collection Services/County Service Providers

Waste Collection Services		Ingersoll, Blandford-Blenheim, East Zorra-Tavistock, Norwich, Zorra	Tillsonburg	South-West Oxford	Woodstock
Garbage and Blue Box Service Providers	Curbside Collection	County Contractor (weekly co-collection garbage and single stream recycling)		South-West Oxford * (six-day co-collection garbage and single stream recycling)	Woodstock * (weekly garbage and bi-weekly two stream recycling collection)
	Garbage Disposal	Oxford County Waste Management Facility (OCWMF) (User Fees Apply)			
	Blue Box Processing	County Contractor			Woodstock Contractor *
Convenience Depots Service Providers <i>(includes Blue Box, Cardboard, Film Plastic and Bulky Styrofoam, Agricultural Bale Wrap, Scrap Metal, Household Hazardous Waste, Cooking Oil (FOG), Tires, Electronics, and Construction and Demolition)</i>		Woodstock Enviro Depot * (Excludes agricultural bale wrap) (User Fees Apply for Non-Woodstock Residents)			
		South-West Oxford - Beachville Fire Hall * (Film Plastic Only)			
		Tillsonburg Transfer Station * (Excludes collection of blue box, household hazardous waste, tires, electronics, and agricultural bale wrap) (Open to all County residents in 2024, User Fees for Non-Tillsonburg Residents)			

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Waste Collection Services		Ingersoll, Blandford-Blenheim, East Zorra-Tavistock, Norwich, Zorra	Tillsonburg	South-West Oxford	Woodstock
		Oxford County Waste Management Facility (OCWMF) (User Fees for Some Materials May Apply)			
Leaf and Yard Waste Depots Service Providers	Collection	Ingersoll, Zorra, East Zorra-Tavistock, Blandford-Blenheim, Tillsonburg and Norwich Leaf and Yard Waste Depots		OCWMF Leaf and Yard Waste Depot	City of Woodstock Leaf and Yard Waste Depot *
	Processing	Oxford County Compost Facility			
Large Items Service Providers	Collection	County Contractor (once annual curbside collection) (NEW in 2024 – once annual curbside collection in Tillsonburg)			Woodstock * (once annual curbside collection)
	Convenience Depots	Woodstock Enviro Depot * (User Fees Apply)			
		Tillsonburg Transfer Station * (Open to all County residents in 2024 with User Fees)			
		Oxford County Waste Management Facility (OCWMF) (User Fees Apply)			
	Processing	Oxford County Waste Management Facility (OCWMF)			

* Services provided by the Area Municipality under contract to the County

Oxford County and its eight Area Municipalities are scheduled to transition to the Provincial common collection system and Extended Producer Responsibility (EPR) on January 1, 2026. With the transition to full EPR, Ontario municipalities will no longer be responsible for managing and financing the traditional Blue Box program (collection and processing).

Environmental Regulatory Compliance

Operation of waste management facilities and waste diversion programs are regulated by the MECP through applicable legislation and issuance of Environmental Compliance Approvals (ECAs). Submission of annual reports to the MECP for various waste management services and activities is a regulatory requirement to demonstrate environmental compliance with associated legislation and specific ECA terms and conditions.

Annual reporting requirements must comply with the guidelines set out in the MECP's Technical Guidance Document: Monitoring and Reporting for Waste Disposal Sites Groundwater and Surface Water. This document provides a general framework for completing technical reports, as well as a report structure to ensure that all necessary information is provided for the MECP to complete a technical review of monitoring performed at both active and closed waste disposal sites.

In accordance with regulatory requirements, the 2024 Annual Waste Management Reports, prepared for submission to the MECP, provide performance data on Oxford County's waste management facilities, operations, and programs. The pertinent regulatory requirement is referenced in each Annual Waste Management Report.

Closed Landfill Sites

Oxford County owns the following eight closed landfill sites that were historically owned and operated at the lower-tier level and were transferred to the County in the early 1980s.

- Lakeside (East Nissouri) Landfill
- Embro (West Zorra) Landfill
- Thamesford (North Oxford) Landfill
- Blandford-Blenheim (Drumbo) Landfill
- Gunn's Hill (East Oxford) Landfill
- Otterville (South Norwich) Landfill
- Tillsonburg Industrial Landfill
- Holbrook Landfill

The local landfill sites noted above were closed prior to being transferred to the County, with the exception of the Tillsonburg and Holbrook sites that remained open and were operated by the County for a period of time until the OCWMF was opened in 1986.

With the exception of the Holbrook Closed Landfill Site, annual reporting to the MECP for the County-owned closed landfills is not a regulatory requirement. However, monitoring programs for landfill gas, groundwater, and surface water have been implemented at these sites as a due diligence exercise to identify any adverse environmental impacts and mitigate the County's risk and potential liability.

Comments

Summary of County-Wide Waste Generation

Approximately 112,450 tonnes of waste (0.3% decrease over 2023) was generated in Oxford County in 2024. Of the total amount of waste generated, 82,840 tonnes (0.6% decrease over 2023) was processed at the OCWMF. The remaining approximately 29,610 tonnes of waste was exported out-of-County (without direct handling at the OCWMF). This includes an estimated 26,790 tonnes of waste from the ICI sector (disposed of by private haulers) and 2,820 tonnes of Blue Box material from the City of Woodstock's curbside collection program exported directly to an out-of-County processing facility. Overall, approximately 26% (equal to 2023) of the total waste generated is being exported out of County.

A summary of County-wide waste generation in 2024 is depicted in Figure 1 with a historical summary of County-wide waste generation illustrated in Table 2. The total waste and large item generation tonnage per household (hh) for 2024 was 389 kg/hh for the entire County, representing a 5% increase over 2023.

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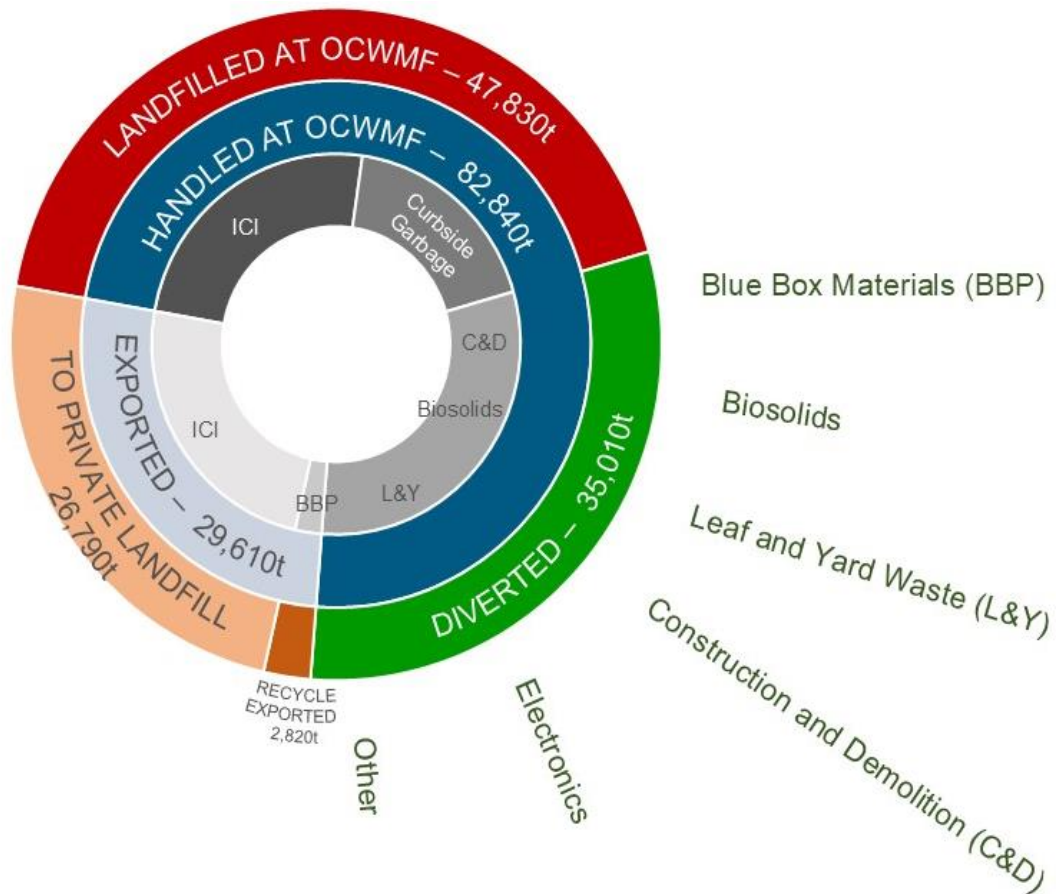


Figure 1: 2024 County-wide Waste Generation

Table 2: Historical County-Wide Waste Generation Summary (2020-2024)

Year	Total Waste Generated in Oxford County (tonnes)	Waste Exported out of County (tonnes)	Waste Processed at OCWMF (tonnes)	Waste Diverted and Recycle Exported (tonnes)	Landfill Diversion Rate
2024	112,450	29,610	82,840	38,000	46%
2023	112,780	29,425	83,355	37,350	45%
2022	109,454	29,232	80,222	36,280	45%
2021	115,195	29,040	86,155	40,095	47%
2020	122,610	26,025	96,585	40,320	42%

2024 Annual Waste Management Reports

The 2024 Annual Waste Management Reports have been generated to satisfy ECA terms and conditions, regulatory requirements, and Ministry technical reporting guidance documents, and will be submitted to the MECP by March 31, 2025.

The annual reports are linked below, followed by a summary section for each:

- [2024 Oxford County Waste Management Facility, Salford Operations and Monitoring Report](#)
- [2024 Oxford County Waste Management Facility, Annual Monitoring Report, Landfill Gas Collection and Flaring System](#)
- [2024 Oxford County Holbrook Landfill, Water Monitoring Report](#)
- [2024 Oxford County Stormwater Pond Results - Summary and Interpretation](#)
- [2024 Oxford County Waste Management Facility, HHW Annual Report](#)
- [2024 Oxford County Leaf and Yard Waste System Annual Report](#)
- [2024 Oxford County Blue Box System Annual Report](#)
- [2024 Oxford County Closed Landfill Sites, Due Diligence Monitoring](#)

Staff are pleased to inform County Council that in 2024, the County's waste management facilities and programs operated within environmental regulatory compliance and that no adverse environmental impacts were observed.

Oxford County Waste Management Facility, Salford 2024 Operations and Monitoring Report

- Approximately 82,840 tonnes of waste was handled at the site, with approximately 35,010 tonnes being diverted and recovered as material resources. Overall resource recovery material brought to the OCWMF in 2024 decreased by 6% and landfilled material decreased by 0.6%.
- The total trips by all vehicles using the facility averaged about 4,702 per month in 2024, an increase of 16% compared to 2023.
- The film plastic drop-off program generated 15 tonnes of material in 2024, a 67% increase over 2023.
- The bulky Expanded Polystyrene (Styrofoam) program generated 11 tonnes of recycled packaging material for reuse in product manufacturing, no change from 2023 tonnages.
- The remaining landfill site service life in 2024 is calculated to be approximately 31 years based on the current landfilling rate and waste diversion rate (approximately 46%).
- There were no influences of leachate in the groundwater at the site boundaries.
- Private well monitoring showed no landfill influence.

The MECP conducted a routine facility ECA inspection in August 2024. Of the items that were inspected, no environmental compliance orders were issued. However, the inspection report identified one ongoing concern and one recommendation:

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- MECP identified a concern with surface emissions but acknowledged ongoing abatement efforts by the County to undertake repairs to the interim landfill cover, manhole sealing, and expansion of the landfill gas wellfield pending ECA approval in 2025.
- MECP recommended installation of a gas monitoring alarm system at the County's Biosolids Centralized Storage Facility (BCSF) due to proximity to the active landfill site.

Annual Monitoring Report, Landfill Gas Collection and Flaring System (LGCFS) January 2024 – December 2024, Oxford County Waste Management Facility

- The LGCFS operated as intended in 2024 and successfully controlled emissions even though volumes and concentrations of methane gas continue to remain low. The flare had an average run time of 65% compared to 32% in 2023. This increase in run time is due to modifications to operations to maximize flare run times. In 2024 the flare ran at an average flow of 97 cubic feet of gas volume per minute (cfm), down from 107 cfm in 2023 and an average 39% methane by volume, down from 48% in 2023.

2024 Water Monitoring Report, Holbrook Closed Landfill

- There was no clear indication of leachate influence in the deeper groundwater system at the property boundaries and no landfill influence at the private well monitoring locations.
- No methane was detected in 2024.
- Staff will continue to perform inspections at this facility to ensure the site is secure and to assess any potential environmental concerns.

2024 Due Diligence Monitoring Program, Oxford County Closed Landfill Sites

Monitoring programs for landfill gas, surface water and ground water were undertaken at County-owned closed landfill sites as a due diligence exercise and to identify any offsite adverse environmental impacts. The findings and recommendations of the 2024 Due Diligence Monitoring Program are highlighted below:

- No landfill impacts were identified at the Lakeside, Embro, Thamesford, Gunn's Hill and Otterville Closed landfill sites and therefore, further annual monitoring is not required.
- Continued annual monitoring is recommended to observe parameter concentration trends of potential historic impacts to the surface water and shallow groundwater to the east of the Blandford-Blenheim site.
- Continued monitoring at the Tillsonburg site is recommended to observe parameter concentration and flow rate trends at surface water monitoring locations to the east and southeast of the site.

Oxford County 2024 Compost Facility Storm Water Management (SWM) Annual Report

SWM system monitoring results indicated acceptable effluent concentrations were consistent with historical trends. In 2024, there were minor Provincial Water Quality Objectives/Canadian Environmental Quality Guidelines (PWQO/CEQG) exceedances for field pH, iron, total phosphorus, Total Suspended Solids (TSS) and phenols recorded, and mitigation was not deemed necessary based on external review using benchmark standards and historical reporting limits.

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Oxford County 2024 Household Hazardous Waste (HHW) Depot Annual Report

- The depot serviced approximately 5,522 vehicles, a 7% increase from 2023.
- Approximately 218 tonnes of HHW material was collected, a 28% increase over 2023.
- The City of Woodstock's HHW Depot was open 159 days in 2024 and collected 115 tonnes of HHW (increase of 15% from 2023).

Oxford County 2024 Leaf and Yard Waste System Annual Report

- Over 17,840 tonnes of material was received, representing a 7% increase over 2023.
- Approximately 13,730 tonnes of finished compost was sold to the end market in 2024 and generated over \$264,400 in County revenue.
- A total of 95 composters and 170 green cones were sold to residents, a decrease of 37% from 2023.
- Home composters and green cones are sold throughout the County at a subsidized rate of \$20 and \$51.50 each, respectively.

Oxford County continues to undertake backyard composting program education and outreach to help reduce the quantity of organics currently black bagged/landfilled. Also, implementation of a County-wide SSO program will be phased in starting in 2026 for the Township of South-West Oxford and the City of Woodstock and in 2027 for the rest of the County.

Oxford County 2024 Year-End Blue Box Waste Management System Annual Report

- The recycling collection tonnage per hh for 2024 was 152 kg/hh for the entire County, representing a 1.3% decrease from 2023 even though there was a 1% increase in households. A contributing factor to the decrease in collected tonnes is due to material weight; Blue Box materials (e.g. paper products and packaging products) continues to be made lighter.
- 7,860 tonnes of residential curbside Blue Box material was collected (0.6% decrease from 2023). Following the removal of contaminated material (residual waste) during processing, approximately 6,640 tonnes of processed material was sent to end markets.
- The contamination rate of the 2024 County single stream recycling program is estimated at 15% and the South-West Oxford single stream recycling program is estimated at 3% based on third-party audit data. The variance between the diversion rates is due to the amount of sorting performed at the curb by the collector, the amount of urban vs rural stops and more specifically, the decrease in multi-residential collections, which typically have a higher blue box contamination rate. The Township collects on average 300 fewer stops per truck per day compared to the County's contractor. This variance in stops increases the amount of time available to sort material at the curb. The average contamination rate for single-stream recycling programs is 11% based on industry audit data, placing the South-West Oxford contamination rate below and the County higher than the industry average.
- The contamination rate for the two-stream recycling program in Woodstock was estimated at 9% based on third-party audit data, placing the contamination rate above the industry average of 7%.

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2025 represents the last year that the Blue Box Program will be administered by municipalities and the County will continue to update residents on the Blue Box Program Transition to Producer Responsibility through the County's [website](#).

Film Plastics, Bulky Styrofoam, and Agricultural Bale Wrap Diversion Programs

There are five drop-off depots for film plastics and three drop-off depots for bulky Styrofoam located across the County and collected material tonnage continues to increase year over year with film plastic increasing by 66% in 2024 while bulky Styrofoam remained constant. The agricultural bale wrap program which started in 2023, increased collected tonnage by 60% in 2024.

Curbside Waste Collection Contract Performance

In 2024, staff monitored and tracked performance issues and any occurrences of missed and incomplete collections over the course of the year. Detailed contract performance metrics in 2024 are summarized in Table 3.

Table 3: 2024 County Curbside Collection Contractor Annual Completion Rate

Collection Performance		Ingersoll	Tillsonburg	Blandford-Blenheim	Norwich	East Zorra-Tavistock	Zorra	Total
Successful Route Completion Rate *	Q1	100%	100%	99%	99%	98%	100%	99%
	Q2	100%	99%	96%	99%	99%	95%	98%
	Q3	98%	100%	98%	97%	100%	96%	98%
	Q4	97%	99%	96%	99%	100%	99%	98%
Average Annual Completion Rate		99%	100%	97%	99%	99%	98%	98%

* Successful route completion indicates where the planned route curbside collection was completed on the designated pick-up day (no missed collections).

Staff regularly addressed contract performance issues with its collection contractor (Emterra) to ensure that any curbside collection customer service issues or incomplete collections were either resolved on the same collection pickup day (in most cases) or carried over to the next calendar day.

2024 Accomplishments

As part of the Goals and Objectives of the 2024 Business Plan and Budget - Waste Management, the following initiatives were implemented:

Residential (Curbside) Diversion Rate

The residential diversion rate (from curbside, depots, brush, leaf and yard waste depots, and OCWMF) was estimated to be 52% in 2024. The residential diversion rate has plateaued in recent years ranging between 47-52%.

Landfill Diversion Rate

The County's landfill diversion rate is currently 46% and takes into consideration all waste managed through County Waste Management services (residential and ICI). It is important to note that this diversion rate differs from what is published by the Resource Productivity and Recovery Authority, known as the residential diversion rate, which only takes into consideration residential generated waste.

Advancing to Zero Waste

To achieve the goals and objectives in the County's **Zero Waste Plan**, as well as address provincial and federal regulatory requirements, the County will need to further increase waste diversion efforts through innovative programs and technologies.

In 2025, Council approved a County-wide green bin (SSO) program to be phased in over 2026 and 2027, which is the next step to increasing the life of the County's landfill site and further increasing the landfill diversion rate.

CONCLUSIONS

The 2024 Annual Waste Management Reports demonstrate that Oxford County's waste management programs and facilities continue to operate in compliance with regulatory requirements.

Residents and businesses across Oxford County continue to receive convenient access to curbside and waste management facility diversion programs.

Notable changes to management of waste across Oxford County will continue over the next decade and will contribute to the collective goals of a circular economy and recognizing waste as a resource.

SIGNATURES

Report author:

Original signed by

Andrea Coverdale
 Coordinator of Waste Management

Departmental approval:

Original signed by

Melissa Abercrombie, P. Eng., PMP
 Director of Public Works

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Approved for submission:

Original signed by

Benjamin R. Addley
Chief Administrative Officer

REPORT TO COUNTY COUNCIL

2024 Annual Wastewater System Performance

To: Warden and Members of County Council

From: Director of Public Works

RECOMMENDATIONS

1. That County Council receive Report PW 2025-19 entitled “2024 Annual Wastewater System Performance”, including the individual 2024 Annual Wastewater Treatment Plant and 2024 Consolidated Linear Infrastructure Summary Reports;
2. And further, that County Council receive the 2024 Annual Biosolids (Non-Agricultural Source Material) Summary Report, including the performance summary of the County’s wastewater treatment plant biosolids processing, land application program and biosolids centralized storage facility.

REPORT HIGHLIGHTS

- This report summarizes the annual performance of Oxford County’s nine wastewater treatment plants, 11 municipal wastewater collection systems and biosolids processing program in 2024.
- Of note, the County’s nine wastewater treatment plants (WWTPs) provided effective treatment and demonstrated continued exceptional performance in 2024. Based on approximately 4,528 WWTP effluent samples collected and analyzed in 2024, five of the nine County municipal WWTPs achieved 100% compliance ratings (with the remaining four receiving the following compliance ratings: Norwich 99%, Tillsonburg 98%, Drumbo 97%, Plattsville 94%).
- A summary of annual wastewater system capital investments and an overview of key maintenance activities that were completed on the wastewater infrastructure assets is also noted.
- Consistent with the County’s direction of innovative and green technology, a study to maximize resource recovery continued into 2024 (Woodstock WWTP) to offset facility non-renewable energy consumption and reduce greenhouse gas emissions.

IMPLEMENTATION POINTS

Following Council adoption of this report, the 2024 Annual WWTP Reports, Biosolids Report and Wastewater Collection System Consolidated Linear Infrastructure Report will be submitted to the Ministry of the Environment, Conservation and Parks (MECP) in accordance with regulatory requirements by March 31, 2025. These reports will also be posted on the County's website for public access.

Financial Impact

There are no financial impacts as a result of this report. Any required actions that will result in expenditures have been accounted for in the 2025 Business Plan and Budget of the respective wastewater systems.

Communications

As indicated, the 2024 Annual Wastewater System Performance Report, the 2024 Biosolids Summary Report and the 2024 Wastewater Collection System Consolidated Linear Infrastructure Report will be posted to the Oxford County website by March 31, 2025 at www.oxfordcounty.ca/wastewater-reports. The results of each system's performance report will also be shared directly with Area Municipality CAOs and Public Works senior management respectively.

In addition, the County will communicate 2024 performance highlights of key Public Works systems (Water, Wastewater and Waste Management) to the public through an annual social media campaign after the last performance report has been submitted to Council later this year. As well, highlights will be further promoted through social media during National Public Works Week (May 18 – 24, 2025).

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 support the following Strategic Plan pillars and goals:

		
Promoting community vitality	Enhancing environmental sustainability	Fostering progressive government
<p>Goal 1.2 – Sustainable infrastructure and development</p> <p>Goal 1.3 – Community health, safety and well-being</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 3.4 – Financial sustainability</p>

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

DISCUSSION

Background

The County's wastewater treatment, biosolids management and wastewater collection systems are all supervised by an appropriately licensed Overall Responsible Operator (ORO) and designated Operators in Charge (OIC) as required by Ontario Regulation (O. Reg.) 129/04.

Wastewater Treatment and Biosolids Processing Systems

The County operates and maintains:

- Three conventional activated sludge mechanical WWTPs (Woodstock, Ingersoll, Tillsonburg);
- One extended air WWTP (Thamesford);
- One wastewater Membrane Bioreactor (MBR) plant (Drumbo);
- Three wastewater lagoon-based systems (Norwich, Plattsville, Tavistock); and
- One Recirculating Sand Filter (RSF) wastewater system (Mount Elgin).

Wastewater from the communities of Embro and Innerkip is transferred via sewage forcemains to the Woodstock WWTP for treatment.

At the three conventional WWTPs, waste sludge generated during wastewater treatment is stabilized and dewatered through either aerobic or anaerobic digestion. The remaining product, known as biosolids, is a valuable and beneficial fertilizer-like soil nutrient that can be land applied in the agricultural sector (i.e. farms having a non-agricultural source material plan) as per the County Biosolids Management Master Plan. When the material cannot be directly land applied during the winter months, biosolids are stored at the County's Biosolids Centralized Storage Facility (BCSF), located adjacent to the County Waste Management Facility.

Wastewater Collection Systems Linear Infrastructure

The wastewater collection system includes the wastewater collection mains, sewage pumping stations, and odour control facilities that transfer wastewater to a WWTP. The County owns and maintains all 11 sewage collection systems. Portions of the collection system in the City of Woodstock and the Town of Tillsonburg are under service contracts with the County. In the Town of Tillsonburg and City of Woodstock, the sewage pumping stations, odour control facilities, sanitary trunk sewers and forcemains are operated by Oxford County. The County also operates two privately owned sewage pump stations (401 Service Centre and Verspeeten Cartage). All components of the wastewater collection systems in the remaining communities are operated by Oxford County staff.

The wastewater collection systems include approximately 647 kilometers of sanitary sewers and forcemains, 7,960 manholes, grinder pumps including the Septic Tank Effluent Pumping (STEP) systems, two odour control facilities and 38 sewage pumping stations (including the two privately owned sewage pumping stations (operated by Oxford County)).

Wastewater Treatment Facility Reporting Requirements

The annual reporting requirements are set out in each wastewater treatment plant's Environmental Compliance Approval (ECA) or Certificate of Approval (CofA) and are generally outlined as follows:

- Preparation and submission of the report to the District Manager of the MECP within 90 days following the end of the period being reported on (which is March 31 since December 31 is the County's year-end);
- Summary and interpretation of all monitoring data and a comparison to the effluent limits set out in the ECA;
- Description of any operating problems encountered, and corrective actions taken;
- Summary of all maintenance carried out on any major structure or equipment;
- Summary of any effluent quality assurance or control measures undertaken;
- Summary of the calibration and maintenance carried out on all effluent monitoring equipment;
- Tabulation of all generated biosolids and a summary of all disposal locations;
- Summary of any complaints, abnormal events, upset conditions, by-passes or spills; and
- Any other information specifically required by the District Manager.

Wastewater Collection System Consolidated Linear Infrastructure Reporting Requirements

The MECP issued a single Consolidated Linear Infrastructure Environmental Compliance Approval (CLI ECA) for all wastewater collection systems on February 14, 2023. This streamlines the approvals process and enhances environmental protection for all County sanitary sewer systems. The annual reporting requirements of the CLI ECA includes:

- Preparation and submission of the report to the MECP District Manager within 90 days (March 31) following the end of the annual operational period (January 1, 2024 – December 31, 2024);

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- Summary of any required monitoring data along with an interpretation of the data and any conclusion drawn from the data evaluation about the need for future modifications to the Authorized System or system operations;
- Summary of any operating problems encountered, and corrective actions taken;
- Summary of all calibration, maintenance, and repairs carried out;
- Summary of complaints related to the sewage works and steps taken to address the complaints;
- Summary of authorized alterations to the system including a list of alterations that pose a Significant Drinking Water Threat;
- Summary of all collection system Overflows and Spills; and
- Summary of efforts made to reduce Collection System Spills, Overflows, and By-passes.

Comments

2024 Wastewater Treatment and Linear Infrastructure System Infrastructure Investments

As per the revised 2024 Capital Forecasts noted in Report [CS 2024-36](#), the County financed \$15.7 M in rate supported wastewater infrastructure which includes, but is not limited to, several notable capital projects as follows (project expenditures are rounded):

- Wastewater Supervisory Control and Data Acquisition (SCADA) Master Plan (\$427,000);
- Wastewater Facility Improvements (\$950,000);
- Woodstock Linear County Road Projects (Oxford Road 35, Oxford Road 9 and Oxford Road 2) (\$270,000);
- Woodstock Lansdowne Pumping Station (\$410,000);
- Woodstock City Projects (\$1,430,000);
- Tillsonburg WWTP Phase 1 Upgrade (\$2,510,000);
- Tillsonburg Town Projects (\$330,000);
- Ingersoll Sewer Relining (\$820,000);
- Ingersoll Town Projects (\$470,000);
- Ingersoll SW Industrial Park (\$350,000);
- Tavistock WWTP Expansion/Upgrade Municipal Class Environmental Assessment (Class EA) Study (\$150,000);
- Tavistock William Street Sewage Pumping Station (SPS) Rehab (\$280,000);
- Thamesford WWTP Upgrade (\$320,000);
- Drumbo WWTP Capacity Expansion Phase 1 (\$1,030,000);
- Drumbo WWTP Capacity Expansion Phase 2 (\$200,000);
- Mount Elgin WWTP Capacity Expansion (\$625,000); and
- Norwich WWTP Class EA (\$45,000).

2024 Water and Wastewater Master Plan

The 2024 Water and Wastewater Master Plan details long-term wastewater servicing strategies to support existing needs and accommodate future growth in population and employment through to the year 2046. The final report can be found on the county website (www.oxfordcounty.ca/wwwmp).

2024 Wastewater Service Agreements

Service agreements for the Town of Tillsonburg and City of Woodstock to perform operations and maintenance (O&M) of a limited portion of the County's water distribution and wastewater collection systems as well as for specific engineering and construction services under contract have been effectively in place since January 1, 2024 (PW (CS) 2023-39). No updates were required in 2024.

2024 Annual WWTP System Summary Reports

The individual annual WWTP system reports will be available for review by the public on the County's website at www.oxfordcounty.ca/wastewater-reports by March 31, 2025.

Highlights include:

- 11 communities were served by the County's municipal wastewater systems;
- Approximately 15.9 million cubic metres of wastewater was responsibly treated;
- Approximately 4,528 WWTP effluent samples were collected and analyzed, from which an overall facility ECA compliance of 99% (61 failed samples) was achieved; and
- WWTP facilities were also largely compliant with the MECP Final Design Objectives (objectives *) and Final Effluent Compliance Limits (compliance limits **).
- Oxford wastewater operators performed over 1,000 maintenance tasks in 2024 to support the efficient and reliable operation of its wastewater treatment plant assets as indicated in Table 1.

NOTES:

* Objectives are non-enforceable effluent quality values which the Owner is obligated to use best efforts to strive towards achieving on an ongoing basis. These objectives are to be used as a mechanism to trigger corrective action proactively, and voluntarily, before environmental impairment occurs and before the compliance limits are exceeded.

** Compliance limits are maximum acceptable concentration for an effluent parameter permitted by the MECP, as detailed within each WWTP ECA. The limits are determined to prevent impairment to the quality of the receiving water body. The Owner is legally obligated to operate and maintain the treatment system to ensure the compliance limits are achieved.

Table 1: Wastewater Treatment Infrastructure Maintenance (2024)

Preventative Maintenance Activity	Quantity
Equipment Lubrications	114
Equipment Inspections	243
Minor Equipment Maintenance and Repairs	161
Equipment Installations	48
Standby Power Generator Maintenance	123
Maintenance Service	377
Equipment Retirement	25

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As summarized in Table 2, in 2024, there were two wastewater spill incidents involving a treatment plant. All incidents were reported to the MECP at the time of the occurrence and corrective actions were taken to contain the occurrences.

Table 2: Wastewater Treatment Plant Overflow/Spill Incidents (2024)

Overflow/Spill Incident	Corrective Action Taken	System Affected	Volume (m3)
Wastewater spilled from a corrugated steel pipe inlet sanitary sewer to the WWTP due to corrosion creating weaken points in the pipe, resulting in a spill event.	The area was contained. Vac Truck Service was used to clean up the spillage. The sewer was excavated, and the leaking section was replaced.	Tillsonburg	1
A heavy rain event overloaded the pumping capacity of the WWTP lift station, resulting in an overflow event.	On-call Operator responded to the high-level alarm at the sewage pumping station to monitor conditions and equipment. Vac Truck Service was used to provide hydraulic relief and clean up spillage. Influent was trucked to a neighboring WWTP.	Mount Elgin	15

Drumbo WWTP

In 2024, the Drumbo WWTP achieved 97% compliance to its regulatory compliance limits for all parameters in the effluent (21 exceptions). Specific exceedances of compliance limits and/or effluent objectives are as follows:

- In January, sections of the WWTP were under construction and the new MBR plant was being brought online, which resulted in a non-compliance related to effluent Total Ammonia Nitrogen (TAN) and TAN loading.
- In February and March, the WWTP had one of the two aeration tanks under construction, which limited the amount of air and dissolved oxygen being added into the system. This resulted in seven non-compliance occurrences related to effluent Dissolved Oxygen (DO).
- In October, a non-compliance occurred for effluent DO. Work is currently underway to install inline air spargers on the effluent discharge forcemain. The spargers will inject air into the treated effluent stream, increasing DO concentrations to ensure the WWTP meets all DO effluent limits and objectives.
- The WWTP failed to meet monthly average effluent objectives on four (4) occurrences for TAN and Flow.

In 2021, construction began to expand the rated capacity of the Drumbo WWTP from 300 m³/day to 450 m³/day, using membrane bioreactor technology. The Phase 1 upgrade reached substantial completion in June 2024. WWTP effluent performance has been vastly improved, as well as increased resiliency to the impacts of inflow/infiltration within the collection network.

A Class EA Study for the Phase 2 Expansion of the Drumbo WWTP began in April 2024 to increase WWTP rated capacity from 450 m³/day to approximately 660 m³/day. The Class EA Study includes an Assimilative Capacity Study of the receiver. The Phase 2 expansion will include the installation of another set of membrane filters to provide additional capacity to service growth, as well as allow for the continued delivery of effective, safe and dependable services.

Ingersoll WWTP

In 2024, the Ingersoll WWTP achieved 100% compliance to its regulatory compliance limits.

Specific exceedances of effluent objectives are as follows:

- The WWTP failed to meet the monthly average effluent objective for Total Suspended Solids (TSS) in January.
- The WWTP failed to meet single sample effluent objectives for E. coli (11), TSS (8) and Total Phosphorus (TP) (4).

Mount Elgin WWTP

The Mount Elgin WWTP has no effluent compliance limits for the system; however, the CofA requires the County to use best efforts to operate the WWTP with annual average 5-day Carbonaceous Biochemical Oxygen Demand (CBOD₅) and TSS concentration objectives < 10 mg/L in the effluent ahead of the subsurface disposal system, both of which were met in 2024.

As per Report [PW 2022-39](#), Public Works has initiated design work for the Phase 3 and 4 capacity expansion of the Mount Elgin WWTP in order to service future growth in the community. Pending MECP approvals, construction is planned for 2025 with both Phases online in 2026.

