

AGENDA

COUNTY OF OXFORD COUNCIL

Wednesday, November 12, 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 October 22, 2025
5. **PUBLIC MEETINGS**
6. **DELEGATIONS, PRESENTATIONS AND CONSIDERATION THEREOF**
 - 6.1 Alzheimer Society Southwest Partners
Steph Ouellet, CEO
Re: Alzheimer Society Southwest Partners (AlzSWP) in Oxford County
 - 6.2 Southwestern Public Health
Wai Lee & Mary Van Den Neucker, Program Managers, Emily Robertson, Public Health Nurse
Re: Intervention for Health Enhancement And Living (iHEAL) Program
 - 6.3 Debbie Randall
Resident of Oxford County
Re: Affordable Housing
7. **CONSIDERATION OF CORRESPONDENCE**
 - 7.1 Town of Tillsonburg
October 14, 2025
Re: Council Decision Letter - October 14, 2025 - 400 Simcoe Street E&E McLaughlin
8. **REPORTS FROM DEPARTMENTS**
 - 8.1 **PUBLIC WORKS**
 - 8.1.1 PW 2025-60 Fleet Management Plan

RECOMMENDATION:

1. That County Council adopt the Fleet Management Plan, as attached to Report PW 2025-60, for implementation.

8.2 CORPORATE SERVICES

8.2.1 CS 2025-29 2026 Business Plans and Budget (Presentation)

RECOMMENDATION:

1. That the 2026 Draft Business Plan and Budget be received for discussion purposes.

8.2.2 CS 2026-30 2026 Oxford County Library Business Plan and Budget

RECOMMENDATION:

1. That the recommendation of the Oxford County Library Board dated October 21, 2025 that County Council approve the draft Oxford County Library Business Plan and Budget to provide a levy of \$6,292,127, as adjusted for minor interdepartmental charges, be referred to budget deliberations.

8.2.3 CS 2025-31 2026 Court Security Grant Special Tax Levy

RECOMMENDATION:

1. That a special 2026 tax levy for a Court Security Grant for Woodstock Police Services in the amount of \$62,266, determined on the same basis as the 2020 to 2025 annual special tax levies, be considered during 2026 budget deliberations.

8.2.4 CS 2025-32 2026 Water and Wastewater Rates

RECOMMENDATIONS:

1. That Report CS 2025-32 presenting preliminary 2026 water and wastewater rates for the County systems, be received and considered during 2026 budget deliberations;
2. And further, that the Water and Wastewater Rates Policy 6.22, as amended, in Attachment 1 to Report CS 2025-32 be approved.

8.2.5 CS 2025-33 2026 Preliminary Assessment and Tax Analysis

RECOMMENDATION:

1. That Report CS 2025-33 entitled "2026 Preliminary Assessment and Tax Analysis", be considered during 2026 budget deliberations.

8.3 CAO

8.3.1 CAO 2025-08 Procedure By-law Amendment – Public Hearing Procedures

RECOMMENDATION:

1. That By-law 6268-2020, being a by-law to adopt the County of Oxford Procedure By-law, be amended at Schedule "A" as well for the inclusion of

a new Schedule "C", as proposed within this Report and that By-law 6771-2025 be presented to Council for enactment.

9. UNFINISHED BUSINESS

9.1 PW 2025-58 Oxford Road 2 Road Diet Analysis and Oxford Road 59 Post-Construction Analysis

Deferred October 22, 2025

RECOMMENDATION:

1. That County Council receive Report PW 2025-58 regarding a Road Diet Analysis for Oxford Road 2 (Dundas Street), and a Post-Construction Analysis for Oxford Road 59 (Wilson Street), both located in the City of Woodstock, as information.

9.2 Pending Items List

10. MOTIONS

11. NOTICE OF MOTIONS

12. ENQUIRIES

13. CLOSED SESSION

To consider Report CS (CS) 2025-34, HR (CS) 2025-03 and a Verbal Report from the Chief Administrative Officer regarding labour relations or employee negotiations and personal matters about an identifiable individual, including County or local board employees.

13.1 Closed Session Begins

13.1.1 CS (CS) 2025-34

13.1.2 HR (CS) 2025-03

13.2 UNFINISHED BUSINESS

13.2.1 Verbal Report from the Chief Administrative Officer Deferred from the October 22, 2025 Meeting

13.3 Closed Session Ends

14. CONSIDERATION OF MATTERS ARISING FROM THE CLOSED SESSION

14.1 CS (CS) 2025-34

14.2 HR (CS) 2025-03

14.3 Verbal Report from the Chief Administrative Officer

15. BY-LAWS

15.1 By-law No. 6771-2025

Being a By-law to amend By-law No. 6268-2020, a By-law establishing County Council Procedures for governing the proceedings of the Council of the County of Oxford.

15.2 By-law No. 6772-2025

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**

OXFORD COUNTY COUNCIL

MINUTES

October 22, 2025

Council Present Warden Marcus Ryan
Deputy Warden Brian Petrie
Councillor Jerry Acchione
Councillor Deb Gilvesy
Councillor Bernia Martin
Councillor David Mayberry
Councillor Jim Palmer
Councillor Mark Peterson
Councillor Phil Schaefer
Councillor Deborah Tait

Council Absent N/A

Staff Present B. Addley, Chief Administrative Officer
M. Abercrombie, Director of Public Works
M. Dager, Director of Long-Term Care
R. Hall, Director of Paramedic Services
C. King, Senior Manager of Financial Services
L. Mansbridge, Clerk
P. Michiels, Director of Community Planning
A. Smith, Director of Human Resources
R. Smith, Director of Human Services

1. **CALL TO ORDER**

Oxford County Council meets in regular session this twenty second day of October, 2025 in the Council Chamber, County Administration Building, Woodstock at 9:30 a.m. with Warden Ryan in the chair.

2. **APPROVAL OF AGENDA**

RESOLUTION NO. 1

Moved By: Brian Petrie

Seconded By: Bernia Martin

Resolved that the Agenda be approved as amended to include a Verbal Report from the Chief Administrative Officer as Item 13.1.2.

DISPOSITION: Motion Carried

October 22, 2025

3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

NIL

4. ADOPTION OF COUNCIL MINUTES OF PREVIOUS MEETING

4.1 October 8, 2025

RESOLUTION NO. 2

Moved By: Bernia Martin

Seconded By: Phil Schaefer

Resolved that the Council Minutes of October 8, 2025, be adopted.

DISPOSITION: Motion Carried

5. PUBLIC MEETINGS

NIL

6. DELEGATIONS, PRESENTATIONS AND CONSIDERATION THEREOF

NIL

7. CONSIDERATION OF CORRESPONDENCE

NIL

8. REPORTS FROM DEPARTMENTS

8.1 PUBLIC WORKS

8.1.1 PW 2025-56 Emergency Purchase – Oxford County Administration Building Flood

RECOMMENDATION:

1. That County Council receive Report PW 2025-56 entitled "Emergency Purchase – Oxford County Administration Building Flood" as information.

RESOLUTION NO. 3

Moved By: David Mayberry

Seconded By: Deborah Tait

Resolved that the recommendation contained in Report PW 2025-56 titled "Emergency Purchase - Oxford County Administration Building Flood", be adopted.

DISPOSITION: Motion Carried

October 22, 2025

8.1.2 PW 2025-57 Oxford Road 4 and Oxford Road 15 Intersection Improvements, Woodstock, Class Environmental Assessment Study – Notice of Completion

RECOMMENDATIONS:

1. That County Council authorize staff to proceed with the preferred alternative solution which includes implementing traffic signals at the intersection of Oxford Road 4 and Oxford Road 15 (Parkinson Road), and the preferred design concept (Alternative 4) which includes widening Oxford Road 15 (Parkinson Road) to the north with new eastbound left-turn lane and new westbound right-turn lane, for the Oxford Road 4 and Oxford Road 15 (Parkinson Road) Class Environmental Assessment Study, as summarized in Report PW 2025-57;
2. And further, that County Council authorize staff to issue a Notice of Completion and post the Schedule C Environmental Study Report for the Oxford Road 4 and Oxford Road 15 (Parkinson Road) Intersection Improvements in the public record for 30 days in accordance with the requirements of the Municipal Class Environmental Assessment process.

RESOLUTION NO. 4

Moved By: Jerry Acchione

Seconded By: Brian Petrie

Resolved that the recommendations contained in Report PW 2025-57 titled "Oxford Road 4 and Oxford Road 15 Intersection Improvements, Woodstock, Class Environmental Assessment Study – Notice of Completion", be adopted.

DISPOSITION: Motion Carried

8.1.3 PW 2025-58 Oxford Road 2 Road Diet Analysis and Oxford Road 59 Post-Construction Analysis

RECOMMENDATION:

1. That County Council receive Report PW 2025-58 regarding a Road Diet Analysis for Oxford Road 2 (Dundas Street), and a Post-Construction Analysis for Oxford Road 59 (Wilson Street), both located in the City of Woodstock, as information.

RESOLUTION NO. 5

Moved By: Deborah Tait

Seconded By: Mark Peterson

October 22, 2025

Resolved that the recommendation contained in Report PW 2025-58 titled "Oxford Road 2 Road Diet Analysis and Oxford Road 59 Post-Construction Analysis", be deferred until conversations with City of Woodstock Staff on the concerns with the design.

DISPOSITION: Motion Carried

8.1.4 PW 2025-59 Oxford County Road Safety Strategy

RECOMMENDATIONS:

1. That Oxford County Council receive Report PW 2025-59 entitled "Oxford County Road Safety Strategy" as information;
2. And further, that County Council adopt the Good Roads Ontario Road Safety Audit Guideline to guide road design projects and in-service safety reviews;
3. And further, that Council request that staff include for Council's consideration as part of the 2026 Business Plan and Budget process:
 - a. A new Supervisor position (1.0 FTE) to establish a Traffic Management and Road Safety team within the Transportation Services division of the Public Works department to lead the development of the Oxford County Road Safety Strategy;
 - b. Funds in the amount of \$100,000 in the Transportation Operating budget to retain a consultant to support the development of an Oxford County Road Safety Strategy in collaboration with Area Municipalities;
4. And further, that County Council authorize the establishment of an Ad Hoc Committee, including the Warden (Chair) and Councillors Mark Peterson, Phil Schaefer and Bernia Martin, including members from Area Municipalities, Police, Public Health, Paramedic Services, and Strategic Communications for the purpose of developing framework principles to guide the creation of an Oxford County Road Safety Strategy;
5. And further, that County Council advocate the Provincial Government to take action to implement the Rural Road Safety program that Good Roads has committed to lead;
6. And further, that County Council advocate the Federal Government to implement changes to Motor Vehicle Safety Regulations that mitigate driver error and reduce collision related injuries/fatalities.

October 22, 2025

RESOLUTION NO. 6

Moved By: Bernia Martin

Seconded By: Phil Schaefer

Resolved that the recommendations contained in Report PW 2025-59 title "Oxford County Road Safety Strategy", be adopted;

And further that Councillors M. Peterson, P. Schaefer, and B. Martin serve on the Ad-Hoc Committee identified in Recommendation 4.