Norwich WWTP

In 2024, the Norwich WWTP achieved 99% compliance to its regulatory compliance limits for all parameters in the effluent (2 exceptions). Specific exceedances of compliance limits and/or effluent objectives are as follows:

- In June, the water levels within the lagoons were very low, as the Spring discharge period was almost complete. There was little dilution water within the lagoons available which increased the potential for short circuiting to occur and resulted in non-compliance for E. coli.
- The WWTP failed to meet the effluent monthly geometric mean density concentration objective for E. coli in June.

To address and potentially eliminate these types of operational issues, a Class EA Study continues for Norwich WWTP into 2025, which will determine the most cost-effective, environmentally sound, and sustainable approach to expand the WWTP capacity and service growth in Norwich over the next 25 years. The second Public Consultation Centre was held on December 12, 2024, with the next steps to be confirmation of the preferred design, and

completion of the Environmental Study Report (ESR), which will be presented to Council in Q2 2025.

Plattsville WWTP

In 2024, the Plattsville WWTP achieved 94% compliance to its regulatory compliance limits for all parameters in the effluent (10 exceptions). Specific exceedances of compliance limits and/or effluent objectives are as follows:

- In November, above average ambient temperatures led to excessive algae growth within the lagoons, which resulted in non-compliance for TSS and TSS loading.
- The WWTP failed to meet the monthly average effluent objective on two occurrences for TSS and CBOD₅.
- The WWTP failed to meet single sample effluent objectives for TSS (8), CBOD₅ (2), E. coli (2) and TAN (2).

In response to current operational challenges associated with algae blooms and high TSS concentrations within the waste stabilization ponds, design work will begin on a tertiary cloth disc filtration unit in 2025 and continue in 2026, with construction in 2027. The filter will be capable of consistently reducing WWTP effluent TSS and TP concentration, ensuring the WWTP is compliant with ECA effluent criteria.

Tavistock WWTP

In 2024, the Tavistock WWTP achieved 100% compliance to its regulatory compliance limits. Specific exceedances of effluent objectives are as follows:

- The WWTP failed to meet the monthly average effluent objective for TAN in May.
- The WWTP failed to meet single sample effluent objectives for TSS (4) and TAN (8).

In response to planned future growth in the Village of Tavistock, a Class EA Study for capacity expansion of the Tavistock WWTP has commenced. The Class EA Study will determine the most cost-effective, environmentally sound, and sustainable approach to expand the Tavistock WWTP to meet the wastewater servicing needs of the community. The Class EA Study is underway and is expected to be completed in 2025.

Thamesford WWTP

In 2024, the Thamesford WWTP achieved 100% compliance to its regulatory compliance limits for all parameters in the effluent. Specific exceedances of effluent objectives are as follows:

- The WWTP failed to meet single sample effluent objectives for TSS (12), TP (6), CBOD₅ (2), E. coli (2) and DO (1).
- The WWTP failed to meet the monthly average effluent TSS and TP objective in April.

Design is approaching completion and construction is planned to start in 2025 to undertake upgrades to the WWTP headworks and aeration system, which will improve plant performance and reduce operational challenges. Improvements include a new headworks facility with fine screening and grit removal, upgraded backup power generator and the replacement of the plug

flow reactor coarse bubble diffusers with fine bubble diffusers that will improve the oxygen transfer rate efficiency and reduce power consumption.

Tillsonburg WWTP

In 2024, the Tillsonburg WWTP achieved 98% compliance to its regulatory compliance limits for all parameters in the effluent (9 exceptions). Specific exceedances of compliance limits and/or effluent objectives are as follows:

- During March, the WWTP experienced an upset which impacted the plant biological process causing poor settling within the secondary clarifiers. This resulted in a non-compliance for TSS.
- In December, a missed test on an effluent sample resulted in a non-compliance for failure to adhere to the Final Effluent Monitoring Program sampling schedule for CBOD₅ as required by the ECA.
- The WWTP failed to meet single sample effluent objectives for TSS (11), E. coli (2), TP (2), and CBOD₅ (2).
- The WWTP failed to meet monthly average effluent objectives on two occurrences for TSS.

In 2021, Phase 1 construction upgrades were initiated which included new headworks, primary clarifiers, secondary clarifier, blower, waste activated sludge (WAS) thickening, and various piping and control upgrades. As detailed in Report [PW 2020-54](#), the upgrades will strategically address WWTP system bottlenecks to improve operational performance, plant resiliency and servicing capacity. The Phase 1 project had the Substantial Performance Certificate issued as of February 5, 2025.

Woodstock WWTP

In 2024, the Woodstock WWTP achieved 100% compliance to its regulatory compliance limits for all parameters in the effluent. Specific exceedances of effluent objectives are as follows:

- The WWTP failed to meet single sample effluent objectives for TSS (3), TAN (2), CBOD₅ (1), TP (1) and E. coli (1).

Oxford County is undertaking a biogas utilization upgrade at the Woodstock WWTP as part of the County's 100% Renewable Energy Plan. This project will implement a Combined Heat and Power (CHP) system to generate heat and electricity from biogas produced at the WWTP, thereby decreasing the WWTP's dependence on the energy grid.

This new CHP system will offset 40% of the grid electricity used at the WWTP, and 39% of the heat energy requirement at WWTP. This project will reduce the annual greenhouse gas emission for heat and electricity at the WWTP by 58%.

This project involves public consultation with the first public meeting held on October 29, 2024 and the second (final) public meeting held Tuesday February 25, 2025. The next step is to submit the Renewable Energy Approval application package to the MECP with final approval anticipated in November 2025. Construction is anticipated to be completed in 2026.

2024 Consolidated Linear Infrastructure Summary Report

Maintenance of Wastewater System Linear Infrastructure

In addition to the wastewater system capital investments noted above, several planned preventative maintenance activities are carried out annually to help optimize the useful service life and efficiency of wastewater infrastructure assets. Several key maintenance activities are noted in Table 3 for wastewater collection and wastewater treatment infrastructure respectively.

Table 3: Wastewater Collection Infrastructure Maintenance (2024)

Preventative Maintenance Activity	Quantity	Target
Sanitary Sewer Flushing - 20% of System per Year	120,077 m	100,750 m
Sanitary Sewer CCTV Inspection - 7% of System per Year	52,729 m	35,265 m
Number of Sanitary Manhole Inspections - 20% of System per Year	2,266	1,676
Number of Sanitary Manholes Repaired/Replaced/Adjusted	53	N/A
Number of Sewer Blockages Cleaned	15	N/A
Number of Septic Tank Inspections	284	N/A
Forcemain Cleaning (Swabbing)	205,000 m	N/A
Standby Power Generator Inspection and Maintenance	232	N/A
Sewage Pump Station Clean-outs	62	N/A

In terms of corrective maintenance, Public Works resolved 82 customer complaints (odour, sewage blockage, damaged manhole covers, pump alarms etc.) that were received from within the various wastewater systems across the County. Public Works experienced no wastewater forcemain breaks in 2024.

Wastewater Collection System Overflow/Spill Incidents

As summarized in Table 4, in 2024, there were six wastewater spill incidents involving the collection system. All incidents were reported to the MECP at the time of the occurrence and corrective actions were taken to contain the occurrences.

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Table 4: Wastewater Collection System Overflow/Spill Incidents (2024)

Overflow/Spill Incident	Corrective Action Taken	System Affected	Month Volume (m ³)
A heavy rain event overloaded the Peggy Ave pumping capacity of a sewage pumping station (SPS), resulting in an overflow event.	An Oxford County Vac Truck was used to provide hydraulic relief reducing the volume of the overflow. The Peggy Ave SPS is a temporary SPS that will be retired when the Mount Elgin Heights Subdivision Phase 3 is constructed.	Mount Elgin	January - 17
A heavy rain event overloaded the pumping capacity of the Sutton St SPS, resulting in an overflow event.	Operational changes were made to increase the pumping capacity of the SPS. The forcemain flow was increased by temporarily rerouting the lagoon inlet piping.	Norwich	January - 15
Three heavy rain events overloaded the capacity of the collection system, resulting in an overflow event in January, July and August.	Oxford County staff cleaned up the area of the overflow. A bypass pump was made available to increase the volume of wastewater treated by the WWTP in future high-flow events. Additionally, a continuous monitoring device was installed to alert staff of high-flow conditions, and a response procedure was developed to enhance preparedness and mitigate potential impacts.	Woodstock	January - 2,193 July - 4,120 August - 1,374
A heavy rain event overloaded the pumping capacity of the Main St SPS, resulting in an overflow event.	A new duckbill overflow check valve was installed which will prevent stormwater from entering the sanitary collection system. Additionally, the 2025 budget includes funding to increase the pumping flow rate from the SPS, which should help minimize sanitary backups.	Drumbo	July - 60

Inflow and Infiltration (I/I) Reduction

The County is implementing a strategy to reduce Inflow and Infiltration (I/I) across its wastewater collection systems to enhance long-term sustainability and efficiency. I/I occurs when excess water enters the sanitary sewer system through direct connections (inflow) or seeps in through cracks and leaks (infiltration), straining infrastructure, increasing treatment costs, and potentially exceeding system capacity, leading to spills or overflows.

In 2024, Oxford County engaged Municipal Vu Consulting to assist in the early stages of developing a long-term I/I reduction strategy. The consultants conducted a high-level assessment of I/I impacts across the County systems using available data to evaluate system vulnerabilities. They prioritized 20 key activities based on project complexity, operational savings, and overall impact. Additionally, they provided recommendations for updating engineering design guidelines to prevent new infrastructure from prematurely becoming susceptible to I/I. In 2025, the County will integrate these recommendations into updated engineering design guidelines and begin developing a GIS-based database for flow monitoring, enhancing data-driven decision-making in I/I management.

In 2024, the County also completed various repairs specifically for the reduction of I/I, including: 12 repairs to sanitary manholes (various systems), 10 spot liner repairs in the Norwich collection system, and one large infiltration repair at the Thamesford Wastewater Treatment Facility pumping station.

Wastewater Hydraulic Models

Oxford County has initiated the development of wastewater hydraulic models to enhance system analysis and planning as required by our CLI ECA. The pilot project began with the Ingersoll wastewater collection system, providing valuable insights into flow hydraulics, capacity constraints, and potential areas for improvement. These models will support data-driven decision-making, optimize infrastructure investments, and improve the County's ability to forecast and aim to mitigate issues such as I/I, surcharges, and system overflows. As the program expands, these tools will play a key role in long-term asset management, operational efficiency, and climate resiliency.

2024 Annual Biosolids (Non-Agricultural Source Material) Summary Reports

The Annual Biosolids (Non-Agricultural Source Material) Report provides the required detail for the biosolids program to the MECP regarding the amounts of biosolids generated at each WWTP, the quantities transported, the quantities stored at the County's BCSF and the quality and quantities of biosolids reused beneficially as a nutrient on agricultural land.

Biosolids Generation

In 2024, there were approximately 7,100 wet tonnes of processed dewatered biosolids generated by the Woodstock, Ingersoll and Tillsonburg WWTPs which were taken for storage at the County BCSF.

The Woodstock and Ingersoll WWTPs received and further processed liquid biosolids from other County WWTP systems as follows:

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- Thamesford WWTP transferred approximately 3,200 m³ of partially digested biosolids to the Woodstock and Ingersoll WWTPs for primary co-thickening;
- Drumbo WWTP transferred approximately 3,300 m³ of raw/thickened waste activated sludge to the Woodstock and Ingersoll WWTPs for primary sludge co-thickening; and
- Mount Elgin WWTP transferred approximately 470 m³ of septage sludge (tank maintenance cleanout material) to the Woodstock and Ingersoll WWTPs for processing.

Land Application Program

In 2024, there were approximately 6,000 wet tonnes of dewatered biosolids applied to agricultural land. The quality of biosolids from all facilities were compliant with the *Nutrient Management Act, 2002*.

Biosolids Centralized Storage Facility

When the biosolids material cannot be directly land applied during the winter months, biosolids are stored at the County's BCSF which is designed to provide a minimum of 240 days storage. The capacity that the BCSF can store is approximately 7,000 m³ of biosolids material.

There were no upsets or spills during operation in 2024 and no complaints (i.e. odour) were received in connection with the BCSF.

The continued enforcement of the Oxford County Sewer Use By-law serves to help protect the quality of the biosolids. The County maintains an active monitoring and enforcement group with the goal of maintaining the quality and reducing the quantity of biosolids produced.

CONCLUSIONS

The 2024 Annual Wastewater Systems Summary Reports demonstrate Public Works' continued oversight of the County's municipal wastewater systems to effectively service Oxford residents and businesses, while providing responsible environmental stewardship and support to public health.

The County continues to institute industry best management standards to annually monitor the levels of service and financial performance of its wastewater infrastructure and to ensure wastewater infrastructure assets are maintained in optimal condition through effective preventative maintenance and optimized infrastructure decision-making.

SIGNATURES

Report author:

Original signed by

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Report PW 2025-19
PUBLIC WORKS
Council Date: March 26, 2025

Departmental approval:

Original signed by

Melissa Abercrombie, P. Eng., PMP
Director of Public Works

Approved for submission:

Original signed by

Benjamin R. Addley
Chief Administrative Officer

REPORT TO COUNTY COUNCIL

2024 Annual Transportation System Performance

To: Warden and Members of County Council

From: Director of Public Works

RECOMMENDATION

1. That County Council receive Report PW 2025-20 entitled “2024 Annual Transportation System Performance” as information.

REPORT HIGHLIGHTS

- This report provides an overview of the performance of Oxford County’s regional transportation system, along with activities undertaken in 2024 related to planning, design, construction, operations, and maintenance.
- A summary of annual transportation system capital investments (forecast ~ \$41 M) and an overview of key maintenance activities that were completed on the transportation infrastructure assets is provided within this report in the 2024 Transportation System Infrastructure Capital Investments sub-section. The ongoing commitment to preventative maintenance standards and road pavement and bridge condition reviews ensures that all County roadways are maintained in a good state of repair for residents, businesses, and visitors.
- Oxford County continues to ensure the safe and efficient operation of its regional road network through proactive programs such as pedestrian crossing studies, intersection studies, traffic calming, speed management and road safety reviews.

IMPLEMENTATION POINT

Following Council’s receipt, this report will be posted on the County’s website for public access.

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Financial Impact

There are no financial impacts that will result from the recommendation contained in this report. Any required actions that will result in expenditures have been accounted for in the 2025 Business Plan and Budget for Transportation.

Communications

The 2024 Annual Transportation Report will be available for public viewing on the County's website on March 27, 2025, at <https://www.oxfordcounty.ca/en/your-government/reports-and-publications.aspx#Public-Works-Annual-Reports>.

This Council report will also be circulated to Area Municipalities, Woodstock Police Service, and Ontario Provincial Police.




In addition, the County will further communicate 2024 performance highlights of key Public Works systems, including Transportation, to the public through an annual social media campaign during National Public Works Week (May 18 – 24, 2025).

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 1.2 – Sustainable infrastructure and development Goal 1.3 – Community health, safety and well-being Goal 1.4 – Connected people and places		Goal 3.1 – Continuous improvement and results-driven solutions Goal 3.2 – Collaborate with our partners and communities

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

DISCUSSION

Background

Under the *Municipal Act, 2001*, the County of Oxford holds non-exclusive municipal authority over “Highways, including parking and traffic on highways” where both upper and lower-tier municipalities have the power to pass by-laws to regulate its transportation systems. Accordingly, the *Municipal Act* also affords the County with the ability to delegate its powers and duties pertaining to the same through agreements with Area Municipalities on behalf of the County.

In the current state service delivery model, Oxford County (road authority) owns all the transportation network assets within its regional (arterial) road right-of-ways. Oxford County also operates and maintains all these same system assets, with the exception of regional roads and bridge assets that are located within the urban limits of Woodstock, Ingersoll, and Tillsonburg. In these cases, Woodstock, Ingersoll, and Tillsonburg operate and maintain the arterial transportation network (roads and bridges) on behalf of Oxford County, under urban road maintenance service contract agreements.

Additionally, the County shares operational and maintenance responsibilities of its boundary road with other neighbouring municipalities through various service contract agreements.

The County road network is shown on Attachment 1.

Transportation System Operations and Maintenance Levels of Service

To ensure that monitoring and maintenance of the County's Regional Road Network is undertaken in accordance with established Provincial Level of Service standards, Oxford County adopted the road classification system used by the Ministry of Municipal Affairs and Housing in O.Reg. 239/02 - Minimum Maintenance Standards for Municipal Highways (MMSMH), under the *Municipal Act, 2001*.

The MMSMH establishes six road classifications. All County Regional roads are major arterial roads with Class 2 through Class 5 classifications, which carry relatively high volumes of traffic. To comply with Ontario Regulation 239/02, road classifications are reviewed annually to ensure they are current. The review is based on average annual daily traffic volumes and speed limits. Using these two values, road classifications are set to meet the Provincial standards. As a result of road classification adjustments, maintenance requirements may be amended accordingly.

In 2003, (Report [PW 2003-148](#)) County Council adopted the Winter Road Maintenance Level of Service (LOS) in accordance with MMSMH and hours of service for winter maintenance from 5:00 a.m. to 11:00 p.m..

Traffic control devices (signage, traffic signals, pavement markings) are installed and maintained in accordance with the Ontario Traffic Manual (OTM) and Manual of Uniform Traffic Control Devices (MUTCD) to ensure consistent application and regulatory compliance in accordance with the Ontario Highway Traffic Act (HTA).

County Transportation System Overview

The Transportation division within Oxford County's Public Works Department is responsible for management of the County's transportation network and associated assets including annual operations and maintenance, transportation planning and traffic and corridor management to provide a safe and efficient multi-modal transportation system for the movement of people and goods into and through the County.

The function and structure of the County transportation network, as defined in the Oxford County Official Plan (OP), is to serve moderate to high volumes of inter-municipal and long-distance traffic movements between Provincial highways and local roads. The strategic approach established in the OP is intended to minimize conflict between non-local and local traffic, identify necessary improvements over time, provide a safe pedestrian environment, and integrate transportation facilities provided by Area and neighbouring Municipalities.

The functionality of the County's transportation network is maintained through corridor management policies to limit direct access to abutting properties where possible, control the number of access points to Residential and Industrial, Commercial, and Institutional (IC&I) development, and restrict on-street parking as necessary.

The County's entrance By-law 5222-2010 and accompanying guidelines (Attachment 2) was adopted by County Council in 2010 and regulates the number, location, spacing, and function of County road access points from abutting properties and developments.

The County is responsible for the operation and maintenance of ~ \$1.15 B of transportation network infrastructure assets as follows:

- 1,335 lane km of roads
- 163 bridges/culverts (> 3m span)
- 128 retaining walls
- 175 km of storm sewer
- 1,200 km of ditches/swales
- 40 signalized traffic light intersections
- 3 roundabouts
- 15 pedestrian crossings (PXOs)
- 5,562 regulatory/warning signs
- 30 km of active transportation infrastructure (bike lanes, multi-use paths, trails)
- 22 grade level railway crossings*

*Ownership of grade level crossings is by the Rail Authority, who are responsible for the condition of the crossing surface and warning devices. Road authorities are responsible for approaches, warning signs, and sightlines.

Comments

2024 Annual Transportation System Summary

Highlights of the activities undertaken in 2024 related to the planning, design, construction, operations and maintenance of Oxford County's regional transportation system include, but are not limited to:

- Completion of 62 km of road reconstruction and/or road asphalt resurfacing
- 3 bridge/culvert (>3m span) replacements/rehabilitations completed
- 740 m of guide rails installed (replaced and/or new)
- Implementation of 18 Speed Feedback Signs, two controlled PXOs, and one newly signalized intersection
- 2 traffic signal optimizations and 11 studies completed (i.e. Class Environmental Assessment Studies, Intersection Control/Pedestrian, etc.)
- Winter control response (2023/2024 winter season) to 53 storm weather events
- 873 annual motor vehicle collisions reported, with 7 fatal collisions
- 215 Road Issue Notifications on Municipal 511 automated notification system
- Seasonal load restrictions in effect for 21% of the road network

Traffic and Road Safety Management

Initiatives to promote traffic calming, speed management and road safety have been undertaken in recent years to provide a safe, sustainable, and multi-modal transportation network that supports all road users and are further summarized below.

Active Transportation

Ongoing initiatives to support active transportation (AT) include the incorporation of cycling infrastructure and improvements to pedestrian facilities that meet current Accessibility for Ontarians with Disabilities Act (AODA) standards as part of scheduled capital improvements and asset management. In 2024, these initiatives resulted in the following AT improvements:

- Cycling infrastructure on Oxford Road 24 from Tavistock to Punkeydoodles Corners;
- Wider asphalt platform on Oxford Road 2 resurfacing project;
- Curb bump outs and improved pedestrian crossings at intersection of Oxford Road 20 (North Street West) and Quarter Townline in Tillsonburg;
- Bike lanes and sidewalk improvements on Oxford Road 9 (Ingersoll Road) in Woodstock;
- Audible pedestrian signals at signalized intersection of Oxford Road 15 (Parkinson Road) and Springbank Avenue in Woodstock; and
- New traffic signals at Oxford Road 35 (Devonshire Avenue) and Clarke Street in Woodstock.

Community Safety Zone (CSZ) Implementation

In 2024, an additional nine locations throughout the County were approved by County Council for CSZ implementation (refer to Report [PW 2024-04](#)) in accordance with the County's CSZ criteria and warrant process adopted by County Council in 2021 (Report [PW 2021-31](#)). This brings the total number of designated CSZs throughout the County transportation network to 29.

Designated CSZs will also be eligible for Automated Speed Enforcement (ASE) applications as part of a potential future County-wide ASE program that will be developed and presented to County Council in 2025 that, if adopted, will promote road safety for all users and potentially reduce the number of collisions and fatalities on the County regional road network.

County-wide Approach to Speed Management and Traffic Calming

In 2024, speed data was collected at various locations throughout the County's transportation system where previous traffic calming measures had been implemented. The post monitoring speed data will be utilized to assess effectiveness and to determine if additional traffic calming measures are warranted in accordance with the County-wide approach to Speed Management and Traffic Calming.

Road Safety

Staff utilized traffic management principles and engineering best practice methodologies to develop and implement various site-specific evidence-based recommendations intended to improve road safety measures at the following locations:

- Controlled PXOs on Oxford Road 18 (Main Street West) in Norwich and on Oxford Road 20 (North Street East) in Tillsonburg;
- All-way stop implemented at the intersection of Oxford Road 29 (Maplewood SR) and 16th Line;
- Lateral acoustic (rumble) strips at intersection of Oxford Road 28/Oxford Road 6 and Oxford Road 17/Oxford Road 6;
- Installation of 18 speed feedback signs;
- Road diet on Oxford Road 9 (Ingersoll Road) in Woodstock;
- Intersection realignment and improvements at Punkeydoodles Corners; and
- CSZ designations.

Frequency and Severity of Collisions

A review of the collision data shows a total of 873 collisions, 106 of which resulted in injuries/fatalities across the County's road network in 2024. This represents a 10% increase in total collisions, and a 20% decrease in injury/fatality related collisions, since 2019 (refer to Figure 1). The decrease in total and injury/fatality related collisions from 2020 – 2023 (compared to 2019) may be attributable to COVID-19 traffic impacts which has since rebounded to pre-pandemic conditions. A total of 7 fatal collisions occurred on the County road network in 2024 and has averaged 6 fatal collisions per year from 2019 -2024.

The 2024 collision rate on the County road network is estimated at 0.36 collisions per one million vehicle kilometres and is below the 2021 Provincial collision rate of 1.0.

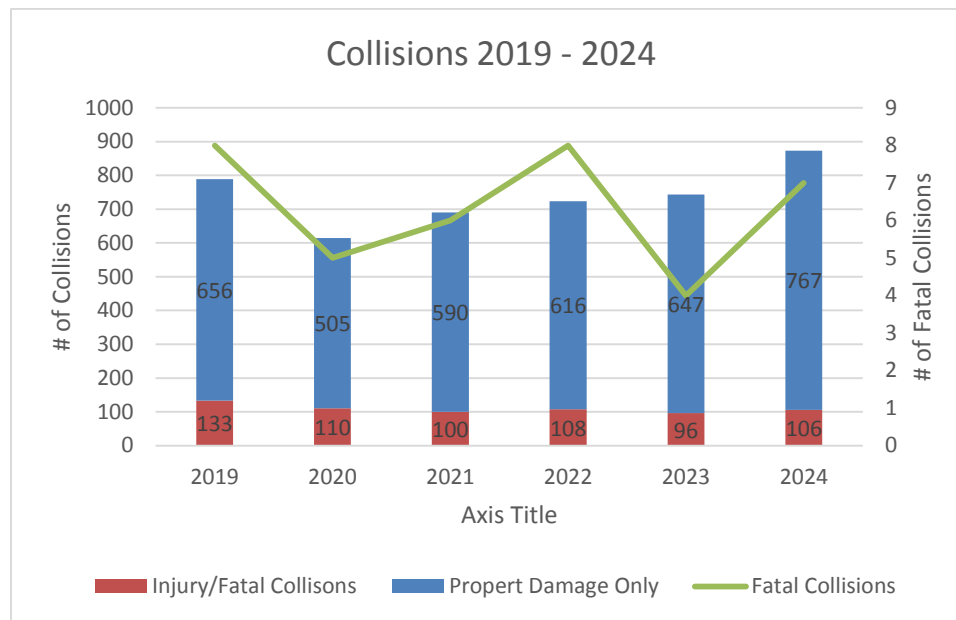


Figure 1 – 2019-2024 Collision Occurrences on County Road Network

The distribution of collision occurrences throughout the County between 2019 and 2024 is shown on Attachment 3 with the highest number of collisions occurring in the three urban municipalities (Woodstock, Ingersoll, and Tillsonburg).

Collision occurrences are typically higher at intersections where the risk of conflicts is greater as a result of turning movements, speed differential (rear-end collisions), and driver non-compliance (failure to yield, failure to stop, etc.). The top ten urban collision locations are at County intersections within the City of Woodstock and can be attributed to generally higher traffic volumes at these locations.

Transportation System Asset Management

The overall asset condition of the County regional transportation system is monitored regularly through the Road Needs Study and biennial Bridge and Culvert inspections. Other inspection programs are initiated from time to time, as required, and include retaining walls, guide rails, and grade level crossings.

These programs provide an inventory of assets, quantitative condition and performance measures, performance prediction as well as engineering and economic analysis tools to provide costs for future transportation system improvement needs such as resurfacing, rehabilitation, replacement, and reconstruction.

The asset condition monitoring of Oxford County's bridges and major culverts is done through biennial Ontario Structural Inspection Manual (OSIM) inspections as per Provincial legislation O.Reg. 104/97 'Standard for Bridges'. This legislation requires that inspections be undertaken on all structures that have a span greater than three meters in accordance with the OSIM, every two years under the direction of a Professional Engineer. The condition of bridges and major

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culverts is assessed using the MTO methodology Bridge Condition Index (BCI) and is used to prioritize capital improvements.

A Road Needs Study is performed every five years through a visual examination to inventory and appraise improvement needs within each road section. The study provides an overall rating of the road system by section, including factors such as surface type, surface width, capacity, structural adequacy, drainage, and geometry. The Study reports on the deficiencies, needs and conditions captured through the Road System Inventory, Road Appraisal Sheets, and Railway Level Crossing Inventory. The Study also identifies recommended timing and estimated cost of the proposed construction and/or rehabilitation improvements.

Similar to bridges and major culverts, the road network is assessed using the MTO Pavement Condition Index (PCI) methodology to rank the current condition of the road segment and identify maintenance and rehabilitation requirements.

2024 Transportation System Infrastructure Capital Investments

As per the revised 2024 Forecast in the 2025 Business Plan and Budget, the County invested approximately \$41 M in tax supported transportation infrastructure which included, but is not limited to, several notable capital projects as follows:

- Oxford Road 8/36 - roundabout construction (\$1,700,000)¹
- Oxford Road 16 – phase 2 reconstruction (\$6,500,000)
- Oxford Road 9 (Ingersoll Road) – road reconstruction (\$1,500,000)
- Punkeydoodles Corners – intersection improvements (\$1,100,000)
- County-wide road resurfacing (\$6,800,000)
- County-wide rural storm replacement (3,000,000)
- Bridge Rehab – Oxford Road 33 (\$1,350,000)
- Bridge Rehab – Oxford Road 59 (\$8,500,000)²
- Culvert Rehab – Oxford Road 8 (\$800,000)
- Culvert Rehab – Oxford Road 16 (\$500,000)
- County-wide guiderail installation – (\$300,000)
- Controlled Pedestrian Crossings - PXOs (\$240,000)
- Traffic Signal Upgrades (\$1,100,000)
- Princeton Drain (\$600,000)

1. Oxford's 50% share of total cost
2. Construction carryover to 2025

2024 Operation and Maintenance of Transportation System

In addition to the transportation system capital investments noted above, several planned operational and maintenance activities are carried out annually to help optimize the useful service life and efficiency of transportation infrastructure assets and support a safe and reliable transportation network. The 2024 Roads Operational Expense was approximately \$12 M and included several key annual maintenance activities performed on the transportation network as noted in Table 1.

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Table 1: Transportation System Operation and Maintenance (2024)

Activity	Quantity
Road Salt Application - Tonnes of Salt (2023/2024 Winter)	8,750 tonnes
Road Sand Application - Tonnes of Sand (2023/2024 Winter)	5,500 tonnes
Road Side Maintenance / Shouldering - Tonnes of Gravel Placed	14,770 tonnes
Ditch Clean Outs - Length of Ditches Cleaned Out	7,400 metres
Asphalt Patching / Pothole Repair – Tonnes of Hot Mix Placed	1,380 tonnes
Line Painting (kms)	1,818 kms
Sign Inspections / Reflectivity	6,587 signs
Bridge Washing (Area)	13,618 square metres
Snow Fence Installation/Removal - Metres	9,700 metres
Number of Regulatory Signs Replaced	451

CONCLUSIONS

The 2024 Annual Transportation System Performance Report demonstrates Public Works' continued efforts to maintain the County's transportation systems in a good state of repair to effectively serve Oxford County residents, businesses and travelling public, and promote safe, efficient, and sustainable movement of people and goods into, out of, and throughout Oxford County.

The County continues to institute industry best management standards to annually monitor the levels of service and financial performance of its transportation infrastructure and to ensure transportation infrastructure assets are maintained in optimal condition through effective preventative maintenance and optimized infrastructure decision-making.

Through on-going investment in capital expansion, state-of-good repair works, and operational improvement measures, the performance of the system will continue to meet or exceed current levels of service.

SIGNATURES

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Report PW 2025-20
PUBLIC WORKS
Council Date: March 26, 2025

Departmental approval:

Original signed by

Melissa Abercrombie, P.Eng., PMP
Director of Public Works

Approved for submission:

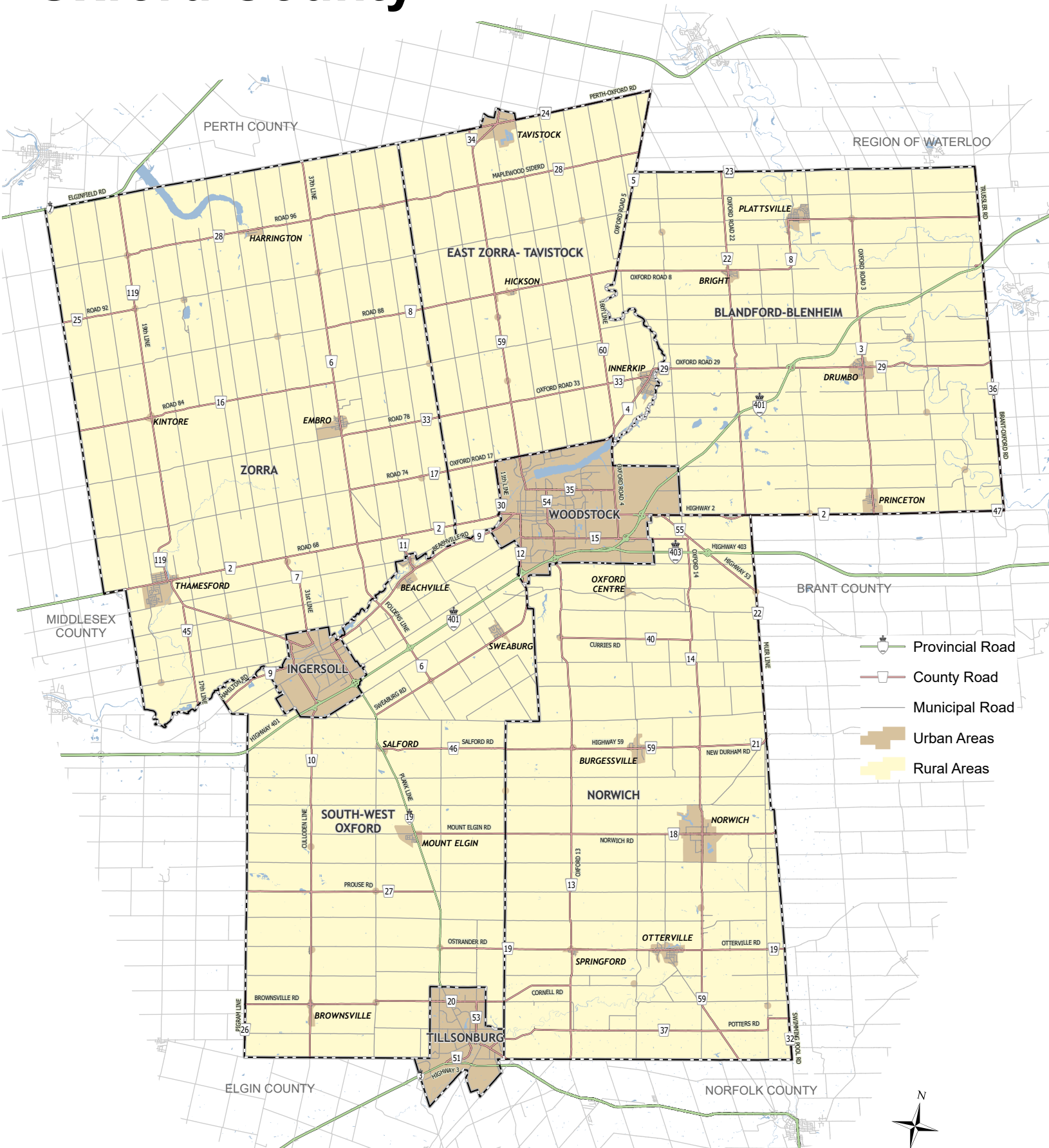
Original signed by

Benjamin R. Addley
Chief Administrative Officer

ATTACHMENTS

Attachment 1 – County Base Map
Attachment 2 – Entrance By-law and Guidelines
Attachment 3 – MTO Collision Heat Map 2019-2024

Oxford County



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Attachment 2

COUNTY OF OXFORD

BY-LAW NO. 5222-2010

BEING a By-law to Regulate the Approval, Construction and Maintenance of Entrances Providing Access to and Egress from Roads within the County Road System in the County of Oxford.

WHEREAS, it is in the public interest to ensure the safe and orderly access to the *County Road System* consistent with the safety, functional and operational requirements of public roads and the accessibility needs of the adjacent land uses;

AND WHEREAS, the *Municipal Act 2001* provides that Council may pass by-laws for such purposes;

AND WHEREAS, the *Municipal Act 2001* also provides that the County of Oxford

- has jurisdiction over all roads in the *County Road System*,
- may pass by-laws restricting, or removing, the right of access to the *County Road System*, and
- has the power to delegate its powers and duties with respect to the matters addressed in this By-law.

AND WHEREAS, the County of Oxford Official Plan establishes the *County's* transportation policies and provides for the use of access by-laws to regulate the number, location, spacing and function of driveways providing access to and egress from abutting properties;

AND WHEREAS, the County recognizes the need to establish differing levels of access control to recognize the range of characteristics of roads under the County jurisdiction while ensuring minimum traffic safety design and construction standards are maintained throughout the *County Road System* for the protection of the travelling public;

NOW THEREFORE, the Council of the County of Oxford enacts as follows:

1. Definitions

For the purposes of this by-law:

"*County*" means the County of Oxford;

"*County Road System*" means the system of *County roads* established under County of Oxford By-law 4167-2001 as amended, and including duly approved changes to the *County Road System* by future amendments to that By-law as depicted in Schedule C-4 of the County of Oxford Official Plan;

"*County Road*" means a common and public Highway, and includes any street, avenue, parkway, driveway, square, place, bridge, laneway, viaduct, trestle or other structure forming part of the Highway, or any other type of thoroughfare or road allowance under the jurisdiction of the County of Oxford as a part of the *County Road System*, any part of which is intended for or used by the general public for the passage of vehicles and includes the area between the lateral property lines thereof and, except as otherwise provided, includes a portion of a Highway. It has the same meaning as "Highway" as defined in the *Municipal Act 2001* or the *Highway Traffic Act 1990* or both;

"*Director*" means the director of Public Works, County of Oxford or a designate authorized by the director to issue *entrance permits* pursuant to this by-law;

"*Entrance*" means physical vehicular or pedestrian access of any kind from a private property to a *County Road* and includes, without limit, the types of entrances identified and defined in section 1 of The Guidelines for Entrances to the County Road System - Tiered Access Control Standards;

"*Entrance Permit*" means a permit, as issued by the *Director*, County of Oxford, to establish an *Entrance* to a *County Road* from a property abutting a *County Road* ;

"*local municipality*" means one of the lower tier municipalities comprising the County of Oxford; being the City of Woodstock, the Town of Ingersoll, the Town of Tillsonburg, the Township of Blandford-Blenheim, the Township of East Zorra-Tavistock, the Township of Norwich, the Township of South-West Oxford or the Township of Zorra;

"*municipal law enforcement officer*" means a duly authorized person appointed by the County of Oxford for the purpose of enforcing the provisions of municipal by-laws;

"*roadway*" means the part of the *County Road* that is improved, designed or ordinarily used for vehicular traffic but does not include the shoulder and where a *County Road* includes two or more separate *roadways*, the term "*roadway*" refers to any one *roadway* separately and not to all of the *roadways* collectively;

2. No Access to County Roads without Permit

No person shall create, construct or otherwise establish an *Entrance* to a *County Road* without first obtaining an *Entrance Permit*.

3. No Alteration to Entrance without Permit

No person shall in any way alter the design, construction, location or use (e.g. any change requiring an Official Plan or Zone Change under the Planning Act) of an existing *Entrance* without obtaining an *Entrance Permit*. Approval of changes of use only will be dealt with through the Planning Act process.

4. Construction, Alteration in Accordance with Permit

No person shall construct an *Entrance* or carry out alterations to an existing *Entrance* except under the terms and conditions of an approved *Entrance Permit* issued in accordance with this By-law, and the criteria and standards set out in The Guidelines for Entrances to the County Road System - Tiered Access Control Standards.

5. Maintenance of Entrances

All *Entrances* shall be maintained in accordance with the criteria and standards set out in The Guidelines for Entrances to the County Road System - Tiered Access Control Standards and the terms and conditions of the approved *Entrance Permit*.

6. Costs

a) The owner or the applicant shall be responsible for all costs associated with the construction, alteration or maintenance of any *Entrance* providing access to or egress from their property to a *County Road*.

b) Notwithstanding S. 6a), where an existing first or only *Entrance* contains a culvert, the provisions of S.6 c) to The Guidelines for Entrances to the County Road System - Tiered Access Control Standards shall apply.

7. Delegation of Council Authority

- a) The Council for the County of Oxford delegates the authority for all decisions pertaining to the implementation of this By-law to the *Director*.
- b) The *Director* shall have the exclusive authority to approve with or without terms and conditions, remove, and take any and all steps necessary to ensure the safe operation and the proper design, construction, alteration and maintenance of *Entrances* onto *County Roads*, in accordance with this by-law and the approved *Entrance Permit* and/or the criteria and standards set out in The Guidelines for Entrances to the County Road System - Tiered Access Control Standards.
- c) In the event of a dispute between the *Director* and an owner or applicant which cannot be resolved to their mutual satisfaction, the aforesaid owner or applicant may bring the application to the Council for the County of Oxford.
- d) Where the *Director* is satisfied that contravention(s) of one or more provisions of this By-law, or any terms or conditions of any *Entrance Permit* issued under this By-Law, has occurred, the *Director* is authorized to apply the enforcement and penalty provisions of section 9 of this By-law.

8. Exemption: Planning Act Approval

a) Where a proposed new entrance or entrances are shown on an application for plan of subdivision, plan of vacant land condominium, consent or site plan approval which is submitted for approval pursuant to the requirements of the *Planning Act*, R.S.O.1990, c.P.13, as amended, and where such entrance or entrances are approved as part of the foregoing application process, and where such application is approved pursuant to the requirements of the Act, such new entrance or entrances shall, subject to subsections b) and c) below, be exempt from the requirements of section 2, 3 and section 4 of this By-law.

b) Notwithstanding, a) above, entrances which form part of applications for site plan approval pursuant to section 41 of the *Planning Act* are only exempt from the requirements of section 2,3 and 4 of this By-law if

- the entrance has already been presented in an application, and approved, in the context of consent or draft plan of subdivision/draft plan of vacant land condominium approval process under the *Planning Act*; or
- the entrance/access issue has been addressed to the County's satisfaction in the site plan drawings and/or conditions of site plan approval as approved by the municipality pursuant to section 41 of the *Planning Act*. Where the County is not satisfied with such an entrance/access, the matter shall be referred to County Council for decision.

c) Notwithstanding, a) above, a further approval must be sought pursuant to section 4 of this By-law prior to any alteration to any entrance or entrances approved as part of an application under the *Planning Act*.

9. Enforcement and Penalty Provisions

a) The provisions of this by-law shall be enforced pursuant to the provisions set out in the *Provincial Offences Act*. The provisions of this by-law shall be enforced by a police officer or by the County of Oxford.

b) Any person who creates, constructs, alters or otherwise establishes an *Entrance* onto a *County Road* without first obtaining an *Entrance Permit*, other than a person who is exempt from the requirement to obtain an *Entrance Permit* by operation of section 8 of this By-law, or who contravenes any terms and conditions of any *Entrance Permit* or the provisions of this By-law or its Schedule, is guilty of an offence and upon conviction shall be subject to a fine, exclusive of costs and all such fines shall be recoverable under the provisions of the Provincial Offences Act.

c) If any person creates, constructs, alters or otherwise establishes an *Entrance* onto a *County Road* without first obtaining an *Entrance Permit*, or who contravenes any terms and conditions of an *Entrance Permit* or otherwise fails to comply with this By-law including The Guidelines for Entrances to the County Road System - Tiered Access Control Standards, the *Director* may:

- i) Issue one or more work orders pursuant to Section 445 of the *Municipal Act, 2001* requiring that person to correct such contravention or contraventions; and
- ii) In the event of failure to comply with the work order within the timeframe specified in the order, take any remedial action and related cost recovery actions to complete the work required under the order at that person's expense pursuant to section 446 of the *Municipal Act, 2001*.

10. The Guidelines for Entrances to the County Road System - Tiered Access Control Standards- Criteria and Standards for Entrances to County Roads

a) The Guidelines for Entrances to the County Road System - Tiered Access Control Standards, as amended from time to time, establishes, either directly or by reference to other documents, criteria and standards applicable to the decisions on *Entrances* to *County Roads* under this By-law.

b) The location, design, number and width of *entrances* onto *County Roads* and the maintenance thereof, shall be regulated in accordance with the criteria and standards contained in The Guidelines for Entrances to the County Road System - Tiered Access Control Standards.

c) the application requirements and fees for *Entrance Permits* and *Entrance* installation and inspection shall be in accordance with the criteria and standards contained in The Guidelines for Entrances to the County Road System - Tiered Access Control Standards.

11. Amendments to By-law, The Guidelines for Entrances to the County Road System - Tiered Access Control Standards

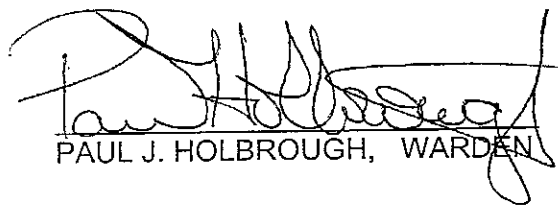
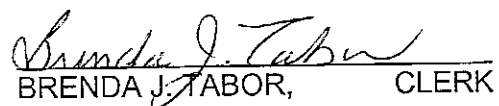
This By-law and The Guidelines for Entrances to the County Road System - Tiered Access Control Standards shall be reviewed from time to time and amended, as required, by the Council of the County of Oxford.

12. Validity

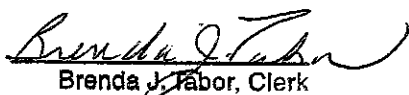
If any section, clause or provision of this By-law, and anything contained in The Guidelines for Entrances to the County Road System - Tiered Access Control Standards, is for any reason declared by a court of competent jurisdiction to be invalid, the same shall not affect the validity of the By-law as a whole or any part thereof other than the section, clause or provision declared invalid; and it is hereby declared that the remainder of the by-law shall be valid and shall remain in force and effect until repealed.

READ a first and second time this 24th day of November, 2010.

READ a third time and finally passed this 24th day of November, 2010.


PAUL J. HOLBROUGH, WARDEN
BRENDA J. TABOR, CLERK

I hereby certify this to be a true copy of
County of Oxford By-law No. 5222-2010

11/26/10 
Date Brenda J. Tabor, Clerk

GUIDELINES FOR ENTRANCES TO THE COUNTY ROAD SYSTEM – TIERED ACCESS CONTROL STANDARDS (“GUIDELINE”)

1. Purpose

a) The purpose of this Guideline is to set out the criteria and standards for implementing a tiered approach to the approval, construction, alteration and maintenance of *Entrances* providing access to roads within the *County Road System*, in accordance with By-law 5222-2010 (The By-law) as amended.

b) The Guideline, and the standards and criteria set out herein, take into account the differing nature of the roads within the County Road System. While sharing the common characteristic of being arterial roads, County Roads have differing safety and other requirements depending on whether or not they are rural or urban, within or outside *Settlements*, and therefore subject to corresponding higher or lower speed limits. While no guideline can specifically address all possible circumstances, the Guideline is designed to provide clear direction to applicants and approval authorities applicable to a range of circumstances. The Guideline also serves to establish certain necessary minimum standards required in order to maintain overall traffic safety and mitigate/reduce the significant liabilities that attach to the County as decision maker with jurisdiction over the safe operations of the County Road System.

c) The primary purpose of *Entrances* to *County Roads* is to provide safe and orderly access consistent with the functional and operational requirements of *County Roads* and the accessibility needs of the adjacent land uses. Decisions on each application for a proposed *Entrance* will be made with due consideration to the nature of the conditions and circumstances in the vicinity of the proposed entrance. Factors to be considered include location (including whether the Entrance is to be located within a *Settlement* area or a rural area), the speed limit on the particular section of road, the geometry of the road and the adjoining geography; existing built development in the immediate surroundings; and the number and density of existing *Entrances*.

d) There is a direct correlation between the number of entrances on a road and the number of collisions on that road. Each additional entrance potentially increases the risk of collision and reduces the safety of the motoring public. In implementing the By-law, it is the County's objective to evaluate all proposed new *Entrances* in accordance with criteria and standards pertaining to location, design, maintenance, number and width with a view to minimizing risk to the public.

e) Pursuant to Sections 2, 3, 4 and 8 of the By-law, new *Entrances* and alterations to existing *Entrances* shall conform to and be completed in accordance with the following criteria and standards.

2. Definitions

In addition to the definitions contained in the By-law, the following definitions shall apply to this guideline:

“*Agent*” means a person or business or corporation acting on behalf of and with the permission of the *Owner*.

“*Applicant*” means the person, business, corporation or Municipality applying for the *Entrance* Permit. An *Applicant* may be the *Owner* or an *Agent* of the *Owner*.

“*Commercial/Industrial/Institutional/Multi-residential Entrance*” means an entrance which provides access to a business, institutional facility or multi-residential use permitted in the zoning By-law.

“*Common Entrance*” has the same meaning as “*Mutual Entrance*”

“*Culvert*” means an open-ended underground pipe, conveying surface storm water across a *County Road* (“*Highway Culvert*”) or across an entrance (“*Entrance Culvert*”).

“*Sight Triangle*” means the triangular space formed by the street lines and a line drawn from a point on one street line to a point drawn on the other street line, each such point being nine (9) metres, measured along the street line from the point of intersection of the street lines.

“*Emergency Entrance*” means an *Entrance* which provides access to subdivision developments for emergency vehicles only, in the event that the main entrance to the development is not passable.

Guidelines For Entrances To The County Road System

“*Farm Entrance*” means an *Entrance* which provides access to farm buildings and agricultural lands including any residence(s) located on the same property.

“*Field Entrance*” means an *Entrance* which provides access to agricultural fields.

“*Mutual Entrance*” means an *Entrance* which serves more than one lot or more than one use on a single lot such as a farm business, campground or commercial use with an accessory residence.

“*OPSD*” means the Ontario Provincial Standard Drawing from the Ontario Provincial Standards for Roads and Public Works, <http://www.ragsa.mto.gov.on.ca/techpubs/ops.nsf/OPSHomepage>

“*OPSS*” means the Ontario Provincial Standard Specification from the Ontario Provincial Standards for Roads and Public Works, <http://www.ragsa.mto.gov.on.ca/techpubs/ops.nsf/OPSHomepage>

“*Owner*” means any persons, business, corporations or Municipality(s) that owns or has an interest in the property that is the subject of the *Entrance* Permit Application.

“*Public Entrance*” means an *Entrance* which provides access onto a *County Road* from a registered subdivision by means of a public road or street

“*Residential Entrance*” means an *Entrance* which provides access to a residential dwelling containing no more than two units.

“*Rural Cross-section*” means a road cross section comprising the *Roadway* bounded by shoulders and ditches on either side. A *Rural Cross-section*, while normally found outside *Settlements*, may also be found within *Settlements*.

“*Settlement*” means the area where development is concentrated and a variety of land uses may be present. *Settlements* only include designated Rural Clusters, Villages, Serviced Villages and Large Urban Centres as defined in the County of Oxford Official Plan.

“*TAC Guide*” means the Transportation Association of Canada’s Geometric Design Guide for Canadian Roads, as amended.

“*Temporary Entrance*” means an *Entrance* which provides access to properties for a limited period not to exceed six months for the purpose of construction, repairs or improvement on that property or to facilitate a staged development.

“*Urban Cross-section*” means a road cross-section comprising the *Roadway* bounded by curbs or curb and gutter on either side. . An *Urban Cross-section*, while normally found within *Settlements*, may also be found outside *Settlements*.

3. Permit Required

Pursuant to Section 2 of the By-law, and except as exempted by section 8 of the by-law, *Entrance Permits* are required for:

- i) Construction of a new *Entrance* (paved or unpaved),
- ii) Changing the design of an existing *Entrance*,
- iii) Changing the location of an existing *Entrance*,
- iv) Changing the use of an existing *Entrance* (e.g. from residential to commercial) and/or,
- v) Construction of a *Temporary Entrance* or the use of any part of the *County Road* right-of-way as a means of temporary access.

Guidelines For Entrances To The County Road System

4. Location of Entrances

- a) New entrances shall be located so as to provide, in the opinion of the *Director*:
- i) No undue interference with the safe movement of vehicular traffic, pedestrians, or other users of the *County Road*; and
 - ii) Safe and convenient vision, grade, and alignment conditions for all traffic using the proposed *Entrance* to the *County Road*.
- b) New entrances will not be permitted where one or more of the following criteria are met:
- i) Where access can reasonably be gained via a City, Town, Village, or Township right-of-way, with consideration given to the traffic volumes and the roadway geometrics;
 - ii) Along a lane that is identified for the purpose of an exclusive vehicular turning movement;
 - iii) Within the *Sight Triangle* at any intersection;
 - iv) Within 20 metres centre to centre of another same-side entrance in areas outside of *Settlements* with rural cross-sections;
 - v) Where the new *Entrance* would oppose the non-through leg of a “T” intersection, except where the new entrance is a *Public Entrance* or a *Commercial, Industrial, Institutional, Apartment or Multi-residential Entrance*;
 - vi) In areas within a *Settlement*, at locations with an *Urban Cross-section* where the proposed *Entrance* cannot be spaced away from adjacent *Entrances* at a sufficient distance to provide a minimum length of 2 metres of raised curb between adjacent *Entrances*, with the exception of mutual driveways straddling a property line, or in the case of *Entrances* at locations with a *Rural Cross-section*, at a sufficient distance to provide a minimum of 2 metres clear space between the ends of adjacent *Entrance* Culverts;
 - vii) In close proximity to intersections where the following minimum distance from the nearest edge of pavement, taken from the *TAC Guide*, Figure 3.2.8.2 “Suggested Minimum Corner Clearances to Accesses or Public Lanes at Major Intersections”, is not met:

Speed Limit	Minimum Distance
50 km/hr	85 metres
60 km/hr	110 metres
70 km/hr	140 metres
80 km/hr	170 metres

viii) Where the following minimum sight distance requirements, taken from the *TAC Guide*, Figure 2.3.3.4 “Sight Distance for Turning Movements from Stop”, are not met:

Speed Limit	Minimum Sight Distance
50 km/hr	160 metres
60 km/hr	200 metres
70 km/hr	250 metres
80 km/hr	300 metres

ix) Adjacent to a bridge or other structure, where the following minimum sight distance requirements, taken from the *TAC Guide*, Table 2.3.3.5, “Sight Distance for Left Turns at Unsignalized Interchange Ramp Terminals” are not met:

Speed Limit	Minimum Sight Distance
50 km/hr	115 metres
60 km/hr	135 metres
70 km/hr	150 metres
80 km/hr	170 metres

Guidelines For Entrances To The County Road System

c) In areas where the speed limit is less than 80 km/hr *and* the sight distances in sub-paragraphs vii), viii) or ix) above cannot physically be achieved *and* the restriction of the location of an *Entrance* relative to the bridge or other structure can be relaxed or waived without negatively affecting the safety of the *County Road* at that location, the *Director* may permit an *Entrance*.

5. DESIGN STANDARDS

a) *Entrance* Grade and Back Slope (For All *Entrances*)

- i) The finished surface of the *Entrance* must drop away from the edge of the highway-driving surface to the end of the shoulder rounding at a rate equal to the slope of the shoulder. *Entrances* shall be constructed as shown in the applicable *OPSD*.
- ii) Each *Entrance* to a County Road must be designed, constructed, and maintained in a manner that will prevent surface water from the entranceway or from the adjoining property being discharged via the entrance onto the traveled portion of the *County Road*.
- iii) The design of all *Entrances* must be submitted to, and approved, by the *Director* and an Entrance Permit issued prior to work commencing on the entrance within the limits of the road allowance of a *County Road* or any works related to said entrance.
- iv) Filling in of ditches in front of properties is prohibited, with the exception of works carried out as part of a drainage works under the Drainage Act.

b) *Field Entrance*

The property *Owner* shall provide to the *Director* a drawing showing the proposed *Entrance* including dimensions. The *Entrance* shall be surfaced with at least 150 mm (6") pit run gravel (Granular "B") and 50 mm (2") of crushed gravel (Granular "A") and the *Culvert* must be of sufficient length to provide the required slope up from the ditch invert to an *Entrance* width as specified in Section 6 of this Guideline. The minimum cover of granular material on the *Culvert* is to be 450 mm (18").

c) *Farm or Residential Entrance*

In the case of proposed Farm or Residential Residences, the property *Owner* shall provide to the *Director* a drawing showing the proposed *Entrance*, including dimensions and grading plan. The *Entrance* shall be surfaced with a minimum of 150 mm (6") of crushed gravel (Granular "A") and 150 mm (6") of pit run gravel (Granular "B"). A Farm or Residential Entrance shall not be hard surfaced except in areas with urban cross-sections including curb and gutter. All existing hard surfaced *Entrances* within the *County Road* are the sole responsibility and risk of the property *Owner* and will not be maintained by the *County*. The *Culvert* must be of sufficient length to provide the required slope up from the ditch invert to an *Entrance* width as specified in Section 7 of this Guideline. The minimum cover of granular material on the *Culvert* is to be 450 mm (18").

d) *Commercial/Industrial/Institutional/Multi-residential Entrance*

Commercial/Industrial/Institutional/Multi-residential *Entrances* associated with the following *Planning Act* applications will be considered by the County for approval as part of the County Public Works commenting process under the *Planning Act* for these applications:

- plans of subdivision,
- plans of vacant land condominium ,
- consents or
- site plan approvals

Based on acceptable geometry and location shown in the application documentation, a provisional approval will be given subject to submission of engineering drawings prior to construction. It is anticipated that the required drawings will be site plan, subdivision drawings, etc. for the project in question. The following drawings and other requirements are to be submitted to the *Director* by or on behalf of the Owner/Applicant for that final approval:

- i. technical drawings prepared by a qualified professional showing the proposed *Entrance*, including dimensions, grading plan typical sections including type and thickness of granular base, projected traffic flows and all other *Entrances* within 300 metres of the proposed *Entrance* ;

Guidelines For Entrances To The County Road System

- ii. confirmation that the entrance shall be surfaced with a minimum of two lifts, not less than 50mm (2") each, of hot mix asphalt;
- iii. where a *Culvert* is required, its length will be determined by the *Entrance* design which will be site specific, having regard for number and type of vehicles expected to utilize the *Entrance*;
- iv. the *Entrance* width shall be as specified in Section 7 of this Guideline;
- v. the minimum cover of asphalt and granular material on the *Culvert* is to be 450 mm (18"); and
- vi. the specific design of the sub-grade and granular base is to be designed by the property *Owner* or his *Agent* for the intended type and volume of traffic and subject to the *Director's* approval.

e) *Temporary Entrance*

- i) A *Temporary Entrance* shall be designed and constructed in a manner that is appropriate for the intended use, subject to the approval of the *Director*.
- ii) Where any part of the *County Road* right-of-way is used for a *Temporary Entrance*, the right-of-way shall be restored to its original condition by the *Owner* to whom the Entrance Permit is issued before the expiry date of the permit. A deposit of \$2000.00 shall be forwarded to the *County* to be held as a security deposit until the restoration is completed to the satisfaction of the *Director*.
- iii) *Temporary Entrance* permits shall specify: the expiry date, the extent and nature of the works to be done on the property and the *Owner's* responsibility to clean up all mud and debris from the road in a timely fashion, all to the satisfaction of the *Director*. If a time extension is required for a Temporary Entrance Permit, the *Owner* must apply for a new permit prior to the expiration of the existing permit.

f) *Public Entrance*

Public Entrances associated with the *Planning Act* applications for plan of subdivision, plans of vacant land condominium, consents or site plan approvals will be considered by the County for approval as part of the County Public Works commenting process under the *Planning Act* for these applications. The roadway beyond the County Road right of way must meet the standards of the Municipality which will assume that road. The subdivision *Owner* shall provide to the Director technical drawings prepared by a qualified professional showing the proposed *Entrance*, including dimensions, grading plan typical sections including type and thickness of granular base and projected traffic flows. All other *Entrances* within the bounds of the drawing shall be shown on the drawing. All other *Entrances* within 300 metres of the proposed *Entrance* shall be shown on a drawing or sketch submitted with the application package.

g) *Emergency Entrance*

The property *Owner* shall provide to the Director technical drawings prepared by a qualified professional showing the proposed *Entrance*, including dimensions, grading plan, typical sections including type and thickness of granular base and projected traffic flows. The drawings shall also clearly indicate the measures to be incorporated in the *Emergency Entrance* to prevent (adequately discourage) non-emergency use such as by private residents or delivery vehicles. All other *Entrances* within the bounds of the drawing shall be shown on the drawing. All other *Entrances* within 300 metres of the proposed *Entrance* shall be shown on a drawing or sketch submitted with the application package.

h) *Curb and Gutter*

- i) Where a curb and gutter exists at the location of the proposed *Entrance*, the *Applicant* shall be required to construct a drop curb at the *Entrance* location. The existing curb shall be cut or removed and replaced using materials and construction methods as per the applicable OPSSs and OPSDs.
- ii) The area between the curb and sidewalk is to be hard surfaced with a minimum of two lifts, not less than 50mm (2") each, of hot mix asphalt, 150 mm (6") of concrete or suitable interlock pavers, in accordance with the County's requirements. If there is no sidewalk, the entrance is to be hard surfaced a minimum distance of two metres behind the curb.

Guidelines For Entrances To The County Road System

i) *Culverts*

i) All *Culverts* shall be constructed to the proper grade ensuring that free and unimpeded flow of surface water is maintained to the satisfaction of the *Director*.

ii) *Culverts* required for new or re-designed entrances must be of sufficient diameter to maintain the free flow of water in ditch and be installed to the satisfaction of the *Director* in order to avoid future maintenance problems.

iii) The minimum *Culvert* diameter for *Residential* and *Commercial Entrances* is 450 mm (18"). For *Public Entrances*, the minimum size is 600 mm (24"). Exceptions to these standards for *Culverts* shall be at the discretion of the *Director*.

iv) When the roadside ditch is part of a municipal drain, the diameter of the *Culvert* is subject to municipal standards. The *County* must contact the municipal drainage superintendent for advice on the requirements relating to the municipal drain such as the appropriate diameter of *Culvert*.

v) Where the upstream *Culvert* is a greater diameter than the minimum standard, the *Culvert* for the proposed entrance must be at least the same diameter in order to avoid "bottlenecks", unless it is determined that the upstream culvert is oversized for the expected flows.

vi) The length of an *Entrance Culvert* shall be equal to the width of the entrance plus the width of the slopes on both sides of the entrance, as measured at the bottom of the ditch. A minimum of 0.6 metres (2') of the *Culvert* shall be left clear of surface cover at both ends.

vii) The *Culvert* shall be placed in the centre of the *County Road* ditch and be embedded in a minimum of 100 mm (4") of granular material dependant upon sub-grade material. The *Culvert* invert is to be placed at the existing ditch invert on the ditch alignment.

viii) OPSD Standards (800 series) shall be used to determine the specifications of the *Culvert* (type, material, gage, etc.) and the bedding requirements.

ix) A *Culvert* shall be constructed of new material only, as approved by the director.

j) *Curbs and/or Headwalls*

i) The construction of curbs and headwalls is prohibited within the *County* road allowance. No curb or headwall can extend above the surface of the roadway shoulder within the limits of the shoulder and its rounding.

ii) All existing curbs and headwalls within the *County Road* are the sole responsibility and risk of the property *Owner* and may be removed, if necessary, at the discretion of the *Director* and at the property *Owner's* expense.

6. MAINTENANCE OF ENTRANCES

a) Property *Owners* with an *Entrance* to a *County Road* are solely responsible for the maintenance of the *Entrance* according to the applicable standards specified in this Guideline, as well as any necessary dust control and the removal of snow and ice to keep the *Entrance* in a safe condition for vehicular traffic.

b) The *County* shall not be liable for any damage due to shoulder grading, snowplowing or other maintenance activities undertaken by the *County* or by a contractor employed as an agent of the *County* done to paving stones, surface treatment, asphalt pavement or concrete pavement on *County Roads*.

Guidelines For Entrances To The County Road System

c) A *Culvert* installed under the terms of the *Entrance* Permit shall become the property of the *County* upon acceptance of the work by the *Director*. All subsequent replacement, maintenance, repairs or alterations to the *Culvert* and drainage through it shall be carried out by the *County*. The *County* shall bear the costs of such maintenance work for the first or only *Entrance* to a property except for widening or other alteration as may be approved through an *Owner's* request for a change. The costs for all maintenance to any second and subsequent *Entrances* are the sole responsibility of the property *Owner* and, if necessary, shall be recovered from that property *Owner* by the *County* as permitted under section 446 of the *Municipal Act, 2001*.

7. NUMBER AND WIDTH OF ENTRANCES

a) Notwithstanding the provisions of any *Area Municipal Zoning By-laws*, the *County* shall specify the width and number of *Entrances* to *County Roads*. The widths specified in Section 7.b) below are the driving surface of the entrance measured at the location of the culvert or the curb cut unless specified otherwise.

b) The *County* shall limit the number of *Entrances* per property to the minimum number required for access while maintaining the greatest possible level of safety for the motoring public. The number of *Entrances* permitted shall be as follows:

i) *Residential Entrance* - one per property where residential uses are permitted except in the case of *Mutual Entrances* where one *Entrance* will serve multiple properties. Outside of *Settlements*, the maximum width is six (6) metres (20'), in *Settlements* the maximum width is four (4) metres (13') for a single driveway or six (6) metres (20') for a double driveway or *Mutual Entrance*.

ii) *Farm Entrance* - one *Farm Entrance* per farm property with additional *Field Entrances* where natural obstructions within the field physically prevent access across the field or, where the property frontage exceeds 400 metres, an additional *Field Entrance* may be permitted for each additional 400 metres of frontage at the discretion of the *Director*. The normal entrance width is twelve (12) metres (39'). Wider entrances shall be permitted subject to the particular use or specific industry requirements (example - the Dairy Farmers of Ontario) as approved by the *County*.

iii) *Commercial/Industrial/Institutional /Multi-residential Entrance* – one per property where C/I/I/MR uses are permitted. Site plan deficiencies will not generally be accepted as a reason for a second *Entrance*, nor will additional *Entrances* be permitted to preclude the installation of warranted traffic signals. A second entrance may be approved by the *Director* in the case of special circumstances. For high traffic volume sites, a peer reviewed Traffic Impact Study may be required, at the discretion of the *Director*, for the approval of multiple entrances. The width is to be nine (9) metres (30') at the property line with five (5) metre (16.5') radii.

iv) *Temporary Entrances* – the number and dimensions will be based on the proposed use.

v) For site plans of Area Municipality or County Emergency Services (Police, EMS, Fire) facilities, the *Director* will consider the specific needs of the facility when considering access provisions such as number and width of entrances.

c) Special Circumstances – notwithstanding Section 7.b), Where there is a valid need for an exception to these criteria and standards based on topography or other special circumstance, such an exception may be granted at the discretion of the *Director*.

8. MUTUAL ENTRANCES

Mutual Entrances will be required where deemed necessary by the *Director* during the development process when direct access to a *County Road* is sought for contiguous lots outside of *Settlements*. *Mutual Entrances* shall be subject to the criteria and standards of this Guideline for the purpose the *Entrance* is intended to serve. The provision of access to the lots via a *Mutual Entrance* rather than through individual entrances shall be registered on title for all of the affected lots. Mutual entrances may also be required inside *Settlements* based on lot geometry, distance from intersections, topography issues, etc. at the discretion of the *Director*, through comments during the development process.

Guidelines For Entrances To The County Road System

9. ENTRANCE PERMIT APPLICATION PROCESS:

a) As indicated in Section 8 of the By-law, and section 5 of these Guidelines, where a proposed new entrance, or entrances, is requested as part of an application for plan of subdivision, plan of vacant land condominium, consent or site plan approval, the approval decision for the *Entrance or Entrances* will be made as part of the County Public Works commenting process associated with the particular application.

b) Applications for new *Entrances*, or reclassifications of or alterations to existing *Entrances* which are not part of any of the planning approval identified in 9 a) above, shall be submitted by the property *Owner* or an *Agent* on forms supplied by the Public Works Department. Approval of all *Entrance* Permits shall be subject to conditions, technical, financial or otherwise, prior to, or as part of the installation of the *Entrance*.

c) Proposed Entrance location(s) shall be clearly illustrated on a drawing as required in Section 5 of this Guideline, which is to accompany the application. The drawing for a *Field, Farm or Residential Entrance* may be a hand-drawn sketch, but it must provide enough information to enable staff to locate it in the field (i.e.) dimensions to buildings and/or landmarks such as fences hedgerows, tree lines, etc.

d) The following criteria will be considered in determining whether or not to grant approval to all applications for new *Entrances* or alterations to existing *Entrances*:

- i) Protection of the public through the orderly control of traffic movements onto and from *County Roads*, including possible requirements for left and/or right turn lanes.
- ii) Maintenance of the traffic carrying capacity of the *County Roads System*.
- iii) Protection of the public investment in *County Roads System*.
- iv) Minimization of *County* expenditures on the maintenance of *Entrances*.
- v) Minimization of risk of future maintenance problems and reconstruction costs.
- vi) Existence of sufficient legal access onto *County Roads* via easement, right-of-way or mutual entrance through adjacent property.

e) An *Entrance* Permit will be issued upon satisfaction of the *Director* that all necessary arrangements, agreements and financial securities and fees are provided to the *County*.

f) Should the ownership of the property change after the date of the application, the new *Owner* shall become the *Applicant*.