DISPOSITION: Motion Carried

8.2 CAO

8.2.1 CAO 2025-07 2025-2026 Housing Insurance Program

RECOMMENDATION:

1. That County Council approve the 2025-2026 Social Housing Insurance Program proposed by Housing Services Corporation (HSC) - Marsh at a premium of \$199,850.

RESOLUTION NO. 7

Moved By: Deborah Tait

Seconded By: Deb Gilvesy

Resolved that the recommendation contained in Report CAO 2025-07 titled "2025-2026 Housing Insurance Program", be adopted.

DISPOSITION: Motion Carried**9. UNFINISHED BUSINESS**

9.1 Pending Items List

No discussion takes place regarding the Pending Items List.

10. MOTIONS

NIL

11. NOTICE OF MOTIONS

11.1 Procedure By-law Amendments

To be considered at the November 12, 2025 meeting of Council

12. ENQUIRIES

NIL

13. CLOSED SESSION

October 22, 2025

RESOLUTION NO. 8

Moved By: Deb Gilvesy

Seconded By: Jim Palmer

That Council rise and go into a Closed Session to consider Verbal Reports from the Chief Administrative Officer regarding personal matters about an identifiable individual, including County or local board employees and the security of the property of the County or local board.

DISPOSITION: Motion Carried at 10:14 a.m.

Oxford County Council meets in Closed Session in Room 129 as part of a regular meeting, this twenty second day of October, 2025.

10:17 a.m. with Warden Ryan in the chair.

Council Present:	Warden Marcus Ryan
	Deputy Warden Brian Petrie
	Councillor Jerry Acchione
	Councillor Deb Gilvesy
	Councillor Bernia Martin
	Councillor David Mayberry
	Councillor Jim Palmer
	Councillor Mark Peterson
	Councillor Phil Schaefer
	Councillor Deborah Tait
Council Absent:	N/A
Staff Present	B. Addley, Chief Administrative Officer
	M. Abercrombie, Director of Public Works
	M. Cowan, Senior Manager of Business Systems
	M. Dager, Director of Long-Term Care
	R. Hall, Director of Paramedic Services
	C. King, Senior Manager of Financial Services/Treasurer
	L. Mansbridge, Clerk
	G. Marles, Manager of Information Technology
	P. Michiels, Director of Community Planning
	A. Smith, Director of Human Resources
	R. Smith, Director of Human Services

DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF:

NIL

DELEGATIONS AND PRESENTATIONS:

NIL

October 22, 2025

CONSIDERATION OF CORRESPONDENCE:

NIL

UNFINISHED BUSINESS:

NIL

ENQUIRIES:

NIL

REPORTS FROM DEPARTMENTS:

13.1.2 Verbal Report from the Chief Administrative Officer

All Members of Staff with the exception of B. Addley leave Closed Session at 10:33 a.m.

13.1.1 Verbal Report from the Chief Administrative Officer

RESOLUTION NO. 9

Moved By: Jim Palmer

Seconded By: Jerry Acchione

Resolved that Council reconvene in Open Session.

DISPOSITION: Motion Carried at 10:57 a.m.

All Members of Council and B. Addley return to the Council Chamber at 10:58 a.m.

14. CONSIDERATION OF MATTERS ARISING FROM THE CLOSED SESSION

14.1 Verbal Report from the Chief Administrative Officer

RESOLUTION NO. 10

Moved By: Phil Schaefer

Seconded By: David Mayberry

Resolved that the Verbal Report from the Chief Administrative Officer be received as information.

DISPOSITION: Motion Carried

14.2 Verbal Report from the Chief Administrative Officer

RESOLUTION NO. 11

Moved By: Phil Schaefer

Seconded By: David Mayberry

October 22, 2025

Resolved that the recommendations contained in the Verbal Report from the Chief Administrative Officer be deferred.

DISPOSITION: Motion Carried

15. BY-LAWS

15.1 By-law No. 6770-2025

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. 12

Moved By: Brian Petrie

Seconded By: Bernia Martin

Resolved that By-law No. 6770-2025 be given a first and second reading.

DISPOSITION: Motion Carried

RESOLUTION NO. 13

Moved By: Brian Petrie

Seconded By: Bernia Martin

Resolved that By-law No. 6770-2025 be given a third and final reading.

DISPOSITION: Motion Carried

16. ADJOURNMENT

RESOLUTION NO. 14

Moved By: Mark Peterson

Seconded By: Brian Petrie

Resolved that the Council Meeting of October 22, 2025 be adjourned until the next meeting scheduled for November 12, 2025.

DISPOSITION: Motion Carried at 11:00 a.m.

Minutes adopted on November 12, 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)	Alzheimer Society Southwest Partners
Name and Title of Primary Contact / Main Presenter	Steph Ouellet CEO
Street Address	435 Windermere Rd London ON N5X 2T1
Daytime Contact Number	2263771043
Email	steph.ouellet@alzswp.ca
Name and Title of Other Presenter (if applicable)	TBD (it will be one of our board members)

Presentation Details:

Date you wish to present to Council	Wednesday, November 12, 2025
How would you like to attend the Council meeting?	☒ In-Person

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

I would like to provide an update on the work of the Alzheimer Society Southwest Partners (AlzSWP) in Oxford County, including our programs, community partnerships, and impact supporting people living with dementia and their care partners. The presentation will also highlight opportunities for collaboration with the municipality to raise awareness, foster dementia-friendly communities, and encourage local representation on our volunteer Board of Directors for 2026-2027.

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)

ALZSWP_Oxford.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.