10. INSTALLATION OF THE ENTRANCE

a) The *Entrance* shall be installed at the *Applicant's* expense, to the relevant OPSS and OPSD and in accordance with this Guideline. In the case of Commercial, Industrial, Institutional or Multi-residential developments, where a licensed contractor has been retained to construct site services, installation of the *Entrance* by the contractor will normally be permitted, subject to prior approval of the *Director*. In all other cases, the *Entrance* shall be installed by the *County*, at the *Applicant's* expense.

b) Approval for an *Entrance* as part of an application for plan of subdivision, plan of vacant land condominium, consent or site plan approval remains valid for the duration of the validity of the instrument wherein the approval was granted.

c) Work on an installation under the authority of an *Entrance* Permit must be completed within six (6) months of the date of issue of the *Entrance* Permit. Failure to complete the required work within six (6) months of *Entrance* Permit issuance may result in the cancellation of the *Entrance* Permit by written notice.

d) All works related to or forming a part of an *Entrance* shall be carried out in accordance with the approved plans, specifications and conditions, and are subject to the approval of the *Director*.

Guidelines For Entrances To The County Road System

e) Where installation by the *Applicant's* contractor is approved by the *Director*, the *Applicant* shall be responsible for the construction, marking, and maintenance of the detours required, and for maintaining safety measures for the protection of the public during the construction of any works in respect of the *Entrance*.

11. INSPECTION OF THE ENTRANCE

a) Where a contractor installs the *Entrance* with the approval of the *Director*, the installation of the *Entrance* will be inspected by the *Director* upon completion. It shall be the *Applicant's* responsibility to contact the County Public Works Department for an inspection of the *Entrance* installation, once it has been completed.

b) Should any adjustments to the constructed or altered *Entrance* be required by the *Director*, said adjustments shall be completed within ten (10) days of written notification by the *Director* of the adjustments that are required.

12. ENTRANCE PERMIT FEE

a) When approval for an *Entrance* is sought as part of an application for plan of subdivision, plan of vacant land condominium , consent or site plan approval, no fee additional to that of the application is payable.

b) The fees charged for *Entrance* Permits shall be in accordance with County Fee By-law No. 4821-2007 as amended from time to time and any successors to it that may be enacted.

Oxford County Road Network Collision Heatmap 2019-2024



Road Network

- Provincial Road
- County Road
- Municipal Road

Collision Frequency

- Low
- High

REPORT TO COUNTY COUNCIL

2024 Annual Energy Report

To: Warden and Members of County Council

From: Director of Public Works

RECOMMENDATION

1. That County Council receive Report PW 2025-21 entitled “2024 Annual Energy Report” as information.

REPORT HIGHLIGHTS

- The purpose of this report is to summarize the County’s 2024 renewable energy (RE) generation results and provide an overview of annual energy consumption and greenhouse gas (GHG) emissions by County-owned facilities and fleet assets in 2024.
- The County’s annual RE generation has increased by approximately 203% since 2015 baseline levels, with 5.56 million kilowatt hours (ekWh) of RE produced in 2024 from various solar, biogas and geothermal applications - reaching 85% of the County’s 2025 target of 11.7%.
- County facilities consumed just over 47.6 million ekWh of energy in 2024, costing approximately \$4.7 million. Despite total energy consumption by facilities increasing 2.9% since 2015 due to expanded provisions of municipal services, the actual energy use intensity (EUI) for buildings/minor assets and water/wastewater treatment plants has reduced by 25.2% and 5.1%, respectively.
- The County’s fleet and equipment consumed approximately 8.5 million ekWh of energy in 2024, including \$1.09 million in fuel purchases of unleaded gasoline, diesel, compressed natural gas (CNG) and electricity. Approximately 32% of the County’s in-service fleet (57 out of 179 units) have been converted to alternative fuels as of the end of 2024 to reduce fossil fuel consumption and GHG emissions.
- County facilities and fleet produced 5,744 tonnes of carbon dioxide equivalent (tCO₂e) in GHG emissions in 2024 which were 7.7% lower than 2015. Factoring in service growth, the actual GHG intensity for facilities and fleet decreased by about 26.4% and 8.5%, respectively.

IMPLEMENTATION POINT

As required by O. Reg. 25/23, the 2024 energy consumption data and GHG emissions will be reported through the Broader Public Sector reporting portal by July 1, 2025.

Financial Impact

There are no financial impacts as a result of this report. Any required actions that will result in expenditures have been accounted for in the 2025 Business Plan and Budget based on the County's *2024 Energy Management Plan, 2022-2032 Renewable Energy Action Plan and 2021-2025 Green Fleet Plan*.

Communications

Upon Council approval, this Council report will be circulated to Area Municipalities, Smart Energy Oxford, the County's staff Energy Team and Extended Leadership Team as information outlining the progress of Oxford County's corporate organization relating to the goals of the *100% RE Plan*.

As all municipalities are required under *O. Reg. 25/23: Broader Public Sector: Energy Reporting and Conservation and Demand Management Plans*, the County communicates energy performance to the Ministry of Energy, via annual energy consumption and GHG emissions reporting. This is completed annually, as well as through the County's *2024 Energy Management Plan* (EMP) updated in 2024.

Annual energy updates are posted to the Oxford County website at www.oxfordcounty.ca/en/your-government/reports-and-publications.aspx, with highlights shared on social media. In addition, the County will further communicate 2024 performance highlights of key Public Works systems, including energy initiatives, to the public through an annual social media campaign during National Public Works Week (May 18 – 24, 2025).

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 Plan pillars and goals:

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Promoting community vitality	Enhancing environmental sustainability	Fostering progressive government
Goal 1.2 – Sustainable infrastructure and development	Goal 2.1 – Climate change mitigation and adaptation	Goal 3.1 – Continuous improvement and results-driven solution

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

DISCUSSION

Background

On June 24, 2015, Oxford County Council unanimously passed the 100% RE goal by 2050. This was followed up when County Council adopted the [100% RE Plan](#) on June 27, 2018, which lays out a strategic approach to achieving the goal of 100% RE by 2050. This initiative seeks to reduce energy consumption while at the same time increasing RE generation to achieve net-zero performance across the geographical County by the year 2050.

The 100% RE Plan is based on a community-wide initiative. The County organization is a major contributor to the potential achievement of the 100% RE Plan by addressing the energy consumption and generation potential of the County's facility and fleet portfolio, striving to be a leader within the community and demonstrating active support for this important community goal.

As shown in Figure 1 below, the 100% RE Plan has a number of contributor groups, including individual residents, organization groups, businesses residing in the community and governments, which include the area municipalities, as well as the County organization.

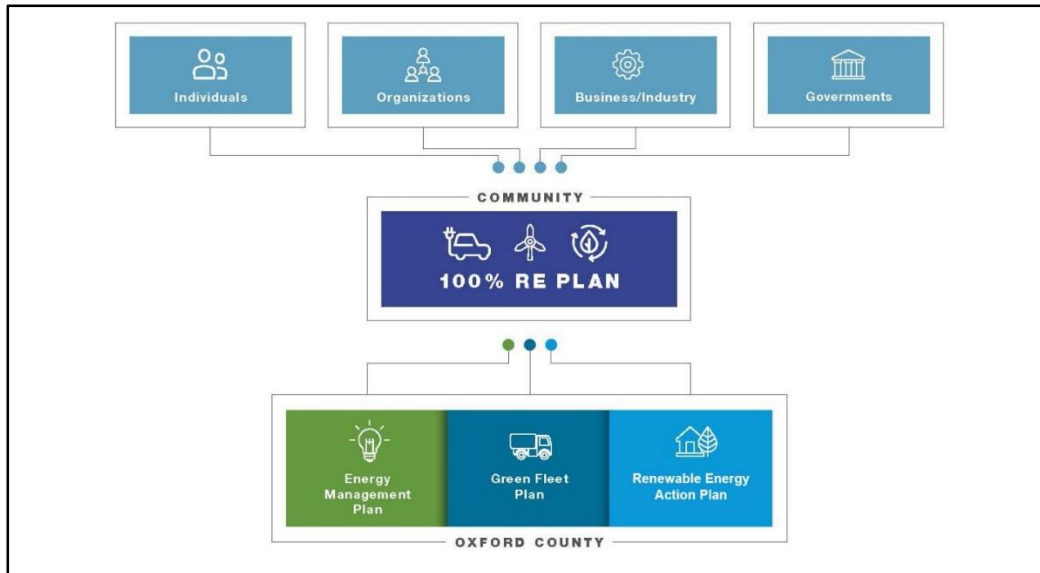


Figure 1 – 100% RE Plan Contributors

Over the last number of years, Oxford County has set organizational goals to help advance the progress of the 2050 100% RE community goal. Of note, the County has developed and implemented various plans to drive efforts of energy conservation and RE generation (or harvesting) as follows:

- 2024 Energy Management Plan** – On July 10, 2024, County Council approved Report [PW 2024-25](#), which outlined the County's updated [Energy Management Plan](#) (EMP-2024) for 2024 through to the end of 2028. EMP-2024 is the third iteration of the County's EMP, with the first being enacted in 2014. As required by provincial regulation O. Reg. 25/23, this EMP is required to be updated every five years, with the next update due by July 2029. The focus of this plan is on energy conservation and GHG emission reductions.
- 2021-2025 Green Fleet Plan** – On June 9, 2021, County Council adopted Report [PW 2021-23](#), which outlined the County's 2021-2025 [Green Fleet Plan](#) (GFP-2021) building off the former *2016 Green Fleet Plan*. This is the second iteration of the GFP and specifically targets the reduction of GHG emissions through progressive transformation of the County's fleet towards lower carbon alternative fuels and energy reduction. The next iteration of this plan will be presented to Council later in 2025 and will outline the County's plan from 2026-2031.
- 2022-2032 Renewable Energy Action Plan** – On August 10, 2022, County Council approved Report [PW 2022-37](#), which outlined the County's 10-year [Renewable Energy Action Plan](#) (REAP) for 2022 through to 2032. The REAP will expand upon the County's existing renewable energy systems through a proposed multi-year capital implementation plan comprised of an additional solar PV system, geothermal / air source heat pump, heat recovery and wood pellet boiler technology applications. The focus of this plan is on RE generation (harvesting), as well as energy conversion to reduce GHG emissions.

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Management of energy and GHG emissions plays an integral role in reducing GHG emissions and energy consumption, improving energy efficiency, establishing financial stability and increasing RE harvesting. Management includes planning, implementing, verifying and reporting. For this reason, the County organization has established and adopted the EMP, GFP, and REAP, each of which plays a role in identifying where the County may reduce energy dependence and resulting GHG emissions in support of the community's 100% RE Plan. These plans provide a roadmap, along with actionable items required to meet the targets. Refer to Table 1 below for a summary of how the County organization is progressing with respect to targets as identified in the 100% RE Plan.

Table 1 – 100% RE Plan Energy and GHG Target Status*

Description	Current 2024	Intermediate Target 2025	Final Target 2050
Total Energy reduction from 2015	-1.7%	10.5%	54%
Total GHG emissions reduction from 2015	7.7%	11%	47%
Total Renewable Energy Mix	9.9%	11.7%	80.3%

* Note: The initial targets approved by Council did not speak to changes related to service growth.

Comments

Oxford County, as an organization, owns, operates and maintains various assets that affect energy consumption and GHG emissions as well as RE utilization (also referred to as harvesting).

To differentiate where energy is consumed, how GHG's are emitted, and where RE is utilized, these assets have been broken down into three main service areas, including Facilities, RE Utilization and Fleet. To come up with cumulative energy consumption, various energy types are quantified into a single metric by converting to ekWh which assists in comparing year-to-year metrics across all commodities (i.e. electricity, natural gas, gasoline, diesel, etc.).

A summary of the County's energy metrics is outlined in Attachment 1.

Facilities

The County operates 278 individual buildings across 256 facility sites that consume energy such as electricity, natural gas or propane. These assets have been organized by operation type to line up in general with *O.Reg. 25/23 Broader Public Sector* reporting requirements and are comprised of 89 facility building locations (i.e. non-process assets including administrative offices, housing, patrol yards, libraries, etc.), 98 plant locations (i.e. treatment plants and pumping stations) and 69 minor asset locations (i.e. street lighting, COIN Towers and stand-alone public Electric Vehicle Chargers).

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In 2024, these assets had a total purchased energy consumption of just over 43 million ekWh, which included 27.1 million kWh of electricity, 1.46 million m³ of natural gas, 47,261 litres of propane and 5,227 litres of diesel. The total utility cost of this purchased energy was \$4.7 million, with \$4.08 million related to electrical and \$662,000 in natural gas (including propane).

For asset comparison purposes, these values can be represented as an EUI, either ekWh per square meter (SM) (non-process assets), or as ekWh per megalitre (ML) of fluid moved (plant process assets). The comparison of net-energy usage intensity per SM and per ML of each individual operation type is summarized in Table 2 below. The RE consumed by buildings and plants are broken out and included as a separate line to show the RE contribution towards total energy consumption requirements. In 2024, the gross consumption of energy by the County was the equivalent of 47.6 million kWh, which is a 2.9% increase from 2015 consumption levels of 46.3 million kWh.

Table 2 – 2024 Facilities Consumption by Operation Type

Operation Type	Area (SM)	Flow (ML)	Energy (ekWh)	EUI (ekWh/SM)	EUI (ekWh/ML)
Woodingford Lodge (LTC)	15,664	-	8,076,285	516	-
Human Services (Multi-Unit Housing)	30,117	-	5,945,073	197	-
Public Works (Admin, libraries, EMS stations, childcare, etc.)	21,113	-	3,697,319	175	-
Human Services (Single Family Townhouses)	13,008	-	2,117,665	163	-
Public Works (Patrol Yard Facilities)	8,735	-	923,196	106	-
Public Works (Waste Facilities)	7,167	-	240,794	34	-
Buildings RE Consumption	-	-	891,140	9	-
Public Works (Street/Traffic Lighting)	-	-	227,713	0	-
Public Works (COIN Towers/EV chargers)	-	-	90,352	-	-
Public Works (Wastewater Plants)	13,192	18,384	13,653,647	-	743
Public Works (Water Plants)	5,910	10,675	7,646,254	-	716
Plant RE Consumption	-	-	4,124,441	-	142
TOTAL	114,906	29,059	47,633,879	-	-

While overall energy consumption has risen slightly over 2023, the EUI for both SM (non-process building / minor assets) and ML of flow (plant process – water and wastewater treatment plant assets) has reduced significantly as shown in Table 3, resulting in significant energy consumption avoidance while supporting a growing community. Based on 2015 energy intensities and using updated variables, the 2024 energy consumption would have been projected to be 53.9 million ekWh (increase of 16.4% over 2015 actuals) had no energy conservation measures been in place.

Another factor of influence includes weather temperatures, in which total heating and cooling degree days reduced by 13.6% over 2015 actuals. Due to the complexity of applying this variable to the various facilities, it has not been included in the baseline adjustments as indicated. A further illustration of actual energy consumption, as well as avoidance based on the 2015 EUI baseline is shown in Figure 2.

Table 3: Facilities Energy Intensity Overview

Service Area	2015 EUI	2024 EUI	Reduction
Buildings/Minor Assets	310 ekWh/SM	232 ekWh/SM	25.2%
Plants	922 ekWh/ML	875 ekWh/SL	5.1%

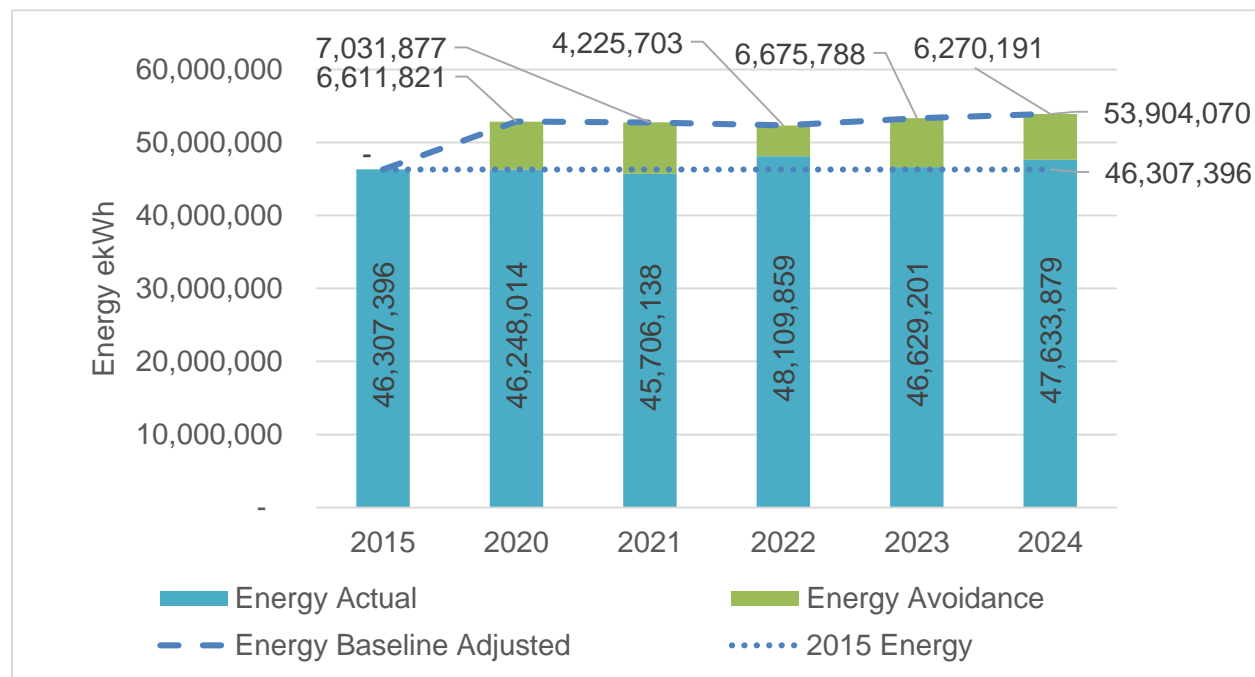


Figure 2 – Facilities Energy Consumption and Avoidance Trending (2015 to 2024)

Renewable Energy Utilization

The County's RE assets are divided into sub-categories based on technology type including biogas boiler, geothermal (ground source and air source), solar PV (feed-in tariff and net-metered) and solar thermal and may expand in the future as new technologies emerge or are implemented (i.e. biomass, air source heat pump, etc.) as per the *REAP*.

These existing assets are summarized in Table 4 below, showing the overall portfolio production for 2024. To assist Council and the public in understanding the financial implications of the RE harvesting, the associated financial benefit has also been included in the table for each system type. Financial benefits from these systems can either come from direct revenue, such as FIT solar contracts with IESO, or through cost avoidance using direct harvesting through County-owned systems, such as solar net-metering, biogas use, geothermal, etc. In total, for 2024, the harvested RE resulted in approximately \$444,600 in operational savings, or a cost avoidance equating to 9.4% of the 2024 utility budget.

The majority of the energy that is harvested across the County's RE portfolio is utilized by County assets directly on the site where the system is located, with a smaller percentage of systems (i.e. FIT/micro-FIT systems) fully exporting RE back to the electrical grid generating revenue. In 2024, 5.02 million ekWh were consumed on site, while 546,000 ekWh were exported back to the electrical grid. Overall, all RE produced is considered an offset to the total energy consumption needs of the County.

Table 4: County RE System Performance

RE Harvesting Technology	Asset Count	Utilization Actuals 2024 (ekWh)	Revenue or Avoided Cost	RE Annual Revenue (or Avoided Cost)
Solar PV (Feed-in-Tariff)	13	377,000	Revenue	\$144,000
Solar PV (Net-Metered)	9	1,600,000	Avoided Cost	197,000
Biogas (Ingersoll and Woodstock WWTPs)	2	3,427,000	Avoided Cost	99,000
Geothermal (Social Housing - 111 Brock St.)	1	138,000	Avoided Cost	4,000
Solar Thermal (Social Housing - 742 Pavey St.)	1	20,000	Avoided Cost	600
TOTAL	26	5,562,000		\$444,600

Since 2015, total annual RE harvesting has gone from 1,843,000 ekWh to 5,562,000 ekWh, representing an increase of 203% (refer to Figure 3). This total RE harvested by the County would be enough to supply the annual energy needs for 115 typical family homes in southwestern Ontario. In 2024, the amount of RE harvested as a percentage of the total energy consumption (considered the RE mix from generation) was 9.9%, which is progressing towards the 2025 target of 11.7% in the 100% RE Plan.

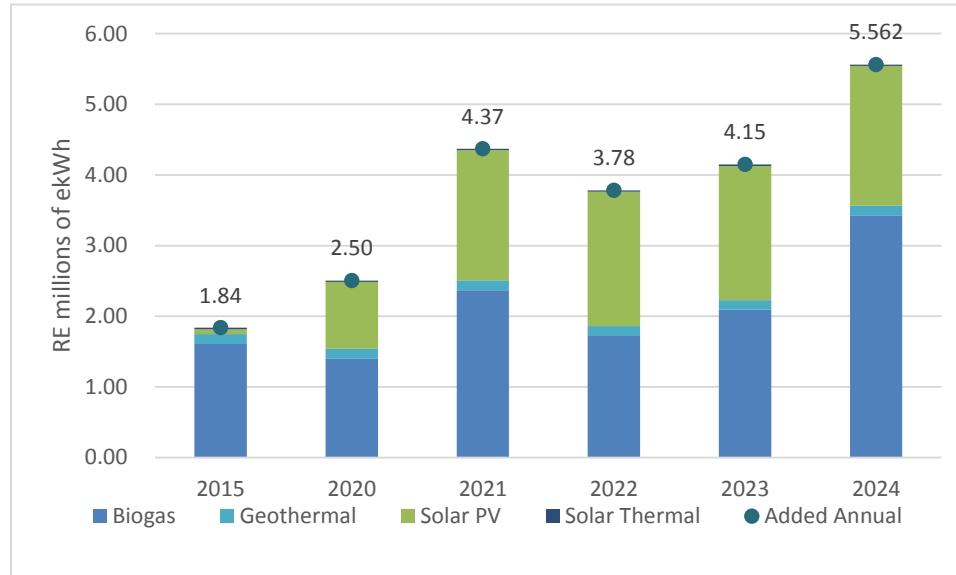


Figure 3 – Annual RE Harvesting Trending (2015 to 2024)

It is important to note that the RE industry is rapidly changing, and in order to achieve some of the identified future targets of the 100% RE Plan, regulatory restrictions related to Virtual Net-Metering and other constraints will need to continue to be advocated for in order to expand potential deployment capacity. County staff will continue to look for opportunities to provide feedback and influence regulatory decision-making.

Fleet

The County's fleet travelled just under 3.1 million kms in 2024, up 2.8 million kms from 2023. These assets can be organized into the following sub-categories:

- Commercial (light-duty vehicles, cars, SUVs, etc.)
- Industrial (heavy vehicles, including plows, leachate trucks, vacuum trucks, tractors, etc.)
- Paramedical (ambulances, first response units, etc.)
- Equipment (all unlicensed, off-road vehicles including compactors, forklifts, etc.)

Fleet assets are powered by a variety of fuels, including gasoline, diesel, CNG and battery electric. In 2024, fleet fuel costs across all fuel types were a combined \$1.09 million. Overall fleet energy usage increased in 2024 by 14.6% over 2023 in large part due to increased services provided, which are reflected in the increased kilometres travelled. The total fleet grew by eight assets, and there was an increase in winter road operations from the previous year.

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Table 5 summarizes the fleet assets, kilometres driven, fuel equivalent consumption and fuel efficiency.

Table 5: 2024 Fleet Asset Utilization Overview

Fuel Type	Fleet Type	Asset Count	Travel Distance (km)	Fuel * (eL unleaded)	Efficiency (eL/100 km)
Fuel Unleaded (Includes HEV)	Commercial	62	1,277,863	186,247	14.57
	Paramedical	26	813,985	145,049	17.82
	Equipment	2	256	108	42.19
Subtotal (L)		90	2,092,104	331,405	15.84
Fuel Diesel	Commercial	3	49,393	9,234	18.69
	Industrial	25	436,534	208,464	47.75
	Paramedical	1	27,092	3,936	14.53
	Equipment	30	16,611	240,393	1,447.19
Subtotal (L)		59	529,631	462,027	87.24
Fuel CNG (kg)	Industrial	4	83,155	51,901	62.41
Dual Fuel - Unleaded / CNG (eL)	Commercial	13	271,822	38,952	14.33
Fuel Propane (L)	Equipment	3	92	99	107.15
Fuel Electric	Commercial	6	73,300	2,496	3.40
	Equipment	2	74	9	12.65
Subtotal (kWh)		8	73,374	2,505	3.41
Dual Fuel - Unleaded / Electric (eL)	Commercial	2	18,518	607	3.28
TOTAL		179	3,068,697	887,496	28.92

* Note: Fuel consumption has been converted to equivalent gasoline (eL unleaded or eL) for all fuel types to demonstrate a common "apples to apples" comparison. Using this comparison, the eL is actually more than actual volumes consumed due to conversions (i.e. a litre of diesel has a higher energy content than a litre of unleaded gasoline so when expressed as eL the volume is greater).

As of the end of 2024, 32% of the County's fleet (57 out of 179 units) have been converted to alternative fuels to reduce GHG emissions. This represents a small percentage decrease from 2023 as the majority of new units added to the fleet in 2024 did not have viable alternate fuel options available on the market. By the end of 2025, it is projected that 34% of the County's fleet (60 of 179) will have been converted to alternative fuels. With current market conditions, the existing County fleet can attain a maximum of 45% alternate fuel deployment (80 out of 179 units).

Greenhouse Gas Reductions

Reducing the County's overall GHG emissions has been a strong driver for ongoing initiatives, including the REAP and GFP. As the County continues to grow as an organization to support a growing community (i.e. a larger staff complement equating to more space, a larger fleet, etc.), the overarching goal of reducing emissions remains. However, it should be noted that the growth of the organization may translate to an emissions avoidance and is not always a clear reduction simply based on the number of buildings, size of the fleet, etc.

In 2024, the County emitted the equivalent of 5,744 tCO₂e in GHGs (3,658 tCO₂e Facilities and 2,086 tCO₂e Fleet), which is a 7.7% decrease from 2015 emissions of 6,223 tCO₂e (3,984 tCO₂e Facilities and 2,239 tCO₂e Fleet). The 100% RE Plan includes a GHG emissions reduction target of 11% by 2025, which works out to a 1.1% year over year GHG reduction from 2015 or target of 5,607 tCO₂e in GHGs for the County in 2024.

Despite this decrease, the GHG intensity (GHG per SM, per ML and per km driven) has reduced substantially more compared to the 2015 baseline (refer to Table 6), resulting in significant GHG emissions avoidance while supporting a growing community. Based on 2015 GHG emissions intensities and using updated variables, GHG emissions would have been projected to be 7,247 tCO₂e (increase of 16.5% over the 2015 baseline) had no energy conservation measures been in place. A further illustration of actual GHG emissions, as well as avoidance based on the 2015 emission intensity baseline and 100% RE Plan GHG emissions reduction target is shown in Figure 4.

Table 6: GHG Emissions Intensity Overview

Sector	2015 GHGI	2024 GHGI	Reduction
Facility GHG/SM	0.037 tCO ₂ e	0.026 tCO ₂ e	29.7%
Facility GHG/ML	0.048 tCO ₂ e	0.039 tCO ₂ e	18.8%
Fleet GHG/100 KM	0.082 tCO ₂ e	0.075 tCO ₂ e	8.5%

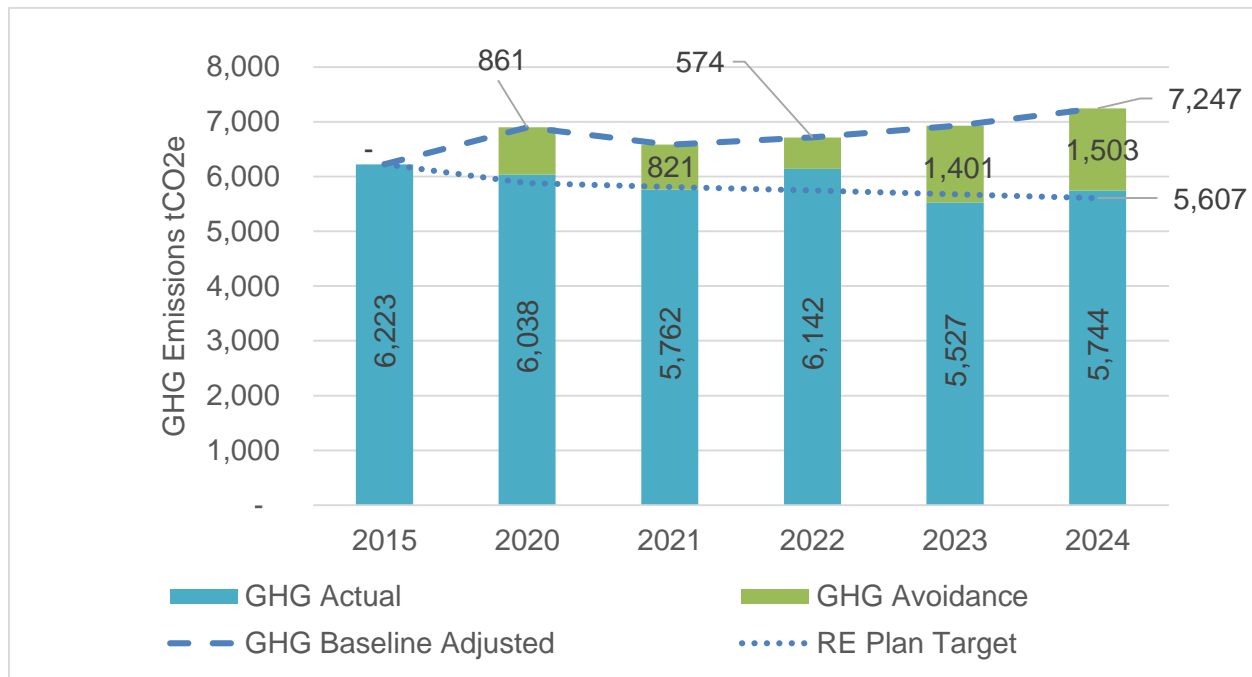


Figure 4 – GHG Emissions and Avoidance Trending (2015 to 2024)

In 2024, the top energy fuel source utilized by County assets was electricity, which makes up over 54% of all energy consumption, but only equates to 14% of all GHG emissions. The top fuel source contributing to GHG emissions is natural gas/CNG, at just over 50% of all GHG emissions, but only makes up just over 30% of all energy consumption. The fuel source with the highest GHG intensity was diesel making up only 9% of energy consumption but contributing 20% of all GHG emissions. Refer to Figure 5 below for a comparison of energy consumption versus GHG emissions by fuel source type.

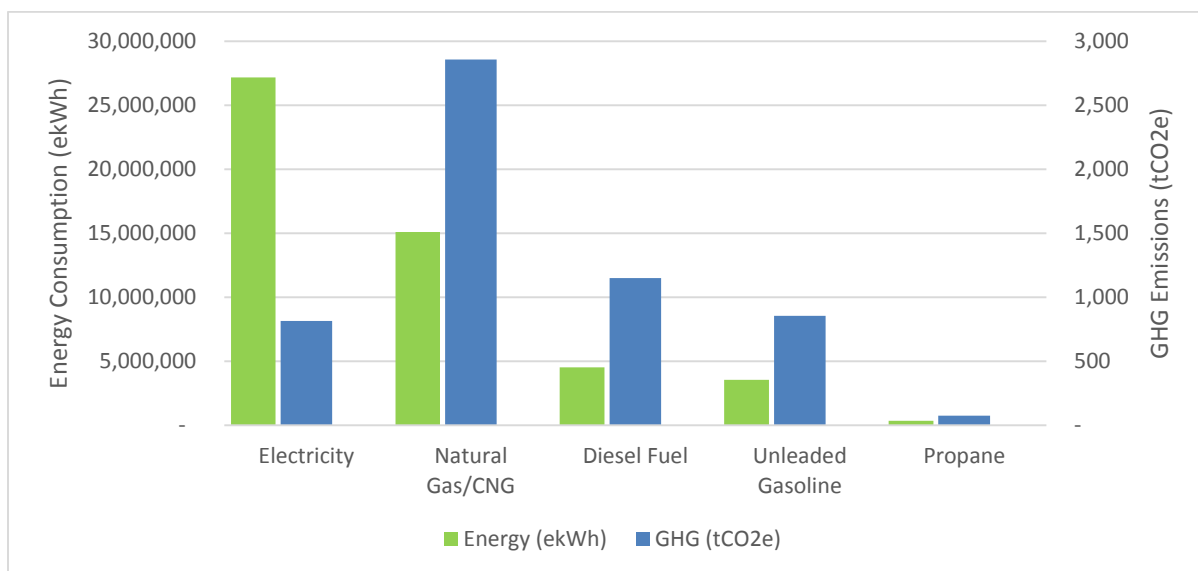


Figure 5 – 2024 Energy Fuel Source Type and GHG Emissions

To provide further clarity, Table 7 below outlines the GHG emissions per 1 million ekWh consumption for each fuel type. These numbers help to illustrate the importance of the REAP and GFP initiatives to implement alternative fuel sources where appropriate, as well as the EMP for overall conservation and energy demand reduction. The Government of Canada's latest GHG emissions factor for Ontario's electricity that was used for 2024 rose by 18%, which has negatively impacted the County's emissions reduction. The increase in the amount of GHG produced by the Ontario electricity grid is a result of additional gas plant generation and nuclear plant downtime. Where possible, the County will continue to advocate for a cleaner provincial electricity grid to positively impact the County's GHG performance through electrification.

Table 7: GHG Emission Rates

Energy Type	GHG/1 million ekWh (tCO₂e)
Diesel Fuel	254.8
Unleaded Gasoline	241.6
Propane	219.2
Natural Gas/CNG	182.6
Electricity	30.0

2024 Plan Updates

In 2024, the County completed several initiatives identified in the EMP-2024, GFP-2021 and REAP-2022. Key changes to the plans, which will affect targets, included the removal of the Wood Pellet Boiler pilot project that was planned to be constructed at the Water Operations facility at 59 Goerge Johnson Blvd in Ingersoll. This project was planned for construction in 2024; however, upon completing the tendering process, the low bid was significantly over budget making the project no longer feasible. Upon review, staff determined it was best to not request additional funding to award the contract and proceeded with cancelling the project. Removal of this project will eliminate 174,000 ekWh of anticipated RE harvesting that was included in the plan.