Reimagining Dementia Care

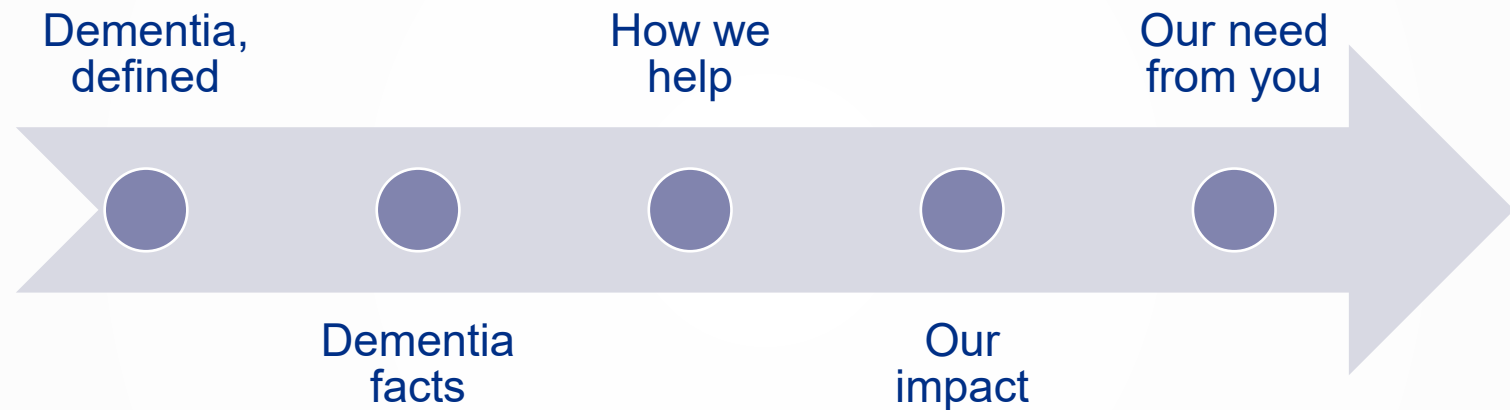


Presentation to Oxford County Council

Fall 2025

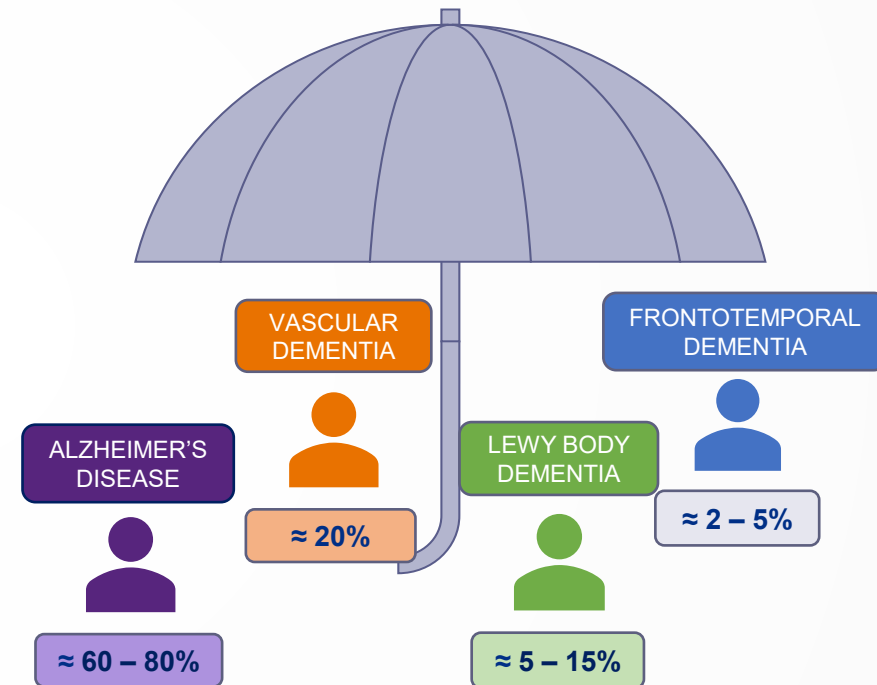
Steph Ouellet, CEO, Alzheimer Society Southwest Partners

Today



Dementia vs. Alzheimer's disease

Dementia is an umbrella term that describes a wide range of symptoms that are caused by disorders affecting the brain.



The reality of dementia

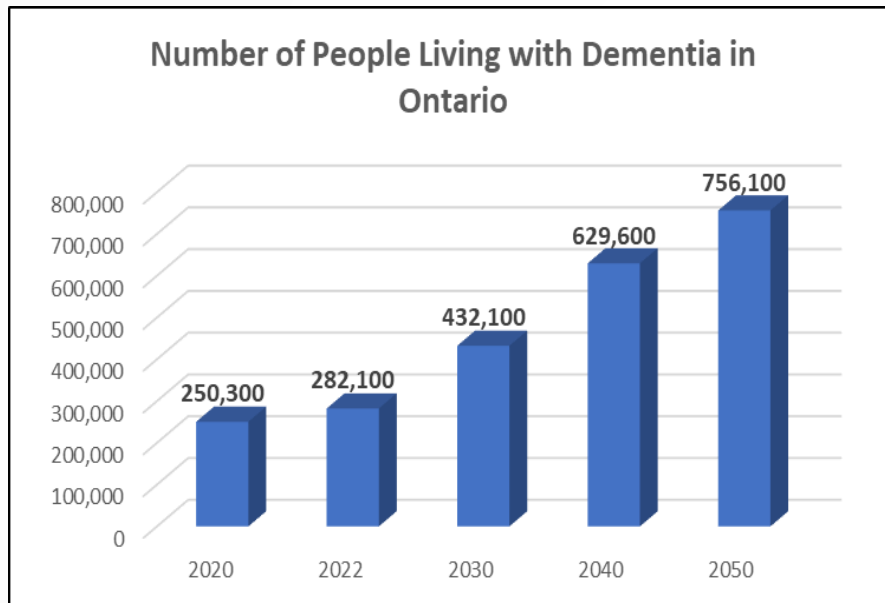
1 in 5 Canadians have experience caring for someone living with dementia.

In Canada, most people living with dementia still reside at home (69% of those under the age of 80).

Canadian healthcare system and out-of-pocket caregiver costs = \$12 billion per year, jumping to \$16.6 billion by 2031.

Locally, there are **14,500** people living with dementia (Elgin-Middlesex-Oxford), **8,500** unpaid care partners supporting.

Dementia prevalence in Ontario



By 2050 Canada will have: 1.5 million new cases of Alzheimer's disease, 680,000 of vascular dementia; and 780,000 new cases of other types of dementia. Ontario, with a 202% increase over three decades, is projected to have the largest growth.

Alzheimer Society of Canada, "Navigating the Path Forward for Dementia in Canada" (September 2022)

Ontario ranks in the bottom two provinces for dementia preparedness in Canada.

CanAge, "Dementia in Canada: A Cross-Country Report", (Fall, 2022)



How We Help

- **Alzheimer Society Southwest Partners** is a local community agency dedicated to supporting individuals living with dementia and their care partners across Elgin, Middlesex and Oxford counties.
- We are part of a network of 26 Alzheimer Societies operating across Ontario offering a variety of services in our region.
- 64 staff, including:
 - Registered social workers/social service workers
 - Certified recreation therapists
 - Educators
- 375+ Volunteers



Public education

- General public:
 - Reducing the Risk
 - Learning about Memory Loss
 - Heads up for Healthier Brains
- Community organizations, government, corporate
- Healthcare professionals
- Community Support Services Dementia Education (CSS)
- Dementia Friendly Communities



First Link Care navigation

What is it?

- FLCN provide assessment and care planning, links and referrals to community resources and organizations and internal referrals to services.

Who is it for?

- Person Living with Dementia
- Care Partners
- Family Members



Navigation within the hospital system

- Alzheimer Society staff embedded in the following hospital ERs:
 - LHSC – University Hospital
 - St. Thomas-Elgin
 - Woodstock
 - Ingersoll/Tillsonburg
- **1,502 people served last year** (PLWD & CP), 299 were diverted from hospital back to community.



Counselling



- Counselling and Behavioural Supports Ontario (BSO)
- Support groups
- Client education and enhancing care



Therapeutic recreation



- The Mixer (virtual)
- In-home Recreation (IHR)
- The Social
- Minds in Motion® (MiM)

Our Collective Impact (FY 24/25)...

4,082

TOTAL CLIENTS
SERVED



1,831

NEW CLIENTS WALKED
THROUGH OUR DOORS
looking for help

19,882

TOTAL CLIENT
VISITS

1,595

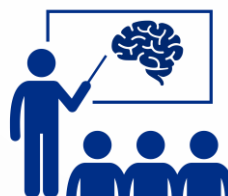
CLIENT GROUP
SESSIONS

1,645

CLIENTS PARTICIPATED IN
THERAPEUTIC RECREATION
PROGRAMS



11,034 INDIVIDUALS
ATTENDED



448 PUBLIC
EDUCATION
SESSIONS

378 VOLUNTEERS
SERVED OVER

15,180
HOURS



How Oxford County can Help

- **Be champions** for people living with dementia and their care partners.
- **Spread the word** about our programs and services — help ensure no one goes unsupported.
- **Encourage local representation** on our volunteer **Board of Directors** for the 2026–27 term — especially voices from Oxford County.
- **Connect us** with municipal committees, seniors' networks, libraries, and service clubs where dementia education could make an impact.
- **Support Dementia Friendly Communities** initiatives — help make Oxford a place where people living with dementia feel included and understood.

Thank you! / Q&A



- Steph Ouellet, CEO
- Alzheimer Society Southwest Partners
- Steph.ouellet@alzswp.ca
- 226-377-1043

Council Delegation Request Form

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- 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)	Southwestern Public Health
Name and Title of Primary Contact / Main Presenter	Wai Lee / Mary Van Den Neucker, Program Manager
Street Address	1230 Talbot Street, St. Thomas, ON
Daytime Contact Number	5197773731
Email	wlee@swpublichealth.ca
Name and Title of Other Presenter (if applicable)	Emily Robertson, Public Health Nurse

Presentation Details:

Date you wish to present to Council	Wednesday, November 12, 2025
How would you like to attend the Council meeting?	In-Person

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.

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If attending an in-person council meeting , do you or any members of your party require accessibility accommodations?

No

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

October 10, 2025

Oxford County Council
Oxford County Administration Building
21 Reeve Street
PO Box 1614
Woodstock, ON N4S 7Y3

Dear Warden Ryan and Members of Council,

On behalf of Southwestern Public Health, we are requesting a delegation at an upcoming meeting of Oxford County Council to introduce the Intervention for Health Enhancement And Living (iHEAL) program, a new and evidence-based service supporting women who have experienced intimate partner violence (IPV) in our region.

Developed by a national team of nurse researchers, iHEAL fills a critical gap in care by offering six to seven months of one-on-one, women-led support with a specially trained Public Health Nurse. Rather than a crisis service, this is a structured approach that helps clients develop and strengthen their sense of safety, stability, and wellbeing.