Staff are mitigating this capacity loss by bringing additional opportunities forward through the annual Business Plan and Budget process. The REAP includes exploration of newer technologies, with the intention that projects may be added or removed based on economic circumstances. Staff will continue to evaluate and propose implementation recommendations for Council's consideration to further the County's strategic goals.

CONCLUSIONS

The 2024 Annual Energy Report demonstrates Public Works' continued administration of the County's comprehensive energy portfolio to effectively manage operational costs while striving to contribute to the 100% RE goal.

Through future years' budgets, the County organization will continue to work to reduce energy consumption and GHG emissions further below the 2015 baseline in the coming years through planned ongoing implementation of the EMP, the REAP and the GFP.

SIGNATURES

Report author:

Original signed by

Nathan E. Gerber, A.Sc.T., CEM, CMVP
Coordinator of Energy Management

Departmental approval:

Original signed by

Melissa Abercrombie, P.Eng., PMP
Director of Public Works

Approved for submission:

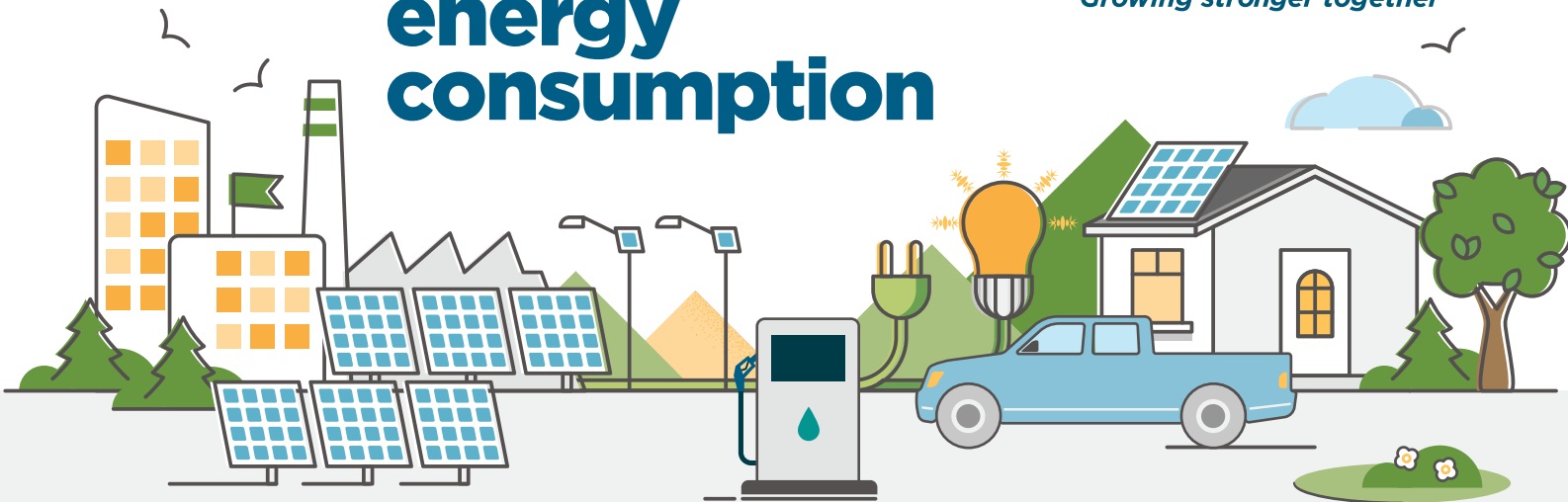
Original signed by

Benjamin R. Addley
Chief Administrative Officer

ATTACHMENT

Attachment 1 – Overview of 2024 Corporate Energy Consumption

2024 Corporate energy consumption



56.18 million ekWh

Total energy consumed
(facilities and fleet)

↑ 3.9% from 2023

887 thousand equivalent gas litres

Fleet fuel consumed
(unleaded, diesel, CNG, electric, propane)

↑ 14.5% from 2023

5.80 million dollars

Total energy cost
(facilities and fleet)

↓ 1.1% from 2023

Energy use by service area

CORPORATE FACILITIES (47,634 eMWh) | ↑ 2.2%/2023



Buildings
21,891 eMWh

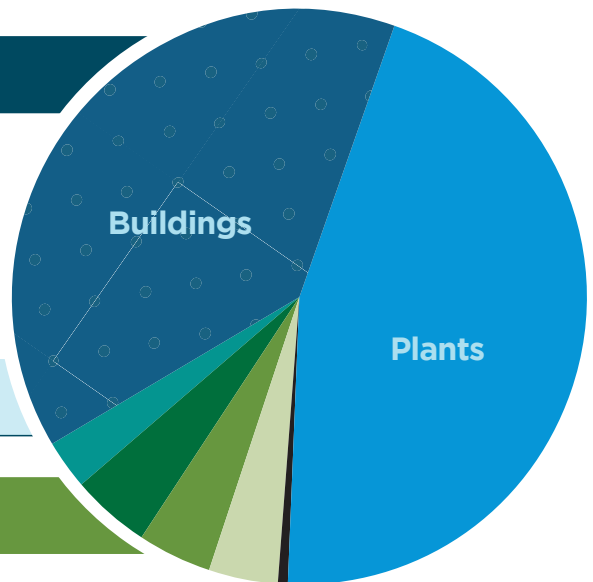


Plants
25,424 eMWh



Minor Assets*
318 eMWh

TOTAL COST: \$4.70 MILLION | ↓ 3.4%/2023



CORPORATE FLEET (8,545 eMWh) | ↑ 14.6%/2023



Commercial
2,287 eMWh



Equipment
2,317 eMWh



Industrial
2,507 eMWh



Paramedical
1,434 eMWh

TOTAL COST: \$1.09 MILLION | ↑ 9.0%/2023

* Minor assets include:
street lighting,
communication
towers, etc.



Facilities area (square metres)

114,906SM

↓ 1.4% from 2023

2015: 93,728 SM



Fleet travel (kilometres)

3.1 million

↑ 9.6% from 2023

2015: 2.74 million km

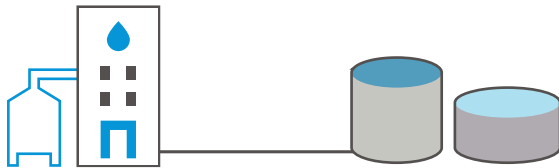


Water & Wastewater treatment and distribution (megalitres)

29,059^{ML}

↑ 2.9% from 2023

2015: 24,948 ML



Total greenhouse gas emissions (facilities and fleet)

5,744^{tCO2e}

↑ 3.9% from 2023

2015: 6,223 tCO2e



natural gas

1,459,000 m³

↓ 5.1% from 2023

2015:
1,414,000 m³

purchased electricity

27,156,600 kWh

↑ 1.8% from 2023

2015:
29,379,600 kWh

renewable energy generated

5,562,000 ekWh

↑ 34.1% from 2023

2015:
1,843,131 ekWh

\$
revenue from
renewable
energy
\$444,600

REPORT TO COUNTY COUNCIL

Oxford County Archives 2024 Community Impact Report

To: Warden and Members of County Council

From: Director of Corporate Services

RECOMMENDATION

1. That Report CS 2025-10 entitled “Oxford County Archives 2024 Community Impact Report” be received as information.

REPORT HIGHLIGHTS

- The Oxford County Archives 2024 Community Impact Report (Attachment 1) highlights the Oxford County Archives’ 2024 accomplishments in preserving and promoting the corporate memory of Oxford County and its participating Area Municipalities, as well as the documentary heritage of the local community.
- The Community Impact Report will be made available on the Oxford County Archives website.

Financial Impact

The Archives 2024 Community Impact Report highlights accomplishments of the goals and objectives that were achieved as part of the 2024 Business Plan and Budget.

Communications



The Oxford County Archives’ 2024 Community Impact Report will be made available to the public on the Oxford County Archives’ website (<https://archives.oxfordcounty.ca/>).

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 3.1 – Continuous improvement and results-driven solutions Goal 3.2 – Collaborate with our partners and communities

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

DISCUSSION

Background

Established in 2000, the Oxford County Archives is a well-respected "total" Archives responsible for the collection of local government records as well as local history materials. Its holdings include the corporate records of Oxford County, corporate records of five Area Municipalities, private fonds/collections from local businesses, community groups, and individuals, as well as a large photograph and postcard collection. The Archives is also the official repository for the records of the District of Brock, 1842-1849, which was the precursor settlement to Oxford County.

The principles of the Oxford County Archives as established under the Archives Management Policy 3.04 (revised 2022) include:

Report CS 2025-10
CORPORATE SERVICES
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- To assist with and promote the efficient and effective management of all records created, received, used and maintained by the County, its agencies, boards and commissions;
- To assist with and promote the efficient and effective management of all records created, received, used and maintained by Area Municipalities that transfer their archival holdings to the Archives;
- To preserve the County's recorded memory by identifying, acquiring, preserving and protecting its valuable and vital records;
- To acquire and preserve records relating to the social and economic development of the County of Oxford in order to:
 - foster an understanding and appreciation of local history;
 - preserve information about the history and development of the County and the people involved;
 - provide educational and academic resources; and
 - promote tourism through attracting researchers and those interested in local history;
- To provide access to the information necessary to support current and future decision-making and to permit County Council and the various County departments to meet institutional accountability requirements;
- To assist with and promote compliance with any statutory requirements relating to the collection, use, disclosure, retention, and disposal of County records; and
- To provide adequate facilities and services for storage, preservation, retrieval, and use of archival records.

Comments

The attached Community Impact Report includes:

- 2024 Highlights
 - Provides a monthly breakdown of projects, outreach initiatives, community partnerships, and reference services conducted throughout the year.
- Exhibitions
 - Includes list of physical displays and online exhibits completed to promote the diverse and fascinating history of the County.
- Annual Statistics
 - Archives staff maintain statistics related to the following:
 - Acquisitions and transfers
 - Collection databases
 - Reference inquiries and visits
 - Outreach and public programs
 - Volunteers and co-op/placement studies

- Community feedback
 - Highlights the Archives' community collaborations, milestones, special projects, and showcases how members of the community interact with the Archives and use their services.
 - Support statements demonstrate how the Archives are utilized and how the Archives have impacted the community over the past year.

CONCLUSIONS

The Oxford County Archives' Community Impact Report is an important tool to highlight the Archives' accomplishments and demonstrates the importance of preserving and celebrating Oxford County's past. Archives staff will use this report as a resource to continue to develop and improve services and build community partnerships, as well as create new and informative outreach programmes and initiatives which align with the County's Strategic Plan and the needs of their patrons.

SIGNATURES

Report author:

Original signed by

Liz Dommasch
Coordinator of Legislative Information/Archivist

Departmental approval:

Original signed by

Lynn Buchner
Director of Corporate Services

Approved for submission:

Original signed by

Benjamin R. Addley
Chief Administrative Officer

ATTACHMENT

Attachment 1: Oxford County Archives Community Impact Report, 2024



Oxford County Archives

Community Impact Report

Prepared by
Liz Dommasch
Coordinator of Legislative
Information/Archivist

2024

Mandate

The Oxford County Archives acquires, preserves, and makes accessible inactive public records created by, for, and about Oxford County. This includes administrative records, legal records, fiscal records, and historical records of Oxford County (1850 to the present) and its predecessor, the District of Brock (1842-1849).

Mission

The Oxford County Archives endeavours to increase public awareness of the rich cultural heritage of Oxford County through the preservation of its archival records, providing public access to these records, and the implementation of a comprehensive outreach program.

Regulatory Framework

- Section 254 (1) Municipal Act, 2001 requires the municipality to “retain and preserve the records of the municipality and its local boards in a secure and accessible manner.”
- County Resolution dated 27 October 1999, created the Oxford County Archives.
- County corporate policies, including the Archives Management Policy (revised 2022).
- The Canadian Copyright Act.
- Municipal Freedom of Information and Protection of Privacy Act.
- Canadian Rules for Archival Description, collections management standards, reference practices, and community outreach principles.



Message from the Archivist

-Liz Dommasch

In 2024, the Oxford County Archives continued to thrive with a focus on expanding outreach and preserving the County's history. With an expanded role of Coordinator of Legislative Information/Archivist, which additionally involves the day-to-day management of the County's records management program and overseeing access and privacy administration across all County departments. The Archives team remained dedicated to providing exceptional service and maintaining a strong presence in the community. Tysha Rieger, our new Legislative Information/Archives Technician joined us from Elgin County Archives and has quickly become an essential member of our team, contributing greatly to our ongoing success.

Over the year, Archives staff concentrated on completing reference services to internal and external patrons; arranged and described countless archival transfers and donations; and partook in a variety of outreach initiatives. We also began preparing for the number of County anniversaries we are celebrating in 2025, including the Archives 25th anniversary since its establishment in January 2000. As you will see over the next few pages, this past year was, once again, no exception to the quality and level of work we were able to accomplish to ensure that Oxford County's past is not only preserved but celebrated.

I wish to thank County Council, and staff as well as our numerous students, volunteers, donors, and community partners that have helped shape the Archives into what it is today. Without their continuous support, we would be unable to accomplish all that we do.

Archivist's Responsibilities

- Establish and administer policies and procedures for the County Archives Management program;
- Aid Area Municipalities by assisting or facilitating their Archives Management programs through the transfer of archival records to the Archives;
- Identify, collect and preserve records of archival value to the County and the community as a whole, and to make such arrival records available to County officials and staff, as well as the general public;
- Classify, index, and catalogue all items deposited in the archives following proper archival standards;
- Stimulate public interest in the history of Oxford County by the dissemination of information through exhibitions, displays, publications, Oxford County website, prevalent County social media platforms, and public programming and outreach initiatives;
- Ensure equity, diversity, and inclusivity in the collection of County, Area Municipalities, and community stakeholders' archival records and promote transparency in the access and use of those records to ensure that the entire history of the County is represented and interpreted appropriately.

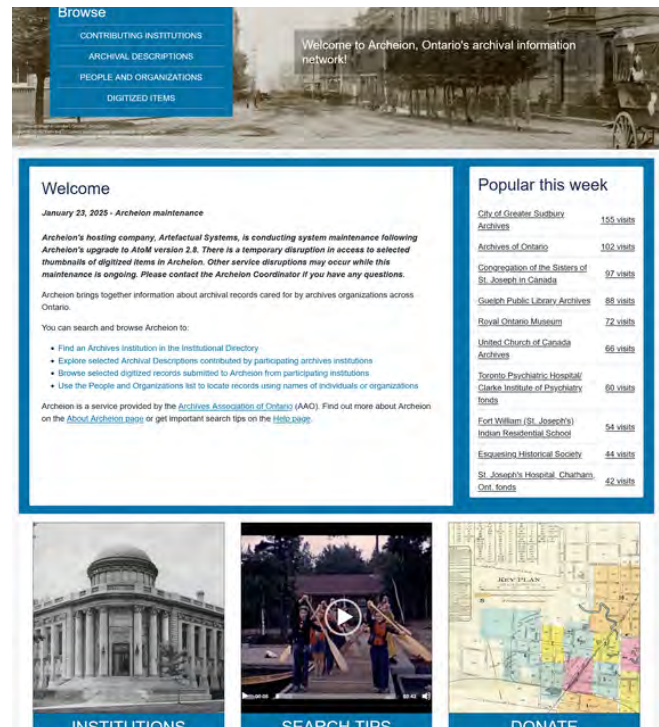
2024 HIGHLIGHTS

JANUARY

Archives staff began the year by focusing on arranging and describing the backlog of records that have come in over the past few years. Completed finding aids were uploaded to Archeion, the Archives Association of Ontario's shared database of archival descriptions:

<https://www.archeion.ca/county-of-oxford-archives>

In preparation for Black History Month, Oxford County Archives, in partnership with Oxford County Library set up a display in the lobby at Oxford County Administration Building at the end of the month.

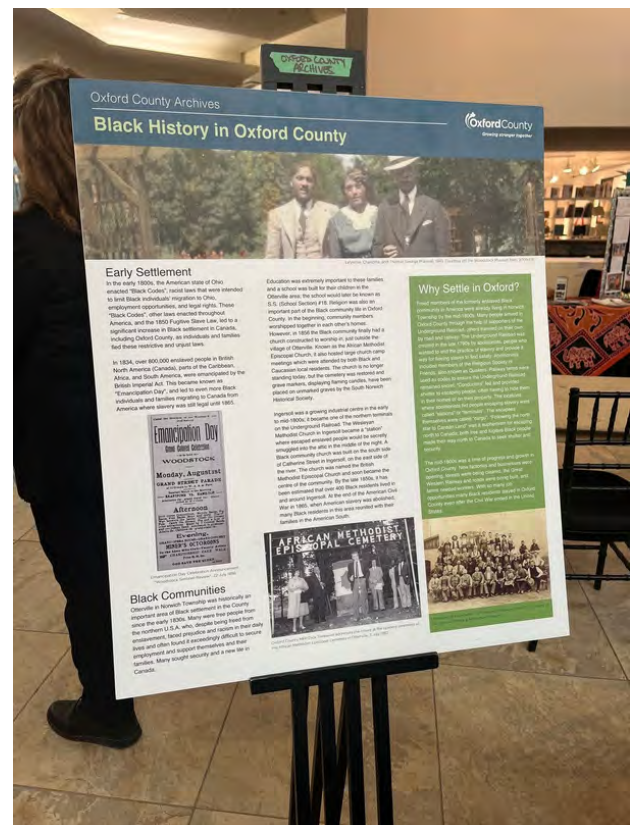


FEBRUARY

This is the second year in a row that Archives staff were invited to take part as an exhibitor at Museum London's Black History Month Opening Celebration. Joining staff from Norwich Museum and local historian, Heather Rennalls, our exhibit highlighted the life stories and history of historically significant Black individuals, communities, and buildings in Oxford County. In addition, staff also once again took part in Tillsonburg's Black History Month Celebration as an exhibitor celebrating Oxford County's rich Black cultural heritage.

Likewise, staff were exhibitors at the St. Mary's Heritage Fair, in celebration of Ontario Heritage Week where the theme was "Rebuilding and Restoring," inspiring connections and bringing our community together.

Archives staff also began web archiving the Future Oxford Facebook page and website, and the Safe & Well Oxford website on the Archives' Archive-It account. In doing so, these pages will be preserved and made publicly accessible online.



MARCH

Archives staff began discussions with members of the Salford Heritage Museum about transferring records to the Archives, following the closure of the community museum.

In conjunction with Tourism Staff, the Archives created an exhibit at the Oxford County Administration Building highlighting the history of the County's cheese industry. The opening of this display aligned with Archives Awareness Week, which is celebrated the 1st week of April.

APRIL

As part of Archives Awareness Week, the Archives took part in the Archives of Ontario's Social Media campaign "Archives A to Z."

Archives staff took part in the 4th annual Oxford Local History Day at Ingersoll Public Library with an exhibit highlighting the types of records maintained by Oxford County Archives, as well as our programs, services, and past publications.

Archives staff accepted a transfer of records from Blandford-Blenheim Township and assisted Zorra Township with the transfer of a large volume of archival records prior to the move to their new municipal building in Thamesford.

MAY

Archives Technician, Megan Lockhart was interviewed on CBC's "Afternoon Drive" regarding the history of Thamesford's Calithumpian, which interestingly led into some historical information on hangings which have taken place in Oxford County:

<https://www.cbc.ca/listen/live-radio/1-80-afternoon-drive/clip/16068383-acalithumpian-street-party-coming-thamesford-weekend>



JUNE

Archives staff completed the arrangement and description of the Oxford Pride fonds, including newspaper articles related to the Oxford Pride Committee, and their annual "Pride Guides." Marked the beginning of a concerted effort to preserve the history and archival records of Oxford's LGBTQ+ community.

JULY

Throughout the year, Archives staff assisted the Zorra Caledonian Society in preparations for a historical display to commemorate the 85th Embro Highland Games, on July 1, 2024. Staff provided images and research related to the games 85+ years of history.

AUGUST

The Archives Instagram page jumped on a few fun social media trends over the summer, including "Brat Girl Summer," which encouraged women to enjoy life as much as possible despite difficult obstacles. In doing so, the Archives highlighted the stories of Brownsville hotel owner Mary Sackrider, Woodstock Mayor Bernadette Smith, and Dr. Emily Stowe of Norwich, Ontario.

SEPTEMBER

The Archives saw the completion of their new historical display banners, prepared for the 2025 Anniversary year. The tri-panels provide a historical timeline of the development from precolonial times to the present day and will be used to promote the County's history moving forward.



2024, saw the Archivist begin to take part in the Association of Canadian Archivists' (ACA) Mentorship Program for new archivists and archival studies students. The goal of the ACA Membership Program is to facilitate the integration of new archivists into the Canadian archival community by matching them with a mentor who may advise and guide them on career and professional development. Throughout the year, Liz and her mentee corresponded over email, phone, and Zoom, and in September they met for the first time at the Archives.



OCTOBER

Throughout the year, the Archivist met with members of the Woodstock Police Services Board to discuss the transfer of the Oxford Police Services Board (1998-2009) records to the Archives. These records were officially donated to the Archives in October 2024 and have since been arranged and described by Archives staff.

NOVEMBER

Archives staff hosted an Oxford Grows session for County staff entitled "Researching the History of your Home" where participants learned about archival materials and online resources that can assist with property histories.

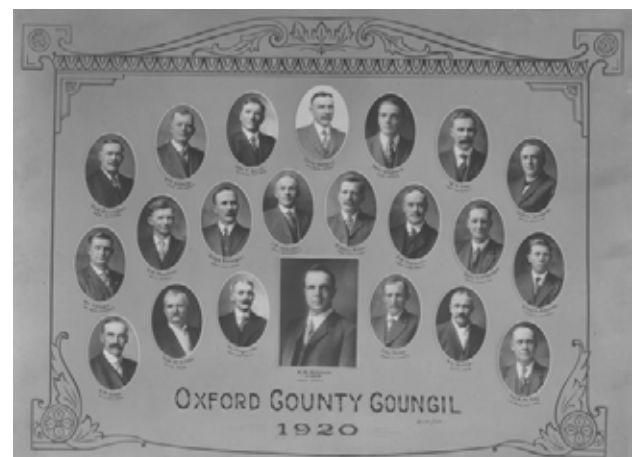
The Archivist was also interviewed by Fanshawe College film students for their production *The Haunting of Woodstock*, a historical documentary exploring the life, execution, and alleged ghostly hauntings associated with Thomas Cook in Woodstock.



DECEMBER

Archives staff picked up archival transfers from SWOX and East Zorra-Tavistock.

Staff started to shift their focus to 2025 and the County's anniversary celebrations. Planning began in earnest related to social media, an exhibit at OCAB, and a report to Council. Staff also continued to pull together content for the upcoming publication "Growing Stronger Together: A Celebration of Oxford's Past."



2024 STATISTICS

ACQUISITIONS AND TRANSFERS

29 total record and collection donations/transfers from the following notable sources (including but not limited to):

- Blandford-Blenheim, East Zorra-Tavistock, South-West Oxford, and Zorra Townships
- Archives of Ontario (Town of Ingersoll records)
- Dresden Historical Society
- Embro and West Zorra Women's Institute
- Salford Heritage Museum
- Woodstock Police Services Board
- Beachville District Museum

COLLECTION DATABASES

- 36 fonds and collection descriptions submitted to Archeion, for a total of 259 total authority records available as of the beginning of 2025.
- 258 postcards and photographs to "Archived Oxford" via Vita Collections, <https://vitacollections.ca/archivedOxford/search>.
- 1,280 Instagram followers (@Oxfordcountyarchives)

REFERENCE INQUIRIES AND VISITS

- Internal County and Area Municipality reference: 264 inquiries
- Phone requests: 177
- Email requests: 460
- Social Media requests: 13
- In-person research appointments: 109
- Visits to the Archives (tours, students, donations, conservation work, etc.): 322

OUTREACH AND PUBLIC PROGRAMS

- Over 21 total outreach initiatives, public programs, and events including:
- Archive tours
- Oxford Grows workshop for County staff
- Black History Month events and Heritage Fairs
- Displays, Exhibitions, and Social Media campaigns
- Speaker Series in partnership with Oxford County Library
- Promotional bookmarks
- Digitization projects

STUDENTS AND VOLUNTEERS

- Number of Co-op/placement students: 4
Huron Park Secondary School
College Avenue Secondary School
Ingersoll District Collegiate Institute (virtual placement)
Mohawk College, Library and Information Technician Program
- Number of volunteers: 5

MESSAGES OF THANKS AND SUPPORT

*LISA TEEPLE
RECORDS MANAGEMENT COORDINATOR/
EXECUTIVE ASSISTANT
ZORRA TOWNSHIP*

"Several years ago, Staff from Zorra went to the County Archives for a tour of the facility. Right away we knew we wanted to get involved. We got to work right away transferring some of our old records to the Archives for permanent, safe storage in their state-of-the-art facility. It is a relief for staff to know that our records are being cared for in a way that we cannot duplicate at the municipal office. Over the years we have transferred many carloads of documents, photos, and other records to the Archives for storage. We continue to review our records annually and move paper records as needed. We took extra advantage of this service when we relocated offices in 2024 and came across many more historical documents that were destined for the Archives. Staff and Council at Zorra are thankful for the amazing service provided by the Oxford County Archives, particularly the wonderful staff we have dealt with over the years."

*KRISTIN BARNIM
EXECUTIVE ASSISTANT
WOODSTOCK POLICE SERVICE BOARD*

"The Woodstock Police Service Board recently reviewed its accumulated files and historical records and acknowledged that the records of the former Oxford Community Police Service could be valuable for public access and future research. To preserve and share this history, the Board contacted Liz at the Oxford County Archives. Together, we reached an agreement to make these documents publicly accessible. This collaboration will help preserve our community's policing history, ensuring it remains available for educational and research purposes. We extend our sincere thanks to Liz for her invaluable assistance and expertise throughout this process."

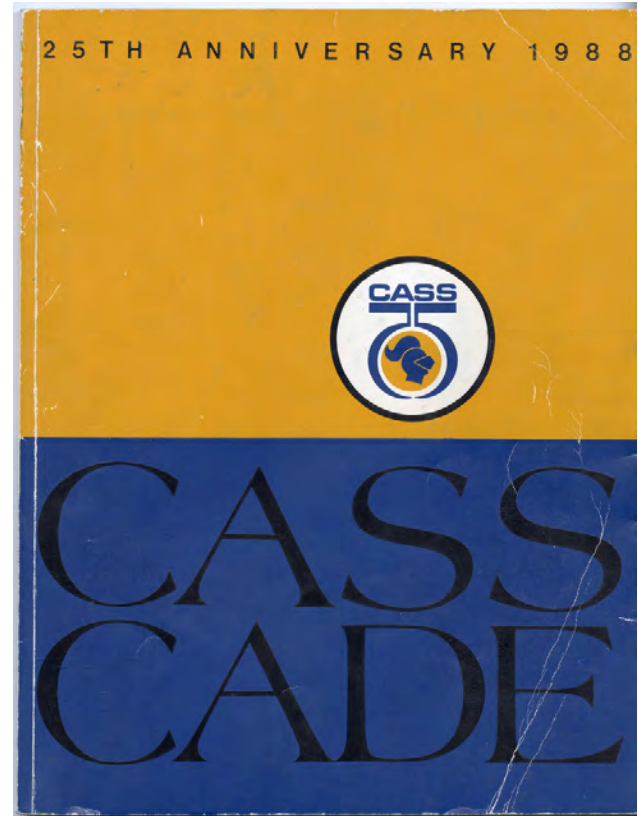


BRADY RIVARD
COOPERATIVE EDUCATION, ENRICHMENT
COLLEGE AVENUE SECONDARY SCHOOL

"The Oxford Archives provided our student with a rewarding cooperative education placement this semester. My student explored her interests in writing non-fiction, researching local history and examining a career as an Archivist. Each time I went to the Archives to conference with my student, I looked forward to her latest project, the positive interactions with her supervisors, and meeting the many local people who were accessing the organization's remarkable repository of information and historical artifacts. I was impressed by the modern technology used to both store and preserve history as well as to help the public access information and data. My student particularly enjoyed the process of researching her house's history including all of the previous owners and their individual stories. Her supervisors, and even some of the local genealogists, helped her develop these historical detective skills and fostered and supported her interests. I feel fortunate to have discovered this valuable and important resource that supports such an array of local interests."

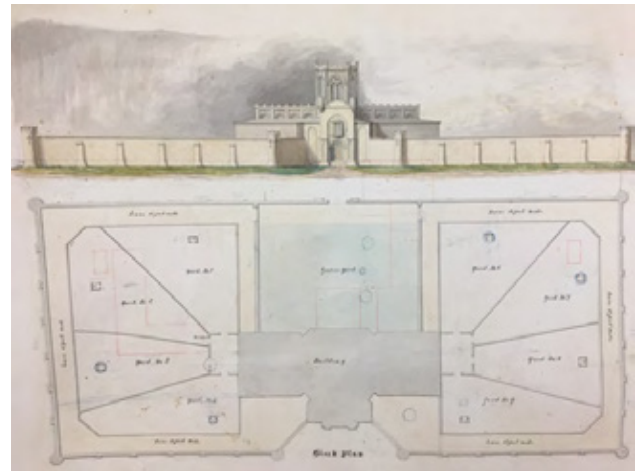
ISABELLE FINCH
CO-OP STUDENT
COLLEGE AVENUE SECONDARY SCHOOL

"My experience at the Oxford County Archives was very positive. I got to work on digitizing photos, describing County By-laws, arranging diaries and yearbooks, and using Vita Toolkit. I had lots of support when doing research on my house project and was provided with help finding websites and other materials to do research with. I met some really great people who I will miss not seeing everyday, but I am very grateful for the opportunity to attend the Archives as a co-op student."



*AUDEN KUCHARIC and COREY SLAGER
STUDENTS OF THE ADVANCED
FILMMAKING PROGRAM
FANSHAWE COLLEGE*

"The Oxford County Archives played a crucial role in the production of our student film *The Haunting of Woodstock*, a historical documentary exploring the life, execution, and alleged ghostly hauntings associated with Thomas Cook in Woodstock. Liz Dommasch, the Archivist, demonstrated exceptional expertise, providing us with valuable historical information that allowed us to reconstruct the story of Thomas Cook for our documentary. Additionally, Liz graciously permitted us to visit the archives and film an interview with her, during which she shared insights into the life and legacy of Woodstock's most notorious resident, Thomas Cook. Liz's assistance was essential to the success of our project, and we are deeply grateful to both her and the Oxford County Archives for affording us the opportunity to learn and grow through the information we gathered while working on this film."



*JANICE DICKIN
PROFESSOR EMERITA
UNIVERSITY OF CALGARY*

"I have been investigating the famous evangelist Aimee Semple McPherson for going on four decades. [In doing so], Aimee has been the subject - often disguised - of both fiction and nonfiction books and films. While the new work is generally more sympathetic than that of the past, the Aimee that every author starts out working with supposedly grew up in desperate circumstances in the poorest and most ignorant part of some imaginary Ontario. This is far from true, and I have undertaken to portray her comfortable childhood in some detail. Two important incidents - heretofore virtually absent from accounts - are the murder trial of her next-door neighbour and a newspaper "popularity contest," information on which is unavailable elsewhere than a small archive. I am very grateful for the help I got from Oxford County Archives and could not have done this work without it."



KELLI BABCOCK
ARCHEION COORDINATOR
ARCHIVES ASSOCIATION OF ONTARIO

"Archeion is the Archives Association of Ontario's shared database of archival descriptions and selected digitized records contributed from archival institutions across Ontario. The database receives an average of 9,017 unique users each month. Oxford County Archives is an important and active member institution within Archeion. To date, Oxford County Archives has contributed over 250 people and organization records to Archeion, giving an online presence to the names of important individuals in Oxford County's history. In 2024, the Archives made 252 description updates, adding 36 new descriptions to the Archeion database for researchers across Ontario to locate and access records cared for by Oxford County Archives staff."



JEFF INNES, PRESIDENT
HELEN DOWD, SECRETARY
ZORRA CALEDONIAN SOCIETY

"In preparations for a historical display to commemorate the 85th Embro Highland Games on July 1, 2024, the volunteers of the Zorra Caledonian Society reached out to the Oxford County Archives to see if we could get some help! WOW, were we ever impressed with the quick turn-around times, excellence in customer service and the quality of the photos and information provided to us. Compiling 85+ years of history is no easy feat but by reaching out to Megan Lockhart, she made it happen! We attract over 3,500 visitors to the Embro Highland Games and so having an exhibit of this caliber is important and impactful for it will be enjoyed by so many of our loyal supporters! We give thanks to the team at the Oxford County Archives for all you do to preserve the history of Oxford County for current and future generations to enjoy!"



*CAROL COOMBS, TREASURER
THE PLATTSVILLE and DISTRICT
HERITAGE SOCIETY
AND LIFETIME RESEARCHER*

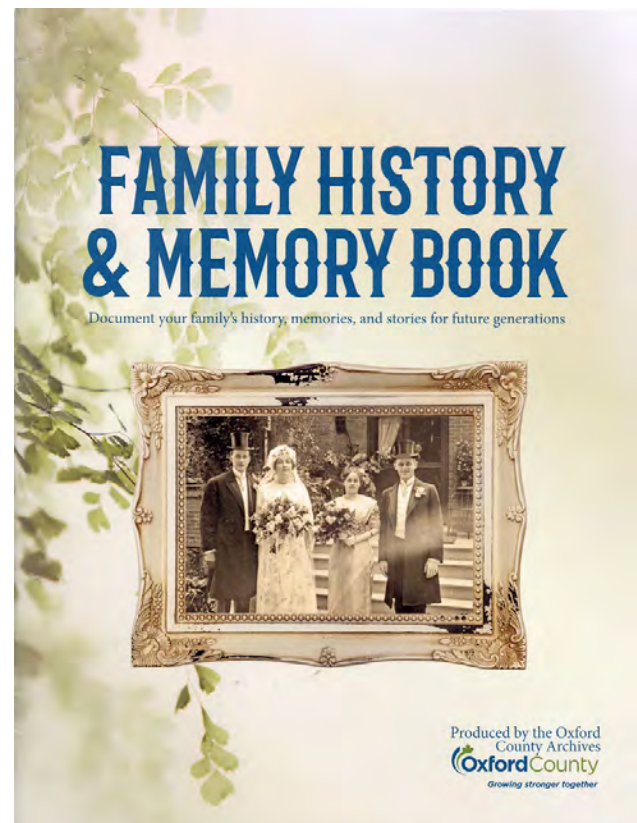
"Visits to the Oxford County Archives are moments of bringing the past forward to the future--looking for a place long forgotten or looking for a person now marked in a cemetery as a forever home or looking for a document now hidden in a long lost book on the shelf or help in preserving a newspaper or document. Liz and Megan are always eager to help me succeed in my quest with a delightful smile sharing their knowledge and expertise. This community is fortunate to have these ladies and the archives for a source to a history long gone."



*JANICE FERGUSON,
ZORRA TOWNSHIP PRESIDENT*

Oxford archives and its staff have proved to be a valuable asset to myself, supporting the Zorra Heritage Committee, and preserving local history that could have ended up being lost forever. Over the years, the Archives, restored piece by piece an original map of the Town of Ingersoll [and] encapsulated an original copy of an 1918 Embro Courier. By chance, through a Beachville District Speaker Series participant, I obtained the original documents of the Zorra Holiday Public School records from its inception in the late 1800's. The Archives digitized these fragile records and returned them to the owner, with instructions on how to preserve the original materials.

I personally recorded, in the Archives' Family History & Memory Book, the life history of a 102 yr. old resident that would have been lost because she had no living relatives. That history is now digitized for preservation. This is just my personal record of how Oxford Archives has helped me. Imagine that help multiplied by many citizens of Oxford. Oxford Archives is a necessary part of recording our past for preservation for the future.



THANK YOU TO OUR COMMUNITY PARTNERS

We are deeply appreciative of the individuals, community groups, and organizations that collaborated with us on projects, events, outreach, and educational programming in 2024, in order to preserve and spread awareness of our community's cultural and archival heritage.

- ACA MENTORSHIP PROGRAM
- ANNANDALE MUSEUM
- ARCHEION
- ARCHIVE-IT
- BEACHVILLE DISTRICT MUSEUM
- DRUMBO & DISTRICT HISTORICAL SOCIETY
- GEORGE EMERY (PROFESSOR AND AUTHOR)
- HEATHER RENNALLS (AUTHOR/LOCAL BLACK HISTORY HISTORIAN)
- INGERSOLL CHEESE AND AGRICULTURAL MUSEUM
- INGERSOLL RURAL CEMETERY
- MUSEUM LONDON
- NORWICH AND DISTRICT MUSEUM
- OURDIGITALWORLD
- OXFORD BRANCH OF ONTARIO ANCESTORS
- OXFORD COUNTY LIBRARY
- OXFORD COUNTY PRIDE
- OXFORD HISTORICAL SOCIETY
- PLATTSVILLE & DISTRICT HISTORICAL SOCIETY
- SAFE & WELL OXFORD
- STEPHEN SMITH (MILITARY HISTORIAN)
- ST. MARYS MUSEUM & ARCHIVES
- TOURISM OXFORD
- WOODSTOCK ART GALLERY
- WOODSTOCK MUSEUM NATIONAL HISTORIC SITE
- WOODSTOCK PUBLIC LIBRARY
- ZORRA CALEDONIAN SOCIETY
- ZORRA HERITAGE COMMITTEE



Oxford County Archives

82 Light Street, P.O. Box 1614
Woodstock Ontario N4S 7Y3

Archivist: (519) 539-9800, ext. 3071
Archives Technician: (519) 539-9800, ext. 3070
archives@oxfordcounty.ca
<https://archives.oxfordcounty.ca>

 @OxfordCountyArchives

 @Oxford_County

REPORT TO COUNTY COUNCIL

2025 Tax Policy

To: Warden and Members of County Council

From: Director of Corporate Services

RECOMMENDATIONS

1. That consideration of a 2025 tax policy and rates by-law be given at the Council meeting scheduled for April 9, 2025, that establishes:
 - a. Tax Ratios;
 - b. Tax Rate Reductions for Prescribed Property Subclasses;
 - c. Tax Rates for Upper Tier Purposes;
2. And further, that Council reaffirm tax policy previously established by By-law No. 5912-2017, being a by-law to provide a Financial Hardship Program, as set out in Attachment 1;
3. And further, that Council reaffirm tax policy previously established by By-law No. 5913-2017, being a by-law to establish a tax rebate program for the purpose of providing relief from taxes or amounts paid on account of taxes on eligible property occupied by eligible charities and similar organizations, as set out in Attachment 2.

REPORT HIGHLIGHTS

- Property taxes will continue to be calculated using property values as of January 1, 2016 for the 2025 tax year as implementation of the January 1, 2019 reassessment has been postponed since 2021.
- Legislation requires upper tier municipalities in a two-tier municipal structure to enact by-laws adopting certain tax policies that influence the distribution of annual tax levies of upper and lower tier municipalities among property tax classes.
- All tax policy recommendations contained within this report were prepared in consultation with the Area Municipal Treasurers/Finance Group.

IMPLEMENTATION POINTS

The information contained in this report is intended to inform Council of the changes in the assessment values of properties within the County for the purpose of determining the most appropriate tax policies for 2025. It is important to note that assessment values will only change in 2025 if there have been improvements or deletions to a property, due to the Provincial Government deferring implementation of the January 1, 2019 assessment values.

This report marks the beginning of the 2025 tax policy setting process, which will conclude in April to allow time for completing final reviews and calculations required for the Area Municipalities to issue final tax bills in July. The tax policy and rates by-law will be presented to Council for consideration at that time.

The next step of the 2025 tax policy setting process may require further analysis of tax policy options, if specified by Council direction.

Financial Impact

The information contained in this report has no impact on the County's budget.

Tax policy decisions will reflect how the County and Area Municipalities' tax levies will be distributed among the various property tax classes and by property based on 2024 property assessment values determined by the Municipal Property Assessment Corporation (MPAC).

Communications

Staff will continue to collaborate with the Area Municipal Treasurers throughout the policy review process and in formulating further recommendations regarding any additional information that may be requested by County Council.

The resulting final tax policy and rates by-law will be circulated to the Area Municipalities for reference in preparing final tax bills for properties within their respective jurisdictions.




The County's webpage [Property Taxes – Your County tax dollars explained](#) will be updated accordingly.

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 goal.

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

Annually, County Council is required to establish tax policy that will affect the apportionment of the tax burden both within and between tax classes, and among Area Municipalities. In setting these policies the following relationships need to be considered:

1. Effect of tax ratios on the distribution of the tax burden between tax classes, and “levy restriction” provisions;
2. Implications of use or discontinuation of other optional tax policy tools i.e. optional tax classes and graduated taxation; and/or
3. Changes to existing tax policies affecting taxation on vacant property or land and farmland awaiting development, and programs that provide relief for charitable organizations, and low-income seniors and persons with disabilities.

Many of the tax policy decisions are required to be enacted by by-law on an annual basis to recognize the importance of the responsibility and the impacts of the decisions that fluctuate from year to year due to changes in assessment and the economic environment.

At the regular meeting of County Council held November 13, 2024, Council received for information [Report CS 2024-43](#) entitled “2025 Preliminary Assessment and Tax Analysis”. The information presented in the report, as compiled by Municipal Tax Equity (MTE) Consultants Inc., was based on MPAC’s Municipal Connect data as of October 25, 2024, as the assessment roll for 2025 taxation was not yet available. The assessment related information contained in Report CS 2024-43 has now been updated to reflect the assessment roll as returned and forms the basis of the tax policy analysis presented throughout this report.

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CORPORATE SERVICES
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Subsequent to Council adopting 2024 tax policy, the Province introduced a temporary industrial class, specifically for gravel pits and quarries. Due to the timing of the decision, the “temporary” subclass was based on existing industrial rates, however was provided a reduced education tax rate, set at 5% of the existing industrial education tax rate, or 0.000440 (industrial class education rate 0.008800).

At the time of the announcement, the Province indicated that the Aggregate Extraction class would be made permanent and they would set starting ratios for 2025 taxation. The regulated starting ratio for the County is 2.140048 (industrial ratio 2.630000), representing an 18.63% reduction relative to the County’s industrial ratio, which effectively increases the tax burden on all other property classes.

Also introduced in 2024, is a new optional multi-residential subclass, similar to the New Residential class. It applies to any building or complex that would otherwise be classified as multi-residential, provided the building permit for its construction or conversion was issued after the municipality enacts a by-law to implement the subclass.

The application of the various multi-residential classes are as follows:

- Multi-Residential class – before April 2017, or Municipal opt-in date;
- New Multi-Residential class – after the earlier of April 2017 or the Municipal opt-in date;
- New Multi-Residential subclass - after the Municipal opt-in date.

Effectively, this could result in three identical buildings adjacent to one another that are taxed differently based on the timing of their respective building permits, however after 35 years of a New Multi-Residential property being developed, it will transition to the standard Multi-Residential class. There is no reduction to the residential education rate applied to both of the multi-residential classes or the subclass.

Comments

Assessment and Revenue Growth

Prior to considering any change in tax policy, which is intended to determine the most stable and equitable distribution of the tax burden among the property classes, it is important to understand how the prior years’ growth has impacted the assessment, regardless of the absence of phased-in assessment in 2025 as a result of the Province indefinitely pausing the current assessment cycle.

Tables 1 and 2 compares growth related assessment and revenue for the previous five-year period.

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Table 1 – Assessment Growth for Years 2020 to 2024

Property Tax Class	2020		2021		2022		2023		2024	
	\$	%	\$	%	\$	%	\$	%	\$	%
Residential	231,158,558	2.11%	250,124,276	2.23%	386,888,495	3.38%	132,105,150	1.12%	216,126,361	1.80%
Farm	14,418,663	0.22%	35,511,508	0.55%	(27,753,857)	-0.43%	172,183,179	2.68%	9,932,690	0.15%
Managed Forest	317,500	2.64%	853,900	6.91%	312,000	2.36%	414,100	3.06%	660,600	4.74%
New Multi-residential	(28,000)	-1.30%	25,254,700	1187.34%	23,855,000	87.12%	29,051,700	56.70%	36,184,900	45.07%
Multi-residential	(3,643,100)	-1.77%	(500,629)	-0.25%	3,246,781	1.61%	(2,327,800)	-1.13%	(608,300)	-0.30%
Commercial	32,480,074	2.76%	28,515,450	2.36%	31,024,023	2.50%	40,125,045	3.16%	52,606,068	4.02%
Industrial	20,072,000	8.23%	24,802,153	9.39%	4,978,995	1.72%	43,676,475	14.86%	(21,080,300)	-6.25%
Aggregate Extraction	-	-	-	-	-	-	-	-	37,397,500	100.00%
Large Industrial	(2,923,464)	-0.71%	(24,877,889)	-6.05%	1,822,369	0.47%	(5,576,232)	-1.44%	214,500	0.06%
Pipeline	3,781,000	1.45%	2,032,000	0.77%	(525,000)	-0.20%	(406,000)	-0.15%	653,000	0.25%
Sub-total Taxable	295,633,231	1.50%	341,715,469	1.71%	423,848,806	2.08%	409,245,617	1.97%	332,087,019	1.57%

In summary, over the five-year period, assessment growth peaked in 2022, showing an increase of 2.08% over 2021 with a slight retreat in 2023 at 1.97% over 2022. Notably, the industrial class assessment showed well in 2023 with a 14.86% increase, whereas the commercial class had its best showing in 2024 with a 4.02% increase.

The 2024 adjusted roll reflects continued assessment growth in the new multi-residential class, with a 45.07% increase year over year, representing 10.9% of the \$332.1 million in total growth. The new multi-residential assessment relates to properties in the City of Woodstock and Town of Tillsonburg in the amounts of \$23.5 million and \$12.6 million respectively.

Table 2 – Revenue Growth for Years 2020 to 2024

Property Tax Class	2020		2021		2022		2023		2024	
	\$	%	\$	%	\$	%	\$	%	\$	%
Residential	853,749	2.11%	900,174	2.19%	1,471,950	3.42%	477,325	1.04%	970,267	1.82%
Farm	11,590	0.22%	28,374	0.55%	(22,716)	-0.43%	145,819	2.68%	9,625	0.15%
Managed Forest	292	2.64%	783	6.90%	294	2.36%	403	3.06%	735	4.75%
New Multi-residential	(103)	-1.29%	92,694	1187.32%	89,682	87.12%	113,014	56.70%	161,057	45.07%
Multi-residential	(26,900)	-1.77%	60	0.00%	24,413	1.61%	(18,110)	-1.13%	(5,415)	-0.30%
Commercial	227,219	2.78%	198,761	2.38%	219,092	2.50%	295,830	3.18%	450,377	4.10%
Industrial	200,236	8.74%	234,158	9.45%	35,923	1.29%	448,816	15.42%	(255,587)	-6.65%
Aggregate Extraction	-	-	-	-	-	-	-	-	437,773	100.00%
Large Industrial	(27,065)	-0.69%	(213,842)	-5.51%	14,299	0.38%	(57,051)	-1.46%	2,510	0.06%
Pipeline	17,579	1.45%	9,393	0.77%	(2,486)	-0.20%	(1,989)	-0.15%	3,659	0.25%
Sub-total Taxable	1,256,597	2.00%	1,250,555	1.96%	1,830,451	2.75%	1,404,057	1.98%	1,775,001	2.15%

From a revenue generation perspective, the residential classes are contributing 63.4% of the additional tax revenue while commercial and industrial generated healthy gains at 25.4% and 10.4% respectively, cumulatively representing 99.2% of the annualized revenue growth.

Tax Levy Comparisons

The following table depicts how the County's general tax levy has changed over the past five years and how it has been shared among the property classes. The distribution of the tax levy between property classes is driven by unique ratios for each class relative to the residential class, which is set at one.

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Table 3 – County General Levy Distribution for Years 2020 to 2024

Property Tax Class	2020 as revised		2021 as revised		2022 as revised		2023 as revised		2024 as revised	
	\$	%	\$	%	\$	%	\$	%	\$	%
Residential	41,381,878	64.56%	42,039,055	64.70%	46,079,205	65.12%	46,556,530	64.52%	54,238,372	64.31%
Farm	5,165,231	8.06%	5,163,273	7.95%	5,448,904	7.70%	5,594,723	7.75%	6,410,907	7.60%
Managed Forest	11,403	0.02%	12,119	0.02%	13,149	0.02%	13,552	0.02%	16,239	0.02%
New Multi-residential	7,853	0.01%	100,501	0.15%	199,317	0.28%	312,332	0.43%	518,415	0.61%
Multi-residential	1,492,465	2.33%	1,483,760	2.28%	1,597,862	2.26%	1,579,752	2.19%	1,802,072	2.14%
Commercial	8,412,140	13.12%	8,561,500	13.18%	9,300,820	13.14%	9,596,652	13.30%	11,430,479	13.55%
Industrial	2,491,816	3.89%	2,711,338	4.17%	2,910,844	4.11%	3,359,661	4.66%	3,588,407	4.25%
Aggregate Extraction	-	-	-	-	-	-	-	-	437,773	0.52%
Large Industrial	3,906,899	6.09%	3,670,117	5.65%	3,904,659	5.52%	3,847,607	5.33%	4,404,791	5.22%
Pipeline	1,231,152	1.92%	1,233,315	1.90%	1,304,586	1.84%	1,302,596	1.81%	1,498,040	1.78%
Sub-total Taxable	64,100,837	100.00%	64,974,978	100.00%	70,759,346	100.00%	72,163,405	100.00%	84,345,495	100.00%

The levy distributions among the classes have remained fairly consistent over the five-year period.

Tax Policy Decisions

The following tables list the tax policy decisions to be considered by Council along with recommendations of the Area Municipal Treasurers/Finance Group and County Treasurer.

[Table 4 – Optional Classes of Property](#)

[Table 5 – Tax Rate Discounts](#)

[Table 6 – Vacant Unit Rebate](#)

[Tables 7 – 7.5 – Tax Ratios](#)

[Table 8 – Graduated Tax Rates \(Banding\)](#)

2025 property tax will be based on the same property values as in 2020 through to 2024 due to the Provincial Government's deferral of reassessment, therefore 2025 tax policy decisions will be less complicated in the absence of shifts in tax that would typically result in a reassessment year or years of phase-in values.

Over the course of the past few years, the Provincial Government has been conducting a review of Ontario's property tax and assessment system. The review is intended to explore opportunities to support a competitive business environment, enhance the accuracy and stability of property assessments, and strengthen the governance and accountability of MPAC.

As part of the review, the Province has been consulting with municipalities through a Property Assessment and Taxation Review Municipal Advisory Committee. During the consultation process, property tax decisions for the past few taxation years were considered by the Province and announced in their *2021 Economic Outlook and Fiscal Review* that property assessments for the 2022 and 2023 tax years would continue to be based on the same valuation date that was used for 2020 and 2021 in order to maintain stability for municipalities and taxpayers. The deferral of a provincial reassessment was resounded in 2023, postponing a reassessment through O.Reg. 261/23, amending the previous year's regulation, followed by an indefinite postponement passed under the *2024 Ontario Budget - Building a Better Ontario*.

The annual tax policy options as well as the regulated education tax for 2025 are described in more detail below.

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Table 4 - Optional Classes of Property

	Decision Points	Recommendation
1.	Office buildings	Not recommended
2.	Shopping centres	Not recommended
3.	Parking lots	Not recommended
4.	Large industrial	Notwithstanding the fact that Council has effectively eliminated the class by setting the ratio to be equivalent to the residual industrial class, it is recommended to retain the class
5.	Small-Scale Value-Added and Commercial Activities on Farms	Not recommended
6.	Small Business Tax Class	Not recommended
7.	New Multi-Residential Subclass	Not recommended

Considerations - the greatest advantage of adopting optional classes was in 1998, when the Provincial transition ratios showed the most tax burden differentiation between classes. There is no longer a legislated deadline for creating or collapsing an optional tax class, however the decision must be made before tax ratios and rates are set. Furthermore, if consideration is being given to introduce an optional tax class, the Ministry of Finance would need to be consulted to legislate a respective transition ratio. This process would be necessary to establish any new optional class.

Small-Scale Value-Added and Commercial Activities on Farms

Bill 70, Building Ontario Up for Everyone Act (Budget Measures), 2016

Considerations – In 2018, the Province announced support for the growth of small-scale agri-food business on farms by enabling property tax changes to be made at the local level. This optional tax policy initiative provides municipalities with the flexibility to tax the first \$50,000 of assessed value of qualifying value-added and commercial activities on farms at a rate that is 75 per cent lower than the commercial or industrial tax rate that would otherwise apply. To support a level playing field with larger processors and off-farm businesses, this treatment is limited to on-farm processing and commercial facilities that are assessed below \$1 million. This is a part of Ontario's plan to encourage job growth in the agriculture sector and support rural economies.

In 2022, the Province enhanced this program with a second subclass, effectively increasing the maximum assessed value to \$100,000. Eligibility for a tax reduction under the second \$50,000 tier, is subject to the following being in place:

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- First subclass for industrial property class, \$50,000;
- First subclass for commercial property class, \$50,000 less assessed value of the land included in the first subclass for the industrial property class;
 - Subject to having a first class industrial property class;
- Second subclass for industrial property class, \$50,000;
- Second subclass for commercial property class, \$50,000 less assessed value of the land included in the second subclass for the industrial property class;
 - Subject to having a second subclass for industrial property and a first class for the commercial property class.

The current year's tax roll for Oxford identifies seven potential eligible properties – four commercial properties and one industrial property with assessment totalling \$257,600. The potential impact of employing this tax policy option would be approximately \$3,650 collectively, however four of the properties are already benefitting from the vacant land reduction policy, therefore eligibility would require further investigation. Concern has also been expressed regarding resources required to identify and confirm the nature of each enterprise to ensure eligibility, and to deal with appeals disputing the eligibility and/or assessment values assigned by MPAC.

Small Business Property Subclass

Considerations – in response to some municipalities requesting additional property tax tools that would provide targeted tax relief to small businesses and increase business competitiveness, through the Province's review of Ontario's property tax and assessment system an optional small business class policy was introduced in 2021.

Following release of the regulations, staff in collaboration with the Area Municipal Treasurers, undertook a review of the provincial regulations released in May 2021 to determine if there would be benefit in pursuing the development of a small business subclass for Oxford County. The findings were reported to Council on October 13, 2021 under [Report CS 2021-39](#) entitled "Tax Policy – Optional Small Business Subclass".

In summary, the policy is limited to granting authority to municipalities the option to develop and implement a locally designed program, which is a significant departure from the standard approach to optional tax policies in Ontario. This subclass will require a much different approach than what municipalities have been used to in considering tax policy options. Instead, municipalities will have to give careful consideration to:

- deciding what will qualify as a small business locally;
- determine what criteria will be relied on and how eligibility will be documented in order to be substantiated;
- design and implement an ongoing administrative structure including a quasi-judicial function administered by municipal staff; and
- provide MPAC with annual listings of eligible properties and updates as necessary to ensure compliance in accordance with the local program.

Further, it was determined that there are a number of preliminary challenges to address if the County and its Area Municipalities are interested in employing an optional small business

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subclass, starting with defining “Small Business” – arriving at a definition that determines who gets the benefit, who does not, and who will bear the costs of the benefits of those properties in the subclass. These decisions will likely face opposition, not only at the time the policy is established, but in post implementation when properties are determined eligible or ineligible.

As for the eligibility criteria, assessment data does not support an effective or objective assessment of whether a business is large or small, rather it relates to the building’s general use and not the value, wealth or sustainability of the business. In light of the foregoing, there should be other factors considered when defining properties that are eligible, such as:

- responsibility for tax burden – landlord vs tenant;
- size of operation – whether the business is family owned and operated on a street-facing building, owned by a local owned franchise, or operating in a mall and owned by a nation-wide chain;
- type or nature of business, sector – targeting certain businesses such as tourism sector, hospitality, personal care and excluding certain businesses that are not generally open to the public providing off-site services, as examples;
- location – main street, existing commercial zones, new commercial zones, business parks, etc.

To date, the Cities of Toronto and Ottawa have implemented a small business property subclass while Grey County and City of Barrie undertook the necessary public consultation process and decided against implementation. Other counties in our region who have decided not to consider the small business property subclass includes Perth and Wellington.

Aside from employing tax policy to support our local small business community, the County, in collaboration with the Area Municipalities, provides Community Improvement Plans to assist in making improvements to their buildings.

In addition to the local support for our business community, effective January 1, 2021, the Province reduced the Business Education Tax Rates province-wide to a uniform level of 0.88%. Although this provided an education tax reduction of 30% for businesses in Oxford County, the loss of education funding is now funded by provincial and local taxpayers, and a portion previously retained by the municipalities for certain Payment in Lieu Properties.

In light of the challenges and additional costs anticipated by the adoption of an optional small business property subclass, County Treasurers are of the opinion that the challenges and cost burden to other taxpayers will outweigh benefits to local small businesses. In response, County Council adopted the recommendation contained in Report CS 2021-39 – that an optional Small Business Subclass not be implemented for the 2022 taxation year with that decision being carried through to 2024 tax policy.

It is important to note that due to the time that would be involved in conducting the prescribed public consultation process; establishing necessary policies, an administrative framework and sourcing staff resources to implement and maintain the policy; and MPAC modifying the roll to accommodate the defined criteria, the process would need to commence at least 18 months in advance of the tax year for implementation.

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Tax Rate Discounts

In the *2020 Ontario Budget*, the Province responded to requests from municipalities to streamline the ability to modify the process for defining vacant unit rebate and vacant and excess land subclass programs. Subsequently, the Province amended the *Municipal Act, 2001* and the *City of Toronto Act, 2006* to enable municipalities to implement program changes through municipal by-law rather than requiring the approval of a regulatory amendment by the Minister of Finance. Furthermore, the *Municipal Act, 2001* permits a municipality, other than a lower-tier municipality, to pass a by-law indicating that the prescribed subclass reductions do not apply¹.

Subclass tax rate discounts are available for reducing the tax apportionment to certain property types meeting specified criteria, including:

- Commercial and industrial vacant land, with specified zoning or planning details which have no assessable buildings; (upper limit 1.00 – lower limit 0.65)
- Commercial and industrial excess land, are lands in excess of land required to support the improved portions of the land under municipal planning rules;
- Farmland awaiting development, being actively farmed and has a registered plan of subdivision or building permits have been issued.

Table 5 - Tax Rate Discounts – to establish policy to reduce the tax burden on vacant commercial and industrial land and farmland awaiting development.

	Decision Points	Previous Program	Recommendation
1.	Farmland Awaiting Development Subclass 1	55%	No change
2.	Farmland Awaiting Development Subclass 2	55%	No change
3.	Commercial Vacant/Excess Land	30%	No change
4.	Industrial Vacant/Excess Land	35%	No change

Considerations – may establish a uniform reduction factor for both commercial and industrial anywhere between 30% and 35%. Farmland awaiting development can have a reduced rate adjusted by 10% up or down in any given year, provided that the reduction remains within 25% to 75% for the first subclass, and 0% to 75% for the second subclass.

Since the amendments were implemented to the *Municipal Act, 2001* to allow municipalities to eliminate vacant and excess land subclass tax reduction programs, most municipalities across the province have eliminated this program. In light of this, the Area Municipal Finance Group undertook a review prior to proposing 2023, 2024 and 2025 tax policy. Considering recent

¹ *Municipal Act, 2001* Subsection 313 (1.3)

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geopolitical pressures and the industries that would be financially impacted the most, the Area Municipal Finance Group does not recommend change in the vacant and excess land subclass rate reduction program and will further review impacts during 2026 tax policy review.

Table 6 – Vacant Unit Rebate – to establish policy to provide tax rebates to owners of property that have vacant portions if that property is in any of the commercial classes or industrial classes.

	Decision Points	County-Wide Regulated Program	Recommendation
1.	Vacant Unit Rebate Program	O.Reg. 325/01 - County of Oxford 20. (2) No rebate is payable under section 364 of the Act for a taxation year in respect of a building, structure or portion of a building if the municipality paid or credited a rebate in respect of the building, structure or portion, as the case may be, for any five previous taxation years.	Local municipal decision

In setting 2017 tax policy, Oxford County was granted a regulatory amendment for the vacant unit rebate program, adopted under O. Reg. 325/01 – see Table 6. The County's vacant unit rebate program caps a commercial or industrial property to five years of benefit from the rebate program which became effective in 2018. Subsequently, the Province amended the *Municipal Act, 2001* to allow lower-tier municipalities, by by-law, to determine that a vacant unit program does not apply in the municipality².

Based on the review undertaken in 2023 by the Area Municipal staff who administer the vacant unit rebate program, they were generally of the opinion that tracking the number of years each property has remaining for eligibility under the program was administratively cumbersome, making it difficult to justify based on the number of applications recently being approved. In response, five of the Area Municipalities have enacted by-laws to opt out of the Vacant Unit Rebate program in 2023, being Woodstock, Ingersoll, East Zorra-Tavistock, Norwich and South-West Oxford.

Although some of our Area Municipalities have enacted by-laws to exercise the opt-out provision eliminating the vacant unit rebate program, the County's regulated program under O.Reg. 325/01 will continue to apply for the remaining Area Municipalities.

Vacant Housing Tax

The Province's *Fair Housing Plan* legislated in 2022 empowered municipalities to implement a Vacant Homes Tax ("VHT") within their jurisdictions. The intent of this legislation is to

² *Municipal Act, 2001* Subsection 364 (1.1)

“encourage” property owners to either sell unoccupied housing units or actively rent them to increase the supply and reduce the cost of housing.

Amendments to the *City of Toronto Act* effectively grants the City of Toronto unconditional authority to implement a VHT, however amendments to the *Municipal Act, 2001* require all other municipalities in the province to seek approval from the Ministry of Finance before doing so.

In order to consider a VHT in a municipality it is important to understand which properties would be subject to the tax and if the inventory is significant enough to justify the cost of establishing the necessary administrative structure to maintain the program to ensure it is sustainable. More specifically, the administrative structure will include ongoing maintenance of the inventory of applicable properties, enforcement and appeal processes.

Prior to requesting Ministry approval for a VHT program, the following framework should be carefully considered:

- definition of vacant homes;
- exemption criteria;
- tax rates and penalty options;
- projected revenue generated;
- cost of implementation and ongoing administration of the VHT program;
- in two-tier jurisdictions, which level of government will be responsible for what aspects of the VHT program; and,
- proposed application of revenues in excess of program expenditures.

Cities in the GTA, Ottawa and London have implemented VHT programs. Considering the administrative requirements of a VHT program, staff are of the opinion that it is likely to be most effective in large urban centers where residential speculation is more prevalent and has a significant impact on the availability of housing in comparison to municipalities with significant farmland assessments. Therefore, staff are not recommending consideration of pursuing a VHT at this time and will continue to monitor its relevance for our jurisdiction over time.

Tax Ratios

Tax ratios are a factor in the calculation of tax rates, used to weight assessed values by property class in determining the allocation of the tax levy among properties, however tax ratios are restricted in movement, either closer to or, within the prescribed thresholds set by the Province – refer to Table 7.1.

In 2017, the Minister of Finance introduced new legislation proclaiming that the multi-residential ratio cannot be greater than 2.0 or the property class will be subject to a levy restriction, meaning that no portion of a levy increase can be imposed on the multi-residential tax class, which applied to Oxford at that time.

Municipalities were also informed by the Ministry in 2017 that, according to the *Fair Housing Plan*, the Province implemented a mandatory new multi-residential property class province-wide to ensure that municipalities tax new multi-residential development at the same rate as

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residential properties. The intent was to support and encourage the development of new, purpose-built rental housing as a step to improve housing affordability in the rental market.

In response, analysis was conducted to assess the impacts of migrating the County's 2.74 multi-residential tax ratio to the new Provincial maximum threshold for multi-residential tax ratio of 2.0 over a four-year period. This was achieved within the property value assessment cycle at the time, reaching the destination ratio of 2.0 in 2020.

The New Multi-Residential subclass offers a discounted rate of up to 35% of the New Multi-Residential class which is 1.0 equivalent to the Residential class, is another option to incent additional housing. As it may be appealing to developers, it is too soon to determine if it will actually increase supply, particularly when the construction industry is experiencing challenges related to resource and supply chain constraints. On that basis, staff will review the effectiveness of this initiative and its potential impact on the residential class when proposing tax policy in the coming years.

In Oxford, the tax ratios, with the exception of the farm class ratio, can only be decreased toward the range of fairness, which will result in additional permanent tax burden to other classes such as the residential class. Table 7.1 – Tax Ratio Summary illustrates the County's 2024 starting tax ratios compared to the range of fairness regulated by the Province.

As the farm class ratio falls within the range of fairness, it can be increased up to the upper limit if deemed appropriate – more information regarding the farm class ratio follows Table 7.1.

Table 7 - Tax Ratios

	Decision Points – Funding Options	Recommendation
1.	Adopt previous year's actual tax ratios - refer to Table 7.1 – Tax Ratio Summary	Recommended
2.	Class neutral transition ratios to mitigate inter-class shifts that would otherwise occur due to reassessment	Not applicable
3.	Flow through a rate increase of less than or equal to a maximum of 50% of the rate increase to the residential class to levy-restricted (hard-capped classes)	Not applicable
4.	Move Class Tax Ratios that exceed the Ranges of Fairness closer towards them; this will shift a larger share of the tax burden onto residential ratepayers	Not recommended
5.	Establish Class Tax Ratios anywhere within the Ranges of Fairness	Not recommended
6.	Reduce Farm Class Tax Ratio below 25%	Recommend previous year's tax ratio
7.	New Multi-Residential subclass – discount of up to 35% of the New Multi-Residential class	Not recommended

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Considerations – Tax ratios may be moved within or closer to the range of fairness if the ratio is currently not within that range – refer to Table 7.1.

Table 7.1 - Tax Ratio Summary

Realty Tax Class	County Ratio	Range of Fairness		Threshold Ratios	
		Lower Limit	Upper Limit	Threshold	Subject to Levy Restriction
Residential	1.000000	1.00	1.00	-	N/A
Farm	0.217700	0.00	0.25	-	N/A
Managed Forest	0.250000	0.25	0.25	-	N/A
Pipeline	1.259300	0.60	0.70	-	N/A
New Multi-Residential	1.000000	1.00	1.00	-	N/A
Multi-Residential	2.000000	1.00	1.10	2.0	No
Commercial	1.901800	0.60	1.10	1.98	No
Landfill	1.901800	0.60	1.10	1.98	No
Industrial – including Large Industrial	2.630000	0.60	1.10	2.63	No
Aggregate Extraction	2.140048	0.60	1.10	2.63	No

The tax ratio for the residential class is legislated at 1.0, while the farm and managed forest classes have a prescribed tax ratio of 0.25. Municipalities have the flexibility to set a tax ratio for the farm class below 0.25, however, this reduction would only apply to the municipal portion of the tax bill.

As background information, 2017 and 2018 annual tax policy introductory reports included reference to the January 1, 2016 property value reassessment conducted by MPAC for tax purposes which resulted in significant increases for farm properties in southwestern Ontario. In recognition of the potential impact on local farm businesses, the County and Area Municipal Treasurers and Tax Collectors hosted an information session at an Oxford Federation of Agriculture meeting at the Regional OMAFRA office in March of 2016. Presenters at the session included representation from MPAC and a professional property valuator from London having expertise in farm property valuations. It was evident from the information provided at that event that the farm property values in Oxford had historically been undervalued and would be experiencing a marked increase in the 2016 CVA update. Some of the reasoning behind the significant increase specific to our jurisdiction was cited as past history of farm properties being passed on from generation to generation, whereas more recently farmers are retiring without

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succession plans and they have been selling to independent third parties at what is considered a more fair “market” value.

In response to receiving the 2017 Reassessment Notices based on January 1, 2016 CVA, the Ontario Federation of Agriculture rallied the farming communities across the province to lobby their local tax policy decision makers (upper and single-tier municipalities) to reduce the farm property class tax ratio typically set at 0.25, or 25% of the residential rate, to lessen the shift in tax to that class.