The delegation will provide:

- A brief overview of the iHEAL program and its core components;
- Key messaging we are sharing to promote awareness and encourage participation; and
- Ways that municipalities can help connect residents who may benefit from this service.

This program represents an important step forward in addressing the needs of a vulnerable population in our growing communities. We welcome the chance to share how it enhances community wellbeing and aligns with local priorities for health and safety.

Thank you for considering our request. Please let us know if a particular meeting date would be preferred.

Sincerely,

Cynthia St. John
Chief Executive Officer
Southwestern Public Health

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)

LTR SWPH Delegation Request to Oxf... .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.



St. Thomas Site
 Administrative Office
 1230 Talbot Street
 St. Thomas, ON
 N5P 1G9

Woodstock Site
 410 Buller Street
 Woodstock, ON
 N4S 4N2

October 10, 2025

Oxford County Council
 Oxford County Administration Building
 21 Reeve Street
 PO Box 1614
 Woodstock, ON N4S 7Y3

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Thank you for considering our request. Please let us know if a particular meeting date would be preferred.

Sincerely,

Cynthia St. John
 Chief Executive Officer
 Southwestern Public Health

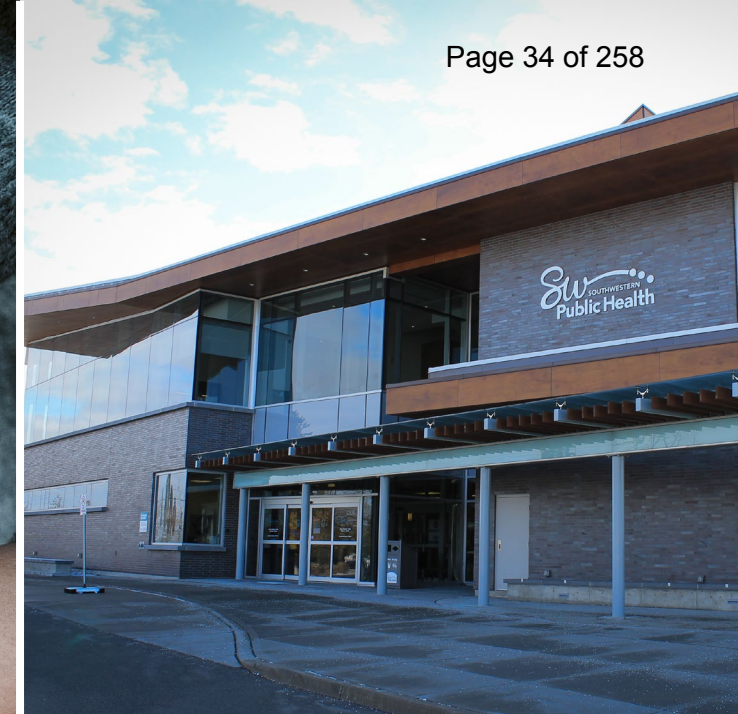
SOUTHWESTERN PUBLIC HEALTH PRESENTATION TO OXFORD COUNTY COUNCIL



Presenters:

- Mary Van Den Neucker, MN, RN
Program Manager, iHEAL
- Emily Robertson, MN, RN
Public Health Nurse, iHEAL

November 12, 2025



Agenda

- 1 Partnerships, Funding & Team
- 2 iHEAL Programming
- 3 Evidence & Impact
- 4 Referrals
- 5 Questions



Partnerships & Funding



Western
Arthur Labatt Family
School of Nursing



Researchers at Western University approached Southwestern Public Health (SWPH) to propose a partnership.



Funding received from the Ontario Ministry of Children, Community and Social Services (MCCSS) as part of the National Action Plan (NAP) on gender-based violence.

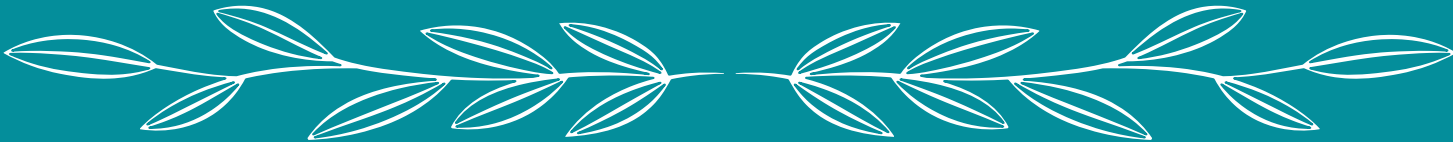


Implementation at SWPH expands iHEAL to a more rural perspective.



The program will run until December 2026, with hopes that the program will continue.