The following table presents the comparison of County Council’s efforts to mitigate the increase in the farm class property tax burden imposed by the significant increase in assessed values during the current (extended) assessment cycle.

Table 7.2 – Farm Tax Ratio – Current Assessment Cycle

	2017	2018	2019	2020	2021	2022	2023	2024	2025
Farm tax ratio	0.250000	0.235000	0.235000	0.217700	0.217700	0.217700	0.217700	0.217700	0.217700
Levy share	7.1%	7.4%	8.0%	8.1%	7.9%	7.9%	7.7%	7.6%	7.6%

The figures illustrate how the phased-in reassessment increased the farm class share of the general levy and Council’s action taken in 2020 to cap that share. Considering the 2024 assessment remains at full value that was reached in 2020, the proportionate share of the levy for the farm class has remained relatively consistent without any change in the ratio over those years due to growth related assessment predominantly in the residential, commercial and industrial classes, all having higher tax ratios.

Impact on Typical Properties

As previously referenced in this report, the Provincial Government has delayed implementation of the January 1, 2019 assessment figures for 2021 to 2025 tax purposes. In keeping with the Province’s lead, staff are recommending no change in 2025 tax ratios from those employed in 2020 to 2024 to maintain as much of a stable financial obligation for property owners as is possible.

Tables 7.3 and 7.4 presented under this section of the report illustrate how the County’s 2025 composite tax levy increase will impact the typical residential and farm properties respectively, based on no change in ratios over the prior year.

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Table 7.3 – Tax Impact on Typical Residential Properties

Single Family Detached Residential	2024 Tax	2025 Tax	\$ Change	% Change
Phased CVA	\$275,022	\$275,022	\$0	0.00%
Composite tax rate	0.00489998	0.00523067	0.00033069	6.75%
Total tax	\$1,348	\$1,439	\$91	6.75%
Single Family Detached Residential	2024 Tax	2025 Tax	\$ Change	% Change
Phased CVA	\$250,000	\$250,000	\$0	0.00%
Composite tax rate	0.00489998	0.00523067	0.00033069	6.75%
Total tax	\$1,225	\$1,308	\$83	6.75%

The typical residential property in Oxford County is valued at \$275,022 for 2024 and 2025. Although there is an increase in the 2025 composite levy (general, library and court security grant levies combined) of \$7.8 million or 8.9% over 2024, the 2024 assessment growth assists in providing a broader base for distribution, resulting in an increase in property tax for the typical property of \$91. The lower portion of this chart illustrates the residential property tax burden and the change over the prior year for \$250,000 in assessment.

Table 7.4 – Tax Impact on Farm Related Properties

Farm Related Properties	2024 Tax	2025 Tax	\$ Change	% Change
Farm House CVA	\$201,500	\$201,500	\$0	0.00%
Composite tax rate	0.00489998	0.00523067	0.00033069	6.75%
Total tax	\$987	\$1,054	\$67	6.75%
Farm Related Properties	2023 Tax	2025 Tax	\$ Change	% Change
Farm Land CVA	\$1,471,700	\$1,471,700	\$0	0.00%
Composite tax rate	0.00106673	0.00113871	0.00007198	6.75%
Total tax	\$1,570	\$1,676	\$106	6.75%
Total Property Tax	\$2,557	\$2,730	\$173	6.75%

Due to the fact that such a large proportion of farm properties are made up of multiple portions (residential, commercial, etc.), the impact on farm related properties illustrated in Table 7.4 is based on the median CVA for a farm house and for farm land per roll number. This is prepared for illustrative purposes only as assessment per roll as it relates to farmland and is not necessarily reflective of an entire farming operation.

It is important to understand other tax benefits that are available to farm properties. As an example, farm owners who reside on the property pay a residential tax component for their home plus one acre of land at the farmland rate. However, the valuation is based on a

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replacement cost method that produces a much lower value than non-farm residences. Property owners who are not engaged in farm activity or business and lease their land to a bona fide farmer, are inherently benefitting from lower residential taxes. Many farmland properties are also benefitting from property tax discounts, subject to eligibility criteria, under the Managed Forest Tax Incentive Program (0.25 ratio) or the Conservation Land Programme which is fully exempt from property taxes.

Tax Rates

Prior to calculating tax rates, the following additional decisions need to be made:

Table 8 - Graduated Tax Rates (Banding)

	Decision Points	Recommendation
1.	Two bands and thresholds for each band	Not recommended
2.	Three bands and thresholds for each band	Not recommended

Considerations – typically used so that properties with higher assessments within the class are taxed at a higher rate than properties with lower assessments. Not commonly used since it disregards the correlation between the assessed value of the property and the size, or businesses' ability to pay. In addition, it tends to create tax advantages and disadvantages on a per-property basis.

Other Policies

The following policies have been adopted by Council in the past and, although legislation does not require ratification or reconsideration on an annual basis, the Area Municipal Treasurers/Finance Group review these policies on an annual basis to ensure they remain relevant and effective.

In response to this year's review, the Area Municipal Treasurers/Finance Group are not proposing any amendments to these policies and there have not been any provincial legislative changes from the prior year's review that would require further amendments to these policies.

Financial Hardship Program – By-law No. 5912-2017, being a by-law that provides for deferral of the annual eligible amount for eligible property. Amounts deferred under this program are permitted to accrue as long as the person remains eligible until such time as the property is sold, or otherwise transferred, or taxes paid. Refer to Attachment 1 to review the policy.

Tax Rebates to Eligible Charities and Similar Organizations – By-law No. 5913-2017 being a by-law that establishes a tax rebate program for the purposes of providing relief from taxes or amounts paid on taxes on eligible property owned by eligible charities and similar organizations, is attached as Attachment 2 to this report.

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Education Tax Rates

The Ministry of Finance annually prescribes education tax rates for municipalities. Table 9 reflects the 2025 rates as set by O.Reg. 400/98 which have remained consistent since 2021.

Table 9 – Education Tax Rates

	2025
Residential	0.00153000
Multi-Residential	0.00153000
New Multi-Residential	0.00153000
Farm	0.00038250
Managed Forest	0.00038250
Commercial	0.00880000
Industrial	0.00880000
Aggregate Extraction	0.00511000
Pipeline	0.00880000
Landfill	0.00880000
Commercial	0.00880000
Industrial	0.00880000

CONCLUSIONS

This report is presented for Council's consideration of setting 2025 tax policy for the purpose of levy distribution among the various tax classes. The Province has provided upper and single-tier municipalities with the authority to define what fair distribution should be within those municipalities' jurisdictions using ratios intended to be set within a prescribed "range of fairness".

Council is asked to consider the decision points contained within the report in consultation with their Area Municipal Treasurer. Any direction from Council regarding tax policy options and allocation of the 2025 property tax received at this meeting will allow staff to prepare the appropriate by-law for Council's consideration on April 9, 2025.

SIGNATURES

Departmental approval:

Original signed by

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

Report CS 2025-11
CORPORATE SERVICES
Council Date: March 26, 2025

Approved for submission:

Original signed by

Benjamin R. Addley
Chief Administrative Officer

ATTACHMENTS

Attachment 1 – By-law No. 5912-2017 – Financial Hardship Program

Attachment 1 – By-law No. 5913-2017 – Tax Rebates for Eligible Charities and Similar Organizations

COUNTY OF OXFORD

BY-LAW NO. 5912-2017

BEING a by-law to provide tax deferrals for the purposes of relieving Financial Hardship.

WHEREAS the County of Oxford is required to have a tax relief program of deferrals or cancellation or other relief to relieve financial hardship in respect of property that is in the residential property class for property owners who are, or whose spouses or same-sex partners are, low income seniors or low-income persons with disabilities, pursuant to s.319. of the Municipal Act, 2001, S.O. 2001, as amended (hereinafter referred to as the "Act");

NOW THEREFORE the Council of the County of Oxford enacts as follows:

1. In this by-law:
 - a) "eligible person" means:
 - i) a low-income person with disabilities who owns eligible property as defined in this By-Law;
 - ii) a low-income senior who owns eligible property as defined in this By-Law;
 - iii) the spouse or same-sex partner of either i) or ii) who owns eligible property as defined in this By-Law.
 - b) "eligible property" means residential property in the County of Oxford including condominiums that is the principal residence of the owner as defined in the Income Tax Act (Canada) but does not include condominium units forming part of or associated with a tourist commercial establishment.
 - c) "low-income person with disabilities" means a person who is in receipt of assistance paid under the Ontario Disability Support Program Act, 1997 or is in receipt of a disability amount paid under the Family Benefits Act (Ontario).
 - d) "low-income seniors" means a person who is at least 65 years of age or older and in receipt of payments under the Guaranteed Income Supplement (GIS), as established under Part II of the Old Age Security Act (Canada), as amended.
 - e) "Corporation" means each of the individual area municipalities within the County of Oxford.
 - f) "Treasurer" means the treasurer of a lower-tier municipality or a person delegated the Treasurer's powers and duties under s.286(5) of the Act.

GENERAL ADMISSION

2.
 - a) The administration of the tax deferral program established by this By-Law is hereby delegated to the lower-tier municipalities.
 - (b) Applications made under this By-Law shall be made to the Treasurer of the lower-tier municipality in which the eligible property is located.

- c) Applications shall include supporting documentation to establish the eligibility of the person seeking the deferral.
- d) Applications shall include an authorization signed by the applicant authorizing third parties to release to the Treasurer all information the Treasurer may require to verify the accuracy of the information submitted by the applicant.

APPLICATION FOR DEFERRAL

- 3. a) An eligible person may make application to the Treasurer during a taxation year for the deferral of a property tax increase in the taxation year on eligible property.
- b) An application to determine eligibility for a deferral shall be in a form as set out in Schedule "A" hereto and forming part of this By-Law.

EVALUATION OF APPLICATION FOR DEFERRAL

- 4. a) The Treasurer shall review each application for deferral and determine if the applicant and the property are eligible for a tax increase deferral under this By-Law.
- b) The Treasurer may, at any time, request the applicant to provide such additional information and documentation as the Treasurer may require in order to evaluate the application.
- c) An application for tax increase deferral will not be processed if any required information is not provided.
- d) The determination of the Treasurer as to the eligibility of the applicant and the eligibility of the property shall be final.

GRANT OF TAX DEFERRAL

- 5. a) Where the Treasurer has determined that an applicant and the property meet the requirements of this By-Law then tax relief in the form of a tax increase deferral in respect of the property shall be granted.
- b) The tax increase amount deferred shall be deferred until the eligible property is sold, at which time any deferred amounts shall become a debt payable to the Municipality and the lower-tier municipality in which the eligible property is located.
- c) Where an applicant, or the applicant's spouse or same-sex partner, each own what would otherwise be eligible properties pursuant to this By-Law, the tax increase deferral granted under this By-Law shall be limited to one of the otherwise eligible properties. The applicant, or the applicant's spouse or same-sex partner shall elect which of their otherwise eligible properties shall receive the tax increase deferral and such election shall not be changed without the consent of the Treasurer.
- d) If, at any time, a person eligible for relief under this By-law that has been granted a tax increase deferral under this By-Law, ceases to be an eligible person, all tax relief ceases and all deferred tax amounts together with accumulated interest

become a debt payable to the Municipality and the lower-tier municipality in which the eligible property is located. The Municipality reserves the right to, at any time, request confirmation of a person's ongoing eligibility in accordance with Section 4 b).

- e) Tax relief granted pursuant to this By-Law for any taxation year shall be limited to one (1) single family dwelling per owner.
- f) Where a deferred amount becomes payable under this By-Law, and the amounts due are not immediately repaid, such outstanding amount shall be subject to interest and penalties in accordance with the applicable tax collection by-laws.

LIEN UPON LANDS

- 6. The amount of tax relief in the form of tax deferral granted pursuant to this By-Law shall be a lien upon the eligible property in accordance with the provisions of s.319 (14) and s.349 of the Act.

INTEGRITY PROVISIONS

- 7. Every person who, pursuant to this By-Law:
 - a) Files a fraudulent application; or
 - b) Fails to fully disclose their financial circumstances in support of an application; or
 - c) Fails to notify the Treasurer of a change in financial circumstances as required herein;

is guilty of an offence and is liable to prosecution and on summary conviction is liable to a fine not exceeding \$5,000.

GENERAL

- 8. Nothing in this By-Law derogates from any tax deferral or other relief granted under any predecessor to this By-Law, or from any tax lien arising under any predecessor to this By-Law.
- 9. This By-Law shall come into force and take effect on January 1, 2017. By-Law No. 4285-2003 is hereby repealed.

READ a first and second time this 8th day of March, 2017.

READ a third time and finally passed in this 8th day of March, 2017.

"David Mayberry"

DAVID MAYBERRY, WARDEN

"Brenda J. Tabor"

BRENDA J. TABOR, CLERK

SCHEDULE "A"**BY-LAW NO. 5912-2017****APPLICATION FOR TAX DEFERRAL FOR RELIEVING FINANCIAL HARDSHIP**

Tax Year being applied for: _____

Name: _____

Address: _____

City: _____ Postal Code: _____

Proof of at least one of the following:

1. Low Income Senior: _____

Must be 65 years of age or older and eligible to receive Guarantee Income Supplement.

Date of Birth (MM/DD/YY) _____

2. Disabled Low Income Person _____

Must be eligible for Disability Pension under Family Benefits Act of Ontario, as amended or Ontario Disability Support Program Act, 1997, as amended.

Amount of tax increase \$ _____

A deferral for an amount less than \$100.00 will not be granted.

- I understand that the deferred taxes and accumulated interest/penalty (only applies to years before 2001) form a priority lien on the property and will be paid in full upon registered change in titles.
- I am the owner of the property which is my principal residence.

This application must be received annually in the Office of the Treasurer, no later than April 30th in the year for which relief is being requested.

Owner's Signature_____
Telephone number_____
Witness – Officer Title_____
Date Applied

FOR OFFICE USE ONLY

Date: _____

Property Location: _____

Roll Number: _____

Account Number: _____

CALCULATION OF TAX INCREASE:

Amount = \$ _____ - \$ _____
 Current year taxes Prior year taxes

Upper Tier Taxes Deferred \$ _____

Lower Tier Taxes Deferred \$ _____

School Board Taxes Deferred \$ _____

Circle appropriate School Board EP ES FP FS

Total Taxes Deferred \$ _____

Added to Tax Certificate _____

School Board Advised _____

Treasurer or Designate Approval_____
Date

COUNTY OF OXFORD

BY-LAW NO. 5913-2017

BEING a by-law to establish a tax rebate program for the purposes of providing relief from taxes or amounts paid on account of taxes on Eligible Property Occupied by Eligible charities and similar organizations.

WHEREAS the County of Oxford (the “Municipality”) is required to have a tax rebate program for eligible charities and may have a tax rebate program for similar organizations, for the purposes of giving relief from taxes on eligible property they occupy, pursuant to section 361 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended (hereinafter referred to as the “Act”);

AND WHEREAS subsection 361(4) of the *Act* provides municipalities with a number of specific options to tailor this program to suit local priorities and preferences;

AND WHEREAS the Council of the County of Oxford deems it appropriate to enact this By-Law for the purpose of establishing a tax rebate program to be administered by its lower-tier municipalities;

NOW THEREFORE the Council of the County of Oxford enacts as follows:

1. In this By-Law:

“eligible charity” means a registered charity as defined in section 248(1) of the *Income Tax Act* (Canada) that has a registration number issued by the Canada Customs and Revenue Agency;

“eligible property” means property that is in one of the commercial property classes or in one of the industrial property classes within the meaning of section 308(1) of the *Act*, or an individual property specified in “Appendix A” of this by-law if that property meets all other program requirements;

“qualified application” means an application for a property tax rebate that demonstrates to the satisfaction of the lower-tier Treasurer the entitlement of the applicant charity or other similar organization to receive a rebate in accordance with this By-Law;

“similar organization” means an organization specified in “Appendix A” of this by-law, which does not meet the definition of “eligible charity” within the meaning of this by-law;

“taxes” has the same meaning as set out in subsection 361(12) of the *Act* and includes property taxes levied for upper-tier, local and/or education purposes and includes general and special area levies.

2. An eligible charity or similar organization that pays taxes on eligible property that it occupies may make application to the lower-tier municipality where the eligible property is located for a rebate of the property taxes or amounts on account of taxes in respect of the eligible property.

3. The application shall be in a form required by the Treasurer of the lower-tier municipality, which shall meet or exceed the information requirements of the form attached hereto as "Appendix C" and forming part of this By-Law.
4. The application for a taxation year shall be made after January 1 of the taxation year and no later than the last day of February of the year following the taxation year.
5. A charity or similar organization that is otherwise eligible for a rebate on eligible property under this By-Law is not entitled to any rebate if the eligible property has received a property tax reduction pursuant to section 362 of the *Act*.
6. Upon receipt of a qualified application for a taxation year the lower-tier municipality shall:
 - a) Pay one-half (1/2) of the rebate amount within sixty (60) days after receipt by the lower-tier municipality of the application;
 - b) Pay the balance of the rebate amount within one hundred twenty (120) days after receipt by the lower-tier municipality of the application.
7. The amount of the rebate shall be:
 - a) forty percent (40%) of the taxes, estimated taxes or amounts on account of taxes payable by the eligible charity or other similar organization on the eligible property that it occupies; or,
 - b) such other percentage as may have been prescribed by the Minister of Finance; or,
 - c) if the eligible charity is required to pay an amount under section 367 or section 368 of the *Act*, the amount of the rebate shall be the total of the amounts the charity is required to pay under those sections; or,
 - d) an alternate percentage of the taxes, estimated taxes or amounts on account of taxes payable by the eligible charity or other similar organization on the eligible property that it occupies if, and as specified in "Appendix A" of this by-law.
8. Where the rebate amount has been determined based on the estimated property taxes of the eligible property the amount of the rebate shall be recalculated after the determination of the property taxes and the appropriate adjustments made between the estimated rebate paid by the lower-tier municipality and the rebate to which the eligible charity or other similar organization is entitled.
9. The lower-tier municipality may deduct an adjustment under section 8 of this By-Law from amounts payable in the next year for the next year's rebates in respect of an eligible property.
10. Only properties specified by Council, and detailed in "Appendix A" of this by-law shall be eligible for alternate treatment under this program in regards to:
 - a) designation as a "similar organization";

- b) eligibility for a class of property other than one of the commercial or industrial classes; or
 - c) a rebate percentage other than forty percent (40%).
11. Where Council has deemed it appropriate to grant alternate treatment under this program, the following details must be documented on a property-by-property basis in "Appendix A" of this by-law:
- a) Assessment roll number;
 - b) Realty Tax Class (RTC) and Realty Tax Qualifier (RTQ);
 - c) Assessed Owner;
 - d) Name of Eligible Charity or "Similar Organization";
 - e) The percentage of taxes to be rebated for any taxation year for which eligibility for a rebate has been determined; and
 - f) The first taxation year that alternate treatment under this by-law is to apply.
12. "Appendix A" shall form a part of this by-law and may be amended from time-to-time by Council via resolution or by-law.
13. In granting any alternate treatment under s.11 of this By-Law, Council shall have regard to the guidelines attached as "Appendix B" attached hereto and forming part of this By-Law.
14. By-law No. 5263-2011 be hereby repealed.

READ a first and second time this 8th day of March, 2017.

READ a third time and finally passed in this 8th day of March, 2017.

"David Mayberry"
DAVID MAYBERRY, WARDEN

"Brenda J. Tabor"
BRENDA J. TABOR, CLERK

Appendix A

BY-LAW NO. 5913-2017 As Amended March 13, 2024

Assessment Roll Number	RTC/RTQ	Assessed Owner	Eligible Charity or Similar Organization	Percentage to be Applied in Calculation of Rebate Amount	First Taxation Year to which Alternate Treatment May be Applied
3242 050 040 05610	RT	Oxford County Naval Veterans Association	Oxford County Naval Veterans Association	100%	2011

Appendix B

BY-LAW NO. 5913-2017

Similar Organizations Eligible for Tax Rebates (Excludes Organizations owning and occupying residential property)

Similar Organizations eligible for Tax Rebates must:

- a) demonstrate a concern for the relief of poverty or for people in emotional, physical or spiritual distress; or provide a clear service or benefit to the community by its concern with the advancement of science, education, philosophy; religion, art, sports and other causes beneficial to the community (human services, culture and heritage, public health, recreation, human rights, equity);
- b) be operated on a not-for-profit basis with no share capital and must be accountable to the community;
- c) the services must be accessible to the community as a whole or for an appreciable portion of it.

The following organizations meet the public benefit eligibility criteria noted above and are potential applicants for a tax rebate provided the criteria in b) and c) are also met:

Agricultural Organizations	Youth Recreational Services
Arts and Culture Organizations	Non-Profit Community Organizations
Community Services	Cultural Organizations
Social Service Organizations	Education/Training
Foundation/Institution	Immigrant Services
Religious	Health Societies & Foundations
Health Services	Medical/Hospital
Social Housing Services	Legal Aid Services

Organizations Not Eligible for Tax Rebates

Organizations that are not charitable in nature or provide benefits only to a narrow segment of the community are not eligible for the rebate even if all other criteria are met. Such organizations include but are not limited to:

Artists Studios
 Constituency Offices
 Foreign Tourist Offices
 Foreign Trade Offices
 Non - Profit Foreign Offices
 Social Clubs
 Private Clubs
 Trade Unions
 Property Management Offices
 Associations - Professional & Trade
 Consulate Offices
 Credit Unions/ Pension
 Political Offices
 Government/ Government Agencies
 Non-Profit Professional, Business, Trade Organizations
 Unspecified Occupancies and other uses not identified in the Policy or "Appendix A"

Appendix C**BY-LAW NO. 5913-2017**"AREA MUNICIPALITY NAME"TAX REBATES FOR CHARITABLE ORGANIZATIONS

Application Form

Request for Tax Rebate for taxation year _____

Name of Organization:Registration No:Address:Telephone No.:Contact Name:Length of time at that Address:Date of Occupancy if less than one year:Previous Address if Occupancy is less than one year:Mailing Address if different from above:Name of Landlord:Telephone No.:

Type of Lease:

Net Lease: _____

Gross Lease: _____

Please provide evidence of the following, as applicable:

- a) Proof of status as an eligible organization;
- b) Non-Profits to provide most recent financial statement and copy of charter;
- c) Property taxes included in lease payments for current year;
- d) Monthly / annual lease payments for current year.

Name:Date:Position:Signature

To be completed by Area Municipality Staff:

Property Tax per Square Foot:

Amount of Tax Rebate:

Payment Dates & Amounts:

Name:

Date:

Position:

Signature:

REPORT TO COUNTY COUNCIL

Grants Program Policy Review and Update

To: Warden and Members of County Council

From: Director of Corporate Services

RECOMMENDATION

1. That the Grants Program Policy 6.26, be amended as attached to Report CS 2025-12 entitled “Grants Program Policy Review and Update”, dated March 26, 2025.

REPORT HIGHLIGHTS

- The Grants Program Policy, adopted in 2024, was to establish a governance framework for the annual disbursement of grant funds to local non-profit organizations and economic development offices.
- A review of the first year’s Grants Program will ensure the policy and procedures are well defined for the approval authorities and the grant applicants; and satisfies Council’s expectations of the governance model.

IMPLEMENTATION POINTS

Upon Council’s approval of the recommendation contained in this report, the Grants Program Policy will be updated in the County’s General Policy Manual and posted on the website, and staff will proceed with inviting applications under the 2026 Grants Program starting May 1, 2025.

Financial Impact

There are no financial impacts associated with the recommendation contained in this report beyond what has been approved in the current year’s budget.

Communications




The Strategic Communications and Engagement Team will initiate the 2026 Grants Program promotion campaign and the Manager of Strategic Initiatives will engage the Safe and Well Oxford Committee in considering potential initiatives that could benefit from the grant program.

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 1.2 – Sustainable infrastructure and development Goal 1.3 – Community health, safety and well-being Goal 1.4 – Connected people and places	Goal 2.1 – Climate change mitigation and adaptation Goal 2.2 – Preserve and enhance our natural environment	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 Goal 3.5 – Advocate for Oxford County

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

DISCUSSION

Background

In response to a Council resolution arising from the 2024 business plan and budget process, staff developed a Grant Program Policy that was approved at their September 11, 2024 meeting. At the time of passing, Council gave staff direction to report back prior to commencing the 2026 Grant Program with any recommended changes for Council's consideration. The intent of the direction was to review the effectiveness and allow for improvements that may be identified in the first year of introducing the Program.

As part of the 2025 Business Plan and Budget process, there was a \$250,000 grant provision for the purpose of investing in initiatives within the community that would advance County Council's 2023-2026 Strategic Plan, Safe and Well Oxford Plan and the efforts of Area Municipal Economic Development Offices.

In the first year of the Grant Program, the County received 16 applications. In accordance with the Policy, a Grant Approval Committee was established to evaluate and approve the grant applications which included the CAO, Director of Corporate Services, Acting Director of Human Services and Manager of Strategic Initiatives. The process was facilitated by the County's Procurement Officer who guided the decision making process as established within the Grants Program Procedure. That review process identified three successful applications meeting the Program criteria, being Creative Connection (Area Municipal Economic Development Offices), the Small Business Centre and Domestic Abuse Services Oxford. The grant allocations awarded totaled \$131,500, leaving \$118,500 remaining in the approved budget allocation.

Comments

Throughout the initial roll out of the Grant Program, staff noted weaknesses in policy wording to clarify interpretation; improvements to the procedure to clarify roles; and adjustments to the application to clarify eligibility. Staff also sought feedback from some applicants and a prior grant recipient regarding the program for input on potential improvements to the policy, related documents and information.

In response, the following provides a summary of proposed changes to the Grants Program Policy:

- A definition for "project" has been added to clarify that it refers to an initiative or event put forward by an eligible organization.
- Identifies the Safe and Well Oxford Steering Committee and their option to review applications for alignment with goals and objectives set out in the Safe and Well Oxford Plan for consideration of grant funding.

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- Guiding Principles is updated indicating that eligible organizations shall identify the alignment between their project with the Safe and Well Oxford Plan and/or the Oxford County Strategic Plan; and that the grant application shall provide details of the project sustainability to continue to serve and operate in the future independently of the County's grant program funding.
- The Eligible Organizations and Expenses paragraph reinforces that the project or community event must be broadly available to, and impact, a large number of people within the community and include targeted groups identified in the Safe and Well Oxford Plan; and initiatives that are not currently or sufficiently supported in the community.
- The list of ineligible expenses has been expanded to exclude those currently funded through other Oxford County programs; and operational costs for ongoing or existing programs.

A redlined version of the proposed amendments to the Grant Program Policy can be found in Attachment 1 and minor amendments to the Grants Program Procedure are provided in Attachment 2. Staff are of the opinion that this review and implementation of the proposed amendments will meet Council's expectations of the program and service the community well until the next planned review following an update to the County's Strategic Plan.

CONCLUSIONS

The initial year of a governance framework for the disbursement of grant funding to local non-profit organizations and local economic development offices as set out in the Grants Program Policy, has proven to ensure that municipal funds are allocated transparently, equitably, and in alignment with the County's strategic plan. Enhanced by the proposed amendments to the framework will reinforce the structured approach, clarify accountability, strengthen community partnerships, and deliver tangible benefits to residents.

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

ATTACHMENTS

Attachment 1 – Grants Program Policy 6.26, redlined version

Attachment 2 – Grants Program Procedure 6.26, redlined version



GENERAL POLICY MANUAL

SECTION:	General	APPROVED BY:	County Council
NUMBER:	6.26	SIGNATURE:	
PAGE:	1 of 8	DATE:	September 11, 2024
REFERENCE POLICY:		REVISED:	N/A March 26, 2025

Grants Program Policy

PURPOSE

To establish a governance framework for disbursement of grant funds requests from local non-profit organizations and Area Municipal Economic Development Offices.

POLICY

1.0 Policy

- 1.1 The County of Oxford recognizes that non-profit organizations and Area Municipal Economic Development Offices offer important community services that align with the County's Strategic Plan. To encourage eligible non-profit and Area Municipal Economic Development Offices to support the County's Strategic Plan, the County may offer financial assistance in the form of a Grant to assist with operating costs, event costs, and/or incremental staffing.
- 1.2 Subject to budget approval, the County may provide direct Grants to non-profit organizations and Area Municipal Economic Development Offices that include:
 - a) Promoting Community Vitality – community health, safety and wellbeing;
 - b) Enhancing Environmental Sustainability – initiatives that support community members and stakeholders in embracing sustainable options, including education and awareness initiatives;
 - c) Fostering Progressive Government – assess and continually explore opportunities to establish effective and efficient service delivery levels and models, considering expected growth and community needs.

2.0 Definitions

“Area Municipal or Area Municipalities’ Economic Development Offices” – refers to the City of Woodstock, Town of Tillsonburg, Town of Ingersoll and the Rural Oxford Economic Development Corporation (ROEDC).

“Application Process” – refers to the application based process managed by the County and reviewed by the County's Grant Approval Committee to determine and recommend Grant funding to Eligible Organizations.

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“Community Event” – means a no cost or low cost event primarily designed and delivered for the general population or that promotes the development of a stronger community in Oxford County.

“Conflict of Interest” - means a situation when an individual's personal interests (what they or their close family members could gain financially or otherwise) conflicts or appears to conflict with their duty to administer the Grant funds in a transparent manner and in accordance with the Funding Agreement.

“County” – means the municipal corporation of the County of Oxford or Oxford County.

“County Treasurer” – means the Director of Corporate Services of the County.

“Council” – means the Warden and Councillors of the County.

“Criteria” - used to evaluate Grant applications based on how the organization's initiative will benefit the community (scale, inclusivity, direct and indirect benefits), soundness of business plan (including resources, own funds, and fundraising), the importance of the County's contribution, and how the success of the initiative will be determined.

“Eligible Organizations” – means a non-profit organization or Area Municipal Economic Development Offices with operations in Oxford County.

“Essential Services” – means a service considered critical to preserving life, health, public safety and basic societal functioning.

“Final Report” – means the summary report of the project or program of the organization, which received Grant funding from the County.

“Financial Statements” – means financial reports prepared in accordance with Canadian Generally Accepted Accounting Principles (GAAP), or in a format otherwise specified by the County.

“Funding Agreement” - means a written document constituting an agreement between the County and a grant Recipient setting out the obligations or understandings of both with respect to Grant payments.

“Grant” – means a conditional financial assistance mechanism through which money and/or direct assistance is provided to carry out approved activities.

“Grant Approval Committee” – means the committee with the authority to evaluate and approve Grant allocations based on Council's Grant funding approval in accordance with this Policy. Members of the Committee include the Chief Administrator Officer (CAO), Treasurer and may include additional staff resources, as required.

“Non-Profit” – means that the organization uses its revenues to achieve the goals of the organization and to not profit from or have excess revenues.

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“Project” – a new program, initiative or event put forward by an Eligible Organization for consideration of Grant funding.

“Recipient” – means a Non-Profit organization or an Area Municipal Economic Development Office that will receive Grant funding.

“Treasurer’s Report” – means a report by the treasurer of the Non-Profit organization or treasurer of the Area Municipal Development Office that accounts for all of the financial transactions of that organization.

3.0 Responsibilities

3.1 Council

- a) As per Section 107 of the *Municipal Act, 2001*, Council has the authority to provide grants for any purpose considered to be in the interest of the municipality;
- b) Council may provide annual or multi-year funding by way of Grants;
- c) Council may approve Grant funding as part of the annual budget process.

3.2 Corporate Services

- a) Responsible for establishing procedures for the implementation of this Policy, which are consistent with the guiding principles for ensuring compliance with this Policy and related Funding Agreements.
- b) Responsible to prepare, communicate, distribute and facilitate the annual Application Process;
- c) Responsible to accept and review applications for Grants on an annual basis, determine completeness and forward the applications to Grant Approval Committee for review, deliberation and decision.
- d) Responsible to ensure the terms and conditions of Funding Agreements are met.

3.3 Applicant

- a) Responsible for the accurate completion of the application form within the application deadline and submitting any supplementary information, if required.
- b)** Successful applicants who receive Grant funding from the program must report on how the funding was spent and the impact the funding achieved.



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3.4 Safe and Well Oxford Steering Committee

~~b)a)~~ May review applications for alignment with goals and objectives as set out in the Safe and Well Oxford Plan for consideration of Grand Funding.

4.0 Guiding Principles

4.1 The Grants Program Policy is guided by the County's Strategic Plan to inform decision-making and administration of the Grant program with a Vision of "*working together for a healthy, vibrant, and sustainable future*"¹, with a Mission to "*deliver responsible and responsive services that improve the community's social, environmental, and economic wellbeing*"¹.

4.2 Grants are available to Eligible Organizations based in Oxford County.

4.3 Non-resident, Eligible Organizations may be considered for Grant funding, but only if it directly benefits the residents of Oxford County.

4.4 The amount of Grant funding available to Eligible Organizations is subject to Council's annual budget approval.

4.5 The Grant shall pertain only to the calendar year for which it was approved, unless a multi-year agreement is specified by the Grant Approval Committee.

4.6 Multi-year agreements, up to three year terms, are considered for organizations delivering a strategic service for residents of Oxford County.

4.7 Grant requests that meet the established criteria are not guaranteed approval for funding. Applicants may receive full, partial or no Grant funding.

4.8 All Grant applications are reviewed for completeness and eligibility. Applications in compliance with this Policy will then be considered by the Grant Approval Committee.

4.9 Eligible Organizations shall identify their Project alignment with the Safe and Well Oxford Plan and/or the Oxford County Strategic Plan.

4.84.10 The Grant application shall provide details of the Project's sustainability to continue to serve and operate into the future independently of the County's Grants Program funding.

4.94.11 There is no appeal process for decisions of the Grant Approval Committee regarding Grant applications.

4.104.12 Grants awarded will be published on the County's annual business plan

¹ Oxford County [2023-2026 Strategic Plan](#)

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and budget report approved by Council.