iHEAL Team





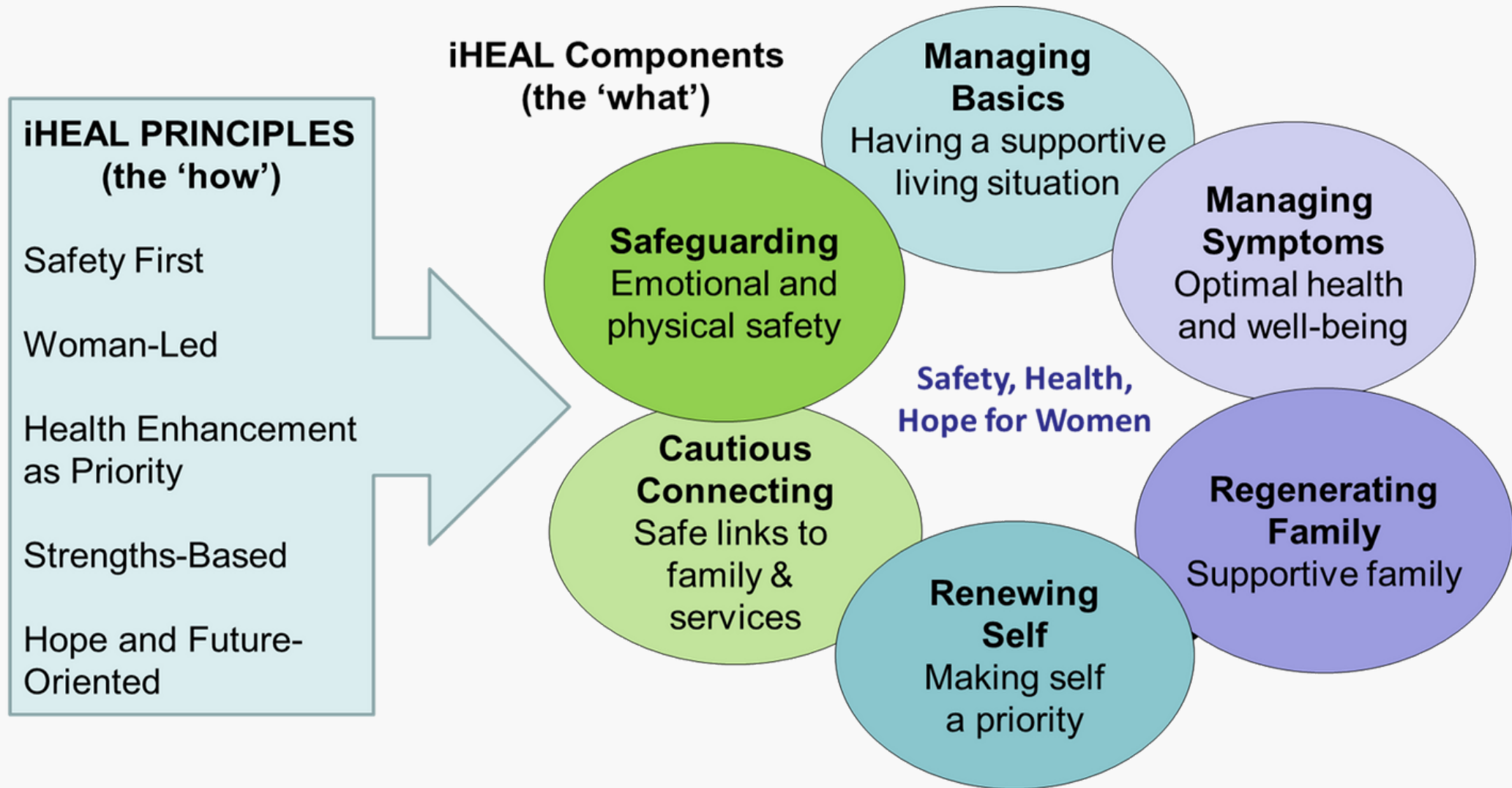
**More than 40% of Canadian women
experience IPV in their lifetime**

What is iHEAL?

- A no-cost program for women who have experienced or continue to experience abuse from a current or ex-partner.
- Supports women to manage common issues they face to improve their health and safety.



Principles & Components



Theoretical Grounding: Relational Inquiry, Trauma- and Violence-Informed Care, Cultural Safety, Substance Use Health

Evidence & Impact

- Safe, acceptable and adaptable to different contexts; high fidelity
- Sustained benefits for women when compared to usual care, including:
 - Better quality of life
 - Improved mental health (PTSD, depression)
 - Increased confidence
 - Reduction in severity of IPV



What are women saying?