5.0 Funding Conditions

- 5.1 Annually, the County will have an intake period to receive applications for Grant funding.
- 5.2 No funding will be provided to an organization without a completed application form with proof of current registration as a Non-Profit organization, or confirmation that an Area Municipal Economic Development Office continues to be funded by the respective Area Municipality(s).
- 5.3 An application must include a copy of the most recent Financial Statements or Treasurer's Report.
- 5.4 All Eligible Organizations approved for funding will be required to enter into a Funding Agreement with the County prior to receiving Grant funds.
- 5.5 The Eligible Organization shall repay any Grant funded surplus.
- 5.6 Approval of funding in one year does not guarantee funding in subsequent years, unless otherwise approved. Should an Eligible Organization require additional Grant funding in the future, a new funding application would need to be submitted. The Grant Approval Committee may consider, in unique circumstances, multi-year funding approval.
- 5.7 Grant amounts of \$10,000.00 or less will be paid to the Recipient as a one-time payment.
- 5.8 Grant amounts ~~of~~ greater than \$10,000.00 will be paid in quarterly payments, unless otherwise negotiated.
- 5.9 The Grant funding shall only be used for the purpose approved by the Grant Approval Committee. The Recipient must request written approval for any proposed material changes to the ~~P~~project prior to implementation. If the change of scope is not acceptable, the Recipient will submit a cheque payable to the County for the remaining unexpended funds within thirty (30) days.
- 5.10 The Recipient of Grant funds must acknowledge the County of Oxford as a funder in any print, electronic, visual, or audio marketing related to the initiative, subject to review and approval by the County's Strategic Communications Manager.
- 5.11 The Recipient must complete a Final Report and provide supporting documents and financial statements to the satisfaction of the County.
- 5.12 Financial reporting must be completed and submitted by March 15 of the following year, unless an extension of the reporting date has been approved. Failure to meet the reporting requirements will affect future requests for Grant funding.

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6.0 Eligible Organizations and Expenses

6.1 The County provides Grant funding to Eligible Organizations for ~~programs-~~
Projects or community events that support one or more of the following
priority areas:

- a) broadly available to, and impact, a large number of people within our targeted groups as identified in the Safe and Well Oxford Plan, and within the Oxford County community;
- b) initiatives that are not currently or sufficiently supported in the community;
- ~~a)c)~~ enhances the quality of life by providing programs, projects, and events that address social issues;
- ~~b)d)~~ creates equitable access to human, social, and economic resources and services;
- ~~e)e)~~ supports community collaborations, involving multiple non-profit organizations, in addressing broader human or social issues;
- ~~d)~~ supports the promotion, protection, and preservation of arts, culture and human or natural heritage;
- ~~e)~~ offers opportunities to develop knowledge and skills in arts and heritage;
- f) improves the environment, protect and preserve natural habitats, and improve open spaces and make nature accessible;
- g) community events that encourage social cohesion and community building; or
- h) furthers the social, economic and environmental well-being of local residents and non-profit organizations.

6.2 Eligible expenses include but are not limited to the following:

- a) materials and supplies;
- b) costs of services and equipment;
- c) research and documentation;
- d) outreach and engagement activities;
- e) public program production;
- f) advertising and promotions;
- g) information and referral services;
- h) salary or wage costs specifically related to the ~~program or p~~Project;
- i) contract and professional service;
- j) Project design and delivery;
- k) venue and equipment rental;
- l) facility costs where additional space is required for the initiative. The existing space of the applicant is not eligible.

7.0 Exclusions

7.1 The following Non-Profit organizations are not eligible for funding:

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- a) non-profit organizations whose primary purpose is to:
 - (i) provide funding to other organizations, community groups, or projects;
 - (ii) provide support to professional associations or colleges; or
 - (iii) earn profits for itself, its shareholders, or its members;
- b) non-profit organizations [or Area Municipality\(s\)](#) that have overdue or incomplete accounting/reporting relating to any Grant previously awarded by the County;
- c) non-Profit organizations that do not have registered status;
- d) non-profit organizations that have not been operating for one full year; and
- e) individuals.

7.2 Ineligible expenses may include but are not limited to the following:

- a) expenditures incurred to support private or commercial sector projects or programs;
- b) programs with restricted or extremely limited public access;
- ~~c)~~ [currently funded through other Oxford County programs;](#)
- ~~e)~~~~d)~~ expenditures incurred to support definable political viewpoints and/or seek to attract only a special interest audience or recruit new members;
- ~~e)~~~~e)~~ expenditures incurred to support events whose primary function is fundraising;
- ~~e)~~~~f)~~ initiatives related to religious observance;
- ~~f)~~~~g)~~ hospitals, or medical treatment programs;
- ~~g)~~~~h)~~ expenditures related to any gaming activity;
- ~~h)~~~~i)~~ debt retirement or deficit reduction;
- ~~i)~~~~j)~~ lease and license agreements;
- ~~j)~~~~k)~~ endowment funds;
- ~~k)~~~~l)~~ capital or facility improvements, upgrades, renovations, construction;
- ~~l)~~~~m)~~ vehicles, equipment and furnishings;
- ~~m)~~~~n)~~ land or facility purchase;
- ~~n)~~~~o)~~ scholarships, gratuities and payments for individual benefit;
- ~~e)~~~~p)~~ [Projects initiated and/or](#) expenditures incurred prior to application deadline;
- ~~p)~~~~q)~~ initiatives that do not provide a community benefit;
- ~~r)~~ events or programs outside of the County;
- ~~q)~~~~s)~~ [operational costs for ongoing or existing programs;](#)
- ~~r)~~~~t)~~ time and labour provided towards preparation of funding applications, committee planning meetings, and fundraising;
- ~~s)~~~~u)~~ donor recognition/walls, gifts, gift cards, prizes, awards, honorariums, and alcohol;
- ~~t)~~~~v)~~ expenditures for time and labour provided towards ground breaking, opening, and other ceremonial events; or
- ~~u)~~~~w)~~ moving expenditures.

8.0 Review of Grants Program Policy



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- 8.1 This Policy shall be reviewed to align with the County's Strategic Plan or sooner if required.



Grants Program Procedure

6.26

Effective Date: 2024-09-11

Review Date: N/A

PURPOSE

To establish a governance framework for grant funding requests from Non-Profit organizations and Area Municipal Economic Development Offices for a fair and transparent disbursement of Grant funds.

To establish specific criteria for the provision of Grants to Eligible Organizations to assist with offsetting operating [costs, event cost, and/or incremental staffing expenses](#).

This procedure applies to all Eligible Organizations seeking funding through the County's Grants Program Policy 6.26.

RESPONSIBILITIES

Role of Corporate Services

- To prepare, communicate, distribute and facilitate the Grant Application Process.
- To review Grant applications to confirm completeness and eligibility with the Grant Program policy.
- To prepare and distribute funding agreements for execution with the Grant Recipients.
- To ensure the terms and conditions of the Funding Agreements are met.

Role of Grant Approval Committee

- To evaluate application forms from Eligible Organizations and recommend grant funding for approval in accordance with this Procedure and the County's Grants Program Policy 6.26.

Role of Safe and Well Oxford Steering Committee

- To invite proposals from local non-profit agencies that demonstrate advancing the goals and objectives as set out in the [Safe and Well Oxford Plan](#) and present a consolidated proposal to the County for consideration in accordance with the Grant Program Policy.

DEFINITIONS

Terms not otherwise defined in this Procedure have the meanings given in the Grants Program Policy 6.26.

PROCEDURE

1. Grant Application Timeline

Call for Applications	May 1
Application Deadline	August 30
Funding Decision	January of the following year
Financial Reporting	March 15 of the year after grant funding received
Funding Agreement	Required for all approved applications

2. General

- 2.1 In consultation with the County's Strategic Communication & Engagement division, Corporate Services will inform the community of the Grant Program and the application process through the County's website and other communication methods, as appropriate.
- 2.2 Application forms will be available online through the County's website during the intake period with instructions on how to submit the completed application.
- 2.3 The County's website page for the program will also include the link to the Grants Program Policy 6.26, Frequently Asked Questions and a contact email for Applicant inquiries.
- 2.4 Late or incomplete applications will not be considered for Grant Funding.
- 2.5 Corporate Services will complete an initial review of the application to confirm eligibility and compliance with the Policy.
- 2.6 The collective Grant funding allocations shall not exceed the amount approved by Council as part of the budget process.

3. Grant Approval Committee Members

- 3.1 The Grant Approval Committee will convene to make decisions regarding the allocation of grants. The members will be comprised of County staff which may vary depending on the type of Grant application, as follows:

Strategic Plan Pillar	Committee Members
Promoting Community Vitality	Chief Administrative Officer; Treasurer; Human Services Designate; <u>Manager of Strategic Initiatives</u>
Enhancing Environmental Sustainability	Chief Administrative Officer; Treasurer; Public Works Designate
Fostering Progressive Government	Chief Administrative Officer; Treasurer; Manager of Strategic Initiatives

- 3.2 The Senior Leadership Team will be updated on the annual Grant applications prior to the report to Council identifying the approved Grant applications.

4. Evaluation Process and Criteria

- 4.1 Applications must address a community-identified need and demonstrate community involvement.
- 4.2 Applications will be considered for multi-year funding when delivering a strategic service.
- 4.3 The Grant Approval Committee members must disclose any perceived or actual conflicts of interest, in accordance with Policy 5.02 Employee Code of Conduct. Any member with a conflict of interest shall not participate in the evaluation process associated with the conflict.
- 4.4 The Grant Approval Committee may request a meeting with an applicant to discuss matters related to a submitted application for the purpose of clarifying the Grant request and confirming the service or program needs.
- 4.5 The evaluation of Grant applications will be conducted using the Grant Application Assessment tool. Criteria are weighted to ensure a balanced assessment.
- 4.6 The County's Procurement Officer will facilitate the evaluation process by summarizing the applications received, distributing the evaluation documents to the Committee, arranging for the evaluation meetings and will be the liaison to arrange interviews and/or debriefs with the Organizations, if required.
- 4.7 Priority scoring will be given to those applications that best align with the County's Strategic Plan and meet the following criteria:
 - a) The Non-Profit organization must prove its ability to execute the program or event by:
 - (i) providing background history (i.e. mission/purpose, organization size/representation, length of time the organization has been in operation, prior experience);
 - (ii) demonstrating the organization's sustainability through financial stability, operational history, and community support; and
 - (iii) demonstrating that the organization has the capacity to complete the entire program or event (i.e. project leadership, board and management).
 - b) The organization must demonstrate that the initiative outcomes will have:
 - (i) direct and indirect community economic benefit;
 - (ii) quality of life/community wellness enhancement; and
 - (iii) programming/operational efficiencies.
 - c) The organization must demonstrate:
 - (i) why the program or event is needed and the impact on the community;
 - (ii) it will enhance utilization or meet changing needs; and
 - (iii) partnerships and/or collaboration directly related to the program or event.
 - d) To be considered a viable initiative, the organization must:
 - (i) have access to additional funding required to complete the program; and
 - (ii) have provided a detailed budget and explanation of costs within the application.

- e) In evaluating the program or event, considerations will be given to:
 - (i) project readiness, including availability of resources (human and financial) to carry out the program or event;
 - (ii) demonstration of the organization's need for financial assistance;
 - (iii) availability of grant funding; and
 - (iv) ability to complete the program or event with partial funding.

5. Notification and Debriefing

- 5.1 The application in-take, review and decision-making process will take approximately six (6) months.
- 5.2 Applicants will receive written notification of the decision regarding their application.
- 5.3 There is no appeal process for decisions regarding Grant applications.
- 5.4 Applicants may request a debriefing after receipt of a notification of the outcome of the Grant Application Process. All requests must be in writing and must be made within thirty (30) days of such notification.

6. Grant Agreement

- 6.1 Upon approval of the Grant, Corporate Services will prepare the Grant Funding Agreement for each successful Applicant, which will detail the terms and conditions, timelines and reporting requirements.
- 6.2 The Organization's Signing Officer(s) with Authority to bind the Organization are required to sign the Grant Funding agreement.
- 6.3 Funds will be allocated to the successful Applicant in accordance with the signed Grant Funding Agreement.

7. Reporting Requirements

- 7.1 Grant Recipients will be required to submit reports by the specified time in the agreement or the County will reserve the right to withhold further payments and/or request repayment of previous advances related to the funded project.
- 7.2 Financial reporting is limited to the allocated County Grants Program and does not include other funding sources.
- 7.3 If the Grant Recipient requires changes to the funded project outlined in the Grant Agreement, written approval must be received by the County, prior to any changes to the funded project.
- 7.4 Corporate Services will review the Grant Recipient's Final Report and Financial Statements and may request supplemental financial information to confirm expenditures made in relation to the funded project.

PENDING ITEMS

Copied for Council Meeting of March 26, 2025

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;	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.	HS	Q1 2025
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
09/11/24	Grant Program Policy	Report to Council any proposed changes to the Grant Program Policy before initiating the 2026 program	CS	Q2 2025
11/27/24	City of Woodstock Building Faster Fund	Resolved that Council receive the letter from the City of Woodstock and that County staff return with a report on how the BFF funding can be utilized for the development of a Homelessness Service Centre with a focus on transitioning people out of homelessness within the County of Oxford.	HS	Q1 2025
03/12/25	Vision Zero and Rural Road Safety	County Council direct staff to return with a report on recommendations around the feasibility of implementing a long-term Vision Zero Plan and the Good Roads Rural Road Safety Strategy across all of Oxford and that the report include information on advocacy efforts with the Provincial and Federal governments.	PW	TBA

COUNTY OF OXFORD

BY-LAW NO. **6717-2025**

BEING a By-Law to adopt Amendment Number 336 to the County of Oxford Official Plan.

WHEREAS, Amendment Number 336 to the County of Oxford Official Plan has been recommended by resolution of the Council of the Township of Norwich 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 336 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 26th day of March, 2025.

READ a third time and finally passed this 26th day of March, 2025.

MARCUS RYAN, WARDEN

LINDSEY MANSBRIDGE, CLERK

AMENDMENT NUMBER 336
TO THE COUNTY OF OXFORD OFFICIAL PLAN

the following Plan attached hereto as explanatory text, constitutes
Amendment Number 336 to the County of Oxford Official Plan.

1.0 PURPOSE OF THE AMENDMENT

The purpose of the Amendment is to implement site-specific policy in the Official Plan that will allow for a welding contractor's shop, with a gross floor area of approximately 2,570 m² (27,663.25 ft²), on an agricultural lot in the Township of Norwich.

2.0 LOCATION OF LANDS AFFECTED

This Amendment applies to lands described as Part of Lot 19, Concession 8 (East Oxford). The lands are located on the west side of Highway 59, lying between Beaconsfield Road and Substation Road and are municipally known as 593981 Highway 59, in the Township of Norwich.

3.0 BASIS FOR THE AMENDMENT

This amendment has been initiated to permit the expansion of an existing welding contractor's shop. The proposed expansion would result in a total gross floor area of 2,570 m² (27,663.25 ft²) and up to five (5) employees that do not reside on the subject lands.

It is the opinion of Council that the subject lands are suitable for the site-specific uses, as it is an expansion to an existing established business, will not remove additional lands from agricultural production, and is not expected to have a negative impact on agricultural operations in the vicinity.

To ensure the expanded use is limited to the size and scale proposed, this amendment includes site specific policies with respect to maximum gross floor area, site area and number of off-site employees, as well as a prohibition on future expansion and re-use of the building for other non-agricultural purposes should the use cease operation in the future.

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 3.1.8 – Special Agricultural Policies, as amended, is hereby further amended by adding the following specific development policy at the end of Section 3.1.8.

“3.1.8.9 Part Lots 19, Concession 8 (East Oxford), Township of Norwich

Location The lands to which this Section applies are described as Part Lot 19, Concession 8 (East Oxford) in the Township of Norwich. The lands are located on the west side of Highway 59, lying between Beaconsfield Road and Substation Road and comprise approximately 39.1 ha (96.5 acres), and are municipally known as 593981 Highway 59.

Policies Notwithstanding Section 3.1.4.1, *Permitted Uses*, or any other applicable policies of the Official Plan to the contrary, a non-agricultural use consisting of a welding contractor’s shop may be permitted in accordance with the following:

- In addition to those *agricultural uses* already permitted on the subject property, the expansion of an existing welding contractor shop may be permitted, provided the cumulative gross floor area of all buildings and/or structures, or portions thereof, used for such purpose does not exceed 2,600 m² (27,990 ft²);
- A maximum of five (5) employees not residing on the farm may be permitted for the contractor shop use;
- The total land area used and/or occupied by the welding contractors shop use and related facilities (e.g. buildings, parking and loading, landscaped areas, driveways, individual on-site sewage services) shall be limited to the minimum required for the proposed use, and shall not exceed 1.2 hectares (3 acres);
- No outdoor storage of goods, materials and/or equipment associated with the welding contractor shop use shall be permitted, unless expressly permitted by the site specific zoning for the use;
- Notwithstanding the policies of section 3.1.5.6.1, no further expansion of the welding contractors shop use in terms of gross floor area, site area, and/or number of employees not residing on the farm shall be permitted, nor shall the severance of the welding contractors shop from the agricultural lot upon which it is located;

- If the welding contractors use should cease operation in the future, any buildings or structures associated with that use shall be used for no other purpose than *agricultural use* and the Area Municipality shall consider the removal of the site specific zoning permissions for the welding contractors shop as part of their next comprehensive Zoning By-Law review.
- A site specific amendment to the General Agricultural zone in the Area Municipal zoning by-law shall be required to permit the expanded welding contractors shop use on the property and to implement the above noted limitations on gross floor area, site area, outdoor storage, and number of off-site employees; and
- The expanded welding contractors shop use shall be subject to site plan control, in accordance with the provisions of the Section 41 of Planning Act, to ensure compliance with the above noted policies and that any other site design related matters (e.g. building location, parking and loading, lighting, landscaping, lot grading and drainage, individual on-site services, emergency service requirements etc.) are appropriately addressed.

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.

COUNTY OF OXFORD

BY-LAW NO. **6718-2025**

BEING a By-Law to adopt Amendment Number 333 to the County of Oxford Official Plan.

WHEREAS, 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 333 to the County of Oxford Official Plan, being the attached explanatory text and schedules, 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 26th day of March, 2025.

READ a third time and finally passed this 26th day of March, 2025.

MARCUS RYAN, WARDEN

LINDSEY MANSBRIDGE, CLERK

COUNTY OF OXFORD

BY-LAW NO. 6718-2025

BEING a By-Law to adopt Amendment Number 333 to the County of Oxford Official Plan.

WHEREAS, 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 333 to the County of Oxford Official Plan, being the attached explanatory text and schedules, 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 26th day of March, 2025.

READ a third time and finally passed this 26th day of March, 2025.

MARCUS RYAN, WARDEN

LINDSEY MANSBRIDGE, CLERK

AMENDMENT NUMBER 333
TO THE COUNTY OF OXFORD OFFICIAL PLAN

the following text and Plan designated Schedule "A", attached hereto, constitute
Amendment Number 333 to the County of Oxford Official Plan.

1.0 PURPOSE OF THE AMENDMENT

The purpose of this amendment is to amend Schedule “W-1” – City of Woodstock Land Use Plan, Schedule “W-3” – City of Woodstock Residential Density Plan and Schedule “W-4” – City of Woodstock Leisure Resources and School Facilities Plan, to re-designate the subject lands from ‘Community Facility’ to ‘Residential’, ‘Low Density Residential’, ‘Medium Density Residential’, ‘High Density Residential’ and ‘Open Space’ to facilitate the development of a residential plan of subdivision.

2.0 LOCATION OF LANDS AFFECTED

This amendment applies to lands described as Part Lot 5, Concession 12 (East Zorra), Part of Lot 1, Plan 58, known municipally as 401 Lakeview Drive, Woodstock. The lands are located at the northeast corner of the intersection of Lakeview Drive and Vansittart Avenue (Oxford Road 59).

3.0 BASIS FOR THE AMENDMENT

The purpose of the proposed Official Plan Amendment is to redesignate the subject lands to low, medium and high density residential, and open space to facilitate a mix of low, medium and high density residential development, as well as one parkland block, and a storm water management pond. A site-specific policy is also proposed that would permit a maximum residential density of 75 units per hectare, above the current 70 units/hectare maximum for the medium density townhouse blocks, and a maximum residential density of 151 units/ hectare, where 150 units/ hectare is the maximum for the proposed high density residential block.

It is the opinion of Council that the subject amendment is consistent with the relevant policies of the PPS as the proposal will contribute towards providing housing options required for current and future residents, is an appropriate form of residential intensification and redevelopment of an underutilized institutional site in a serviced settlement area and is considered to be an efficient use of lands, available municipal services and infrastructure.

The proposed re-designation from Community Facility to Residential can be considered appropriate as the lands are considered suitable for residential uses and the re-designation will facilitate the development of a variety of dwelling types and housing options to accommodate growth in the City of Woodstock.

Council is also of the opinion that the subject lands are suitable for Medium and High Density residential uses as the site will have access to an arterial road, the higher density uses are proposed for vacant or under utilized sites, the site is close to neighbourhood conveniences and recreational and open space facilities. The high and medium density blocks are buffered from existing low density residential development by a low-density residential block consisting of semi-detached dwellings and through the location of park and stormwater management blocks. Access to the site and traffic movements on surrounding road networks have been demonstrated to be acceptable through a peer reviewed traffic impact study. The off-street parking provided to accommodate the medium and high density blocks is considered appropriate and consistent with the parking provided for other recent medium and high density developments in the City of Woodstock.

The open space blocks will reflect areas used for public parkland and areas required for storm water management purposes.

Council is also satisfied that adequate local services exist to serve the development, and the design and construction of appropriate extensions to water distribution, sanitary and storm services have been included as conditions of approval in the related draft plan of subdivision.

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 Schedule "W-1"- City of Woodstock Land Use Plan, is hereby amended by changing the designation of those lands identified as "ITEM 1" on Schedule "A" attached hereto from "Community Facility" to "Residential".
- 4.2 That Schedule "W-1"- City of Woodstock Land Use Plan, is hereby amended by changing the designation of those lands identified as "ITEM 2" on Schedule "A" attached hereto from 'Community Facility' to 'Open Space'.
- 4.3 That Schedule "W-3"- City of Woodstock Residential Density Plan, is hereby amended by adding the "Low Density Residential" designation to those lands identified as "ITEM 1" on Schedule "A" attached hereto.
- 4.4 That Schedule "W-3"- City of Woodstock Residential Density Plan, is hereby amended by adding the "Medium Density Residential" designation to those lands identified as "ITEM 2" on Schedule "A" attached hereto.
- 4.5 That Schedule "W-3"- City of Woodstock Residential Density Plan, is hereby amended by adding the "High Density Residential" designation to those lands identified as "ITEM 3" on Schedule "A" attached hereto.
- 4.6 That Schedule "W-3"- City of Woodstock Residential Density Plan, is hereby amended by adding the "Open Space" designation to those lands identified as "ITEM 4" on Schedule "A" attached hereto.
- 4.7 That Schedule "W-4"- City of Woodstock Leisure Resources and School Facilities Plan, is hereby amended by adding the "Open Space" designation to those lands identified as "ITEM 1" on Schedule "A" attached hereto.
- 4.8 Section 7.2.5 – *Medium Density Residential Areas*, as amended, is hereby further amended by adding the following specific development policy at the end of Section 7.2.5.2 – 'Specific Development Policies':

'7.2.5.2.6 Part Lot 5 Concession 12 (East Zorra), Part Lot 1, Plan 58
Northeast Corner of Vansittart Avenue and Lakeview Drive

On those lands located on Part Lot 5, Concession 12 (East Zorra), Part Lot 1, Plan 58 (Northeast Corner of Vansittart Avenue and Lakeview Drive), Medium Density Residential lands may be developed with a maximum net residential density of 75 units per hectare (31 units per acre).'

- 4.9 'Section 7.2.6 – *High Density Residential Areas*, as amended, is hereby further amended by adding the following specific development policy at the end of Section 7.2.6.2 – 'Specific Development Policies':

7.2.6.2.10 Part Lot 5 Concession 12 (East Zorra), Part Lot 1, Plan 58
Northeast Corner of Vansittart Avenue and Lakeview Drive

On those lands located on Part Lot 5, Concession 12 (East Zorra), Part Lot 1, Plan 58 (Northeast Corner of Vansittart Avenue and Lakeview Drive), High Density Residential lands may be developed with a maximum net residential density of 151 units per hectare (61 units per acre).'

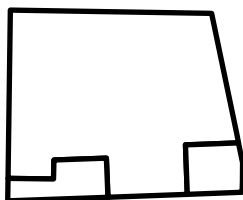
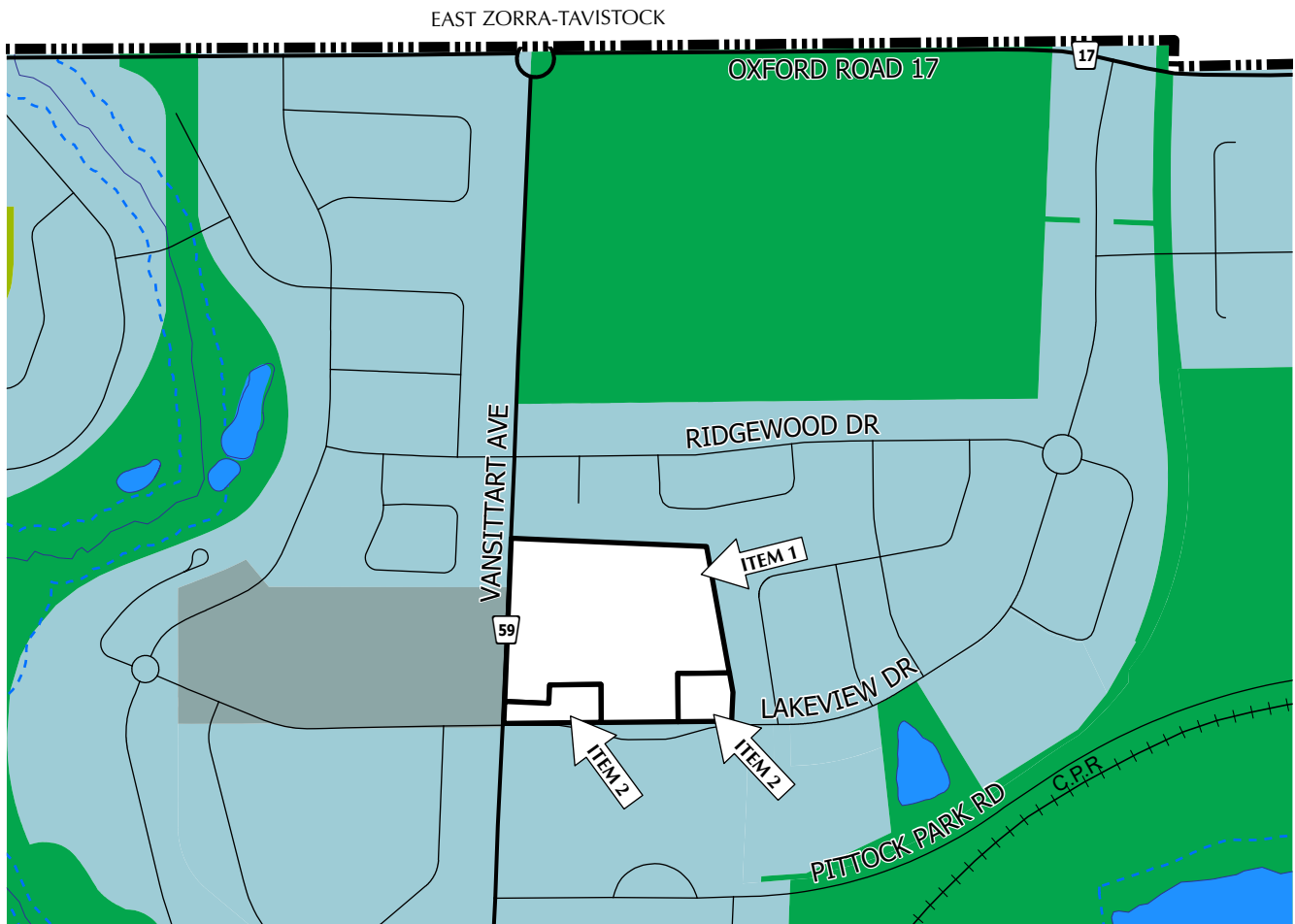
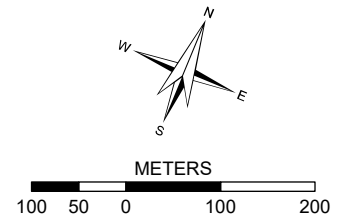
5.0 IMPLEMENTATION

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.

SCHEDULE "A"
 AMENDMENT No. 333
 TO THE
COUNTY OF OXFORD
OFFICIAL PLAN
 SCHEDULE "W-1"
CITY OF WOODSTOCK
LAND USE PLAN



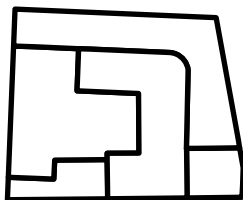
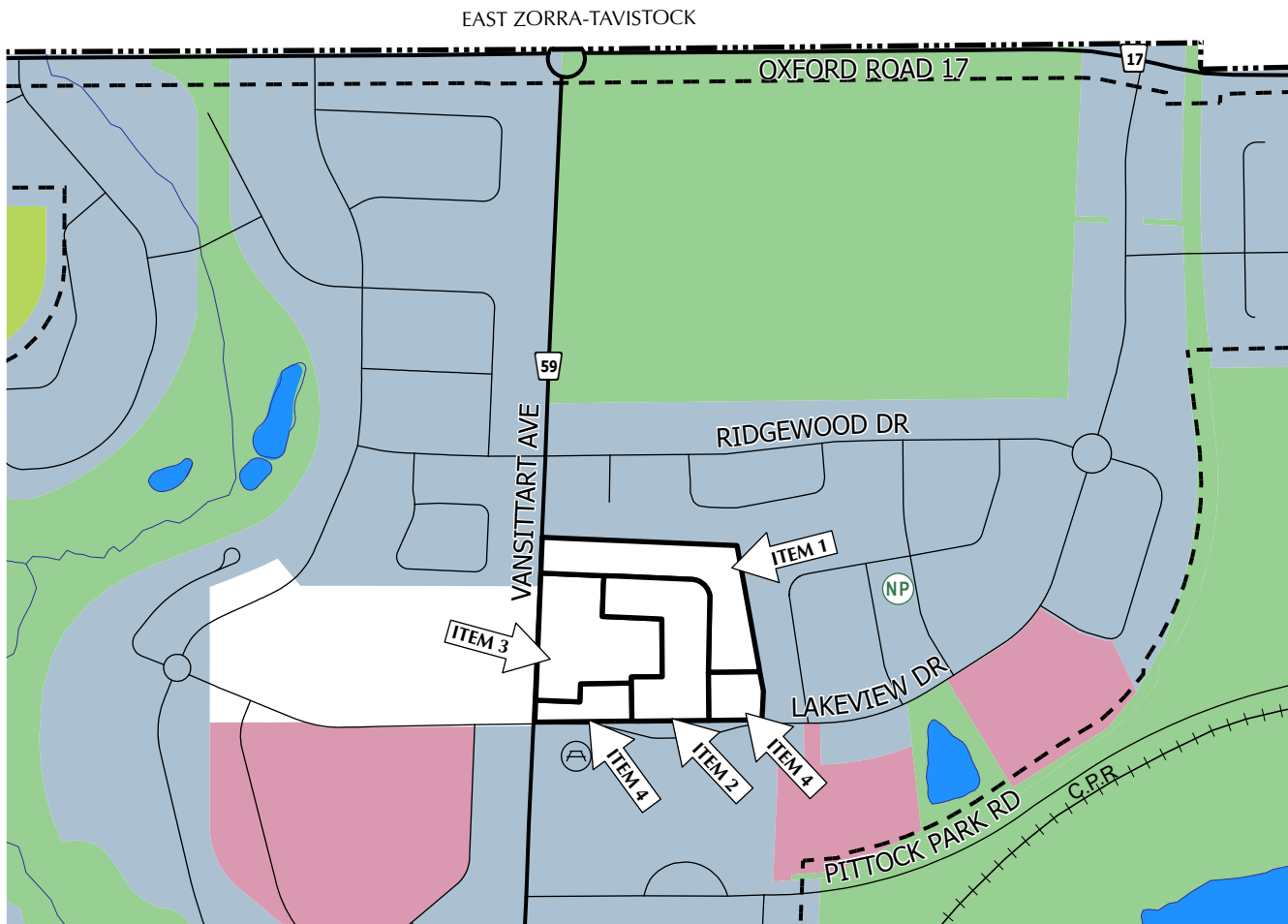
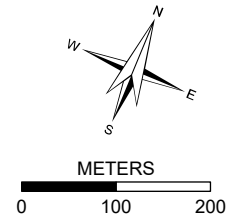
- AREA OF THIS AMENDMENT

- ITEM 1 - CHANGE FROM COMMUNITY FACILITY TO RESIDENTIAL
- ITEM 2 - CHANGE FROM COMMUNITY FACILITY TO OPEN SPACE

LAND USE PLAN LEGEND

	RESIDENTIAL
	COMMUNITY FACILITY
	OPEN SPACE
	ENVIRONMENTAL PROTECTION
	FLOODLINE

SCHEDULE "A"
AMENDMENT No. 333
TO THE
**COUNTY OF OXFORD
OFFICIAL PLAN**
SCHEDULE "W-3"
**CITY OF WOODSTOCK
RESIDENTIAL DENSITY PLAN**



- AREA OF THIS AMENDMENT

- ITEM 1 - ADD TO LOW DENSITY RESIDENTIAL
- ITEM 2 - ADD TO MEDIUM DENSITY RESIDENTIAL
- ITEM 3 - ADD TO HIGH DENSITY RESIDENTIAL
- ITEM 4 - ADD TO OPEN SPACE

**RESIDENTIAL DENSITY PLAN
LEGEND**

- LOW DENSITY RESIDENTIAL
- MEDIUM DENSITY RESIDENTIAL
- OPEN SPACE
- ENVIRONMENTAL PROTECTION
- A PROPOSED PARK
- NP NEIGHBOURHOOD PARK
- COMMUNITY PLANNING DISTRICT

COUNTY OF OXFORD

BY-LAW NO. 6719-2025

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 12th day of March, 2025.

READ a third time and finally passed this 12th day of March, 2025.

MARCUS RYAN,

WARDEN

LINDSEY A. MANSBRIDGE,

CLERK