**“The nurse helped me
find my backbone.”**

**“I’m going for a walk every day
and I joined a pilates class
and a book club.”**

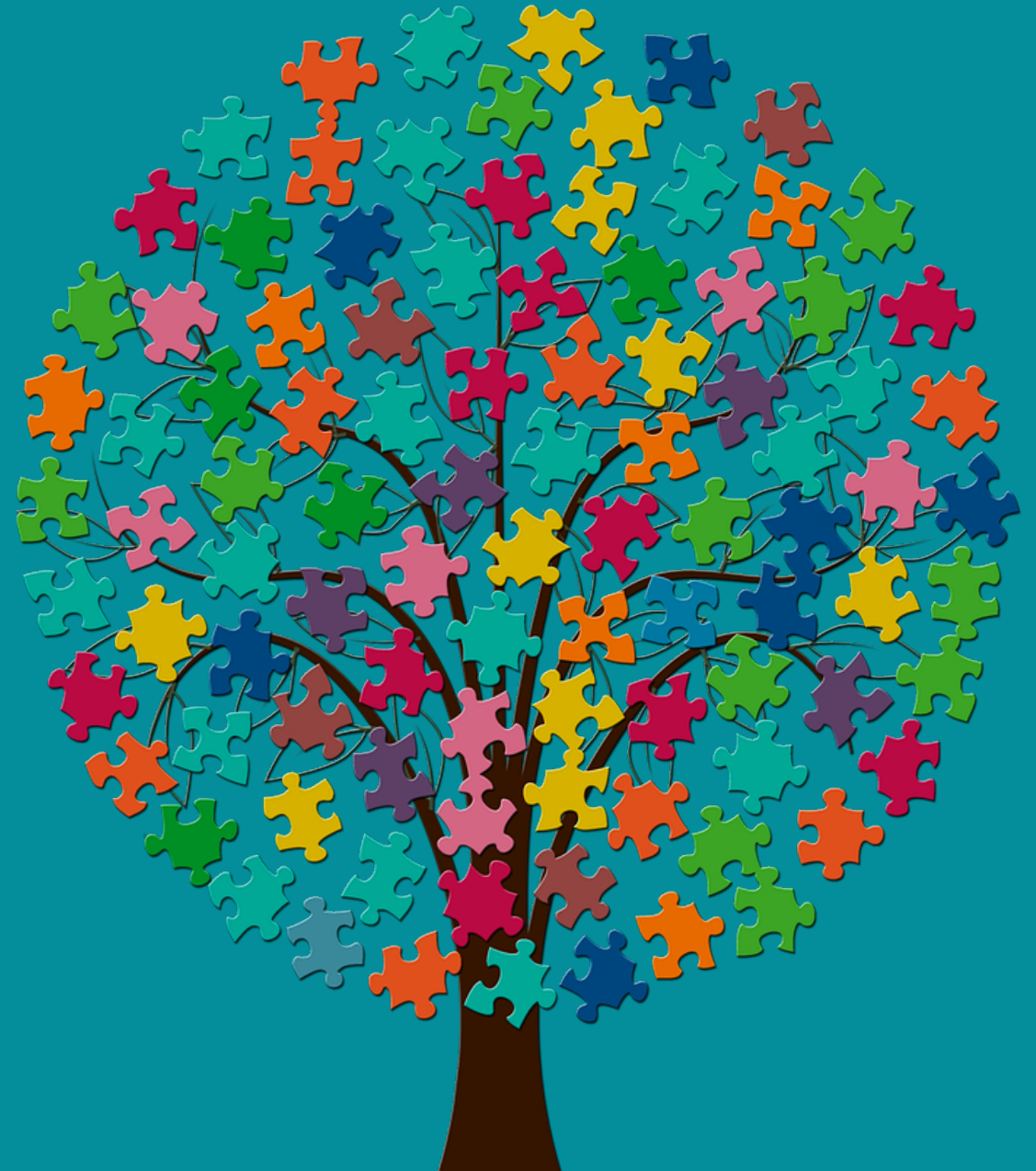
**“It gives you tools that you used to have
that you lost over time
and then it builds you up again.”**

**“I felt she gave me a
bit of confidence back...
she made me
feel human again.”**

**“It helped me
find my voice and
put words to a situation.”**

Referrals

- **Self-Referral:**
 - Through SWPH's website (www.swpublichealth.ca)
 - Direct line: 519-207-0807
 - Toll free: 1-800-922-0096 (Press 5, then Press 2)
 - **Community Referral:**
 - Accepted with the woman's consent
- * At minimum, we need the client's name and safe contact information *



iHEAL App

- Free to download
- Requires login each time
- Option for anyone interested in more support or information re: IPV





**Keep the
conversation going**

Thank you!



Questions?



Wednesday, October 29, 2025

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)	I work with leather. I hand cut, design, tool (make the impressions in the leather. Hand dye and sew by hand.
Name and Title of Primary Contact / Main Presenter	Debbie Randall
Street Address	29 Emma Street. Princeton
Daytime Contact Number	5194588432
Email	drandall427@hotmail.com

Presentation Details:

Date you wish to present to Council	Wednesday, November 12, 2025
How would you like to attend the Council meeting?	In-Person

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

Affordable housing problem. Who is making sure it is REALLY affordable?

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.

From: [Laura Pickersgill](#)
To: [Cephas Panschow](#); [Planning](#); [Lindsey Mansbridge](#)
Cc: [Planning](#); [Kyle Pratt](#); [Amelia Jaggard](#); [Laura Pickersgill](#)
Subject: Council Decision Letter - October 14, 2025 - 400 Simcoe Street E&E McLaughlin
Date: October 16, 2025 2:15:11 PM
Attachments: [image001.png](#)

Hello,

At the October 14, 2025, meeting of Tillsonburg Town Council, the following resolution was passed:

Resolution # 2025-365

Moved By: Councillor Parker

Seconded By: Councillor Rosehart

THAT council receives 400 Simcoe Street - E&E McLaughlin as information;
 AND THAT the Oxford County 2024 Growth and Land Needs Assessment identifies the need for more commercial lands within the boundaries of the Town of Tillsonburg;
 AND FURTHER that the County of Oxford provides servicing to 400 Simcoe Street which currently restricts the potential future growth on this site;
 AND THAT Council recognizes the owners of the 400 Simcoe Street are in favour of a boundary adjustment with regards to this property;
 THEREFORE BE IT RESOLVED THAT the Town of Tillsonburg requests support from the County of Oxford to pursue inclusion of the 400 Simcoe Street property as part of the Municipality of the Town of Tillsonburg;
 AND THAT this resolution be sent to the County of Oxford and the Oxford County Planning Department for comment and support.

Carried

Thanks,

Laura Pickersgill, AMP, Dipl.M.A

Acting Deputy Clerk
 Town of Tillsonburg
 10 Lisgar Ave
 Tillsonburg, ON N4G 5A5
 Phone: 519-688-3009 Ext. 4042

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RESPECT ISN'T OPTIONAL: The Town of Tillsonburg strives to provide a comfortable, respectful and safe environment for patrons and staff. Harassment of any kind will not be tolerated. Visit www.tillsonburg.ca/RZone for details.

REPORT TO COUNTY COUNCIL

Fleet Management Plan

To: Warden and Members of County Council

From: Director of Public Works

RECOMMENDATION

1. That County Council adopt the Fleet Management Plan, as attached to Report PW 2025-60, for implementation.

REPORT HIGHLIGHTS

- The County currently operates and maintains 218 fleet and equipment assets, which support County operations.
- Through the implementation of the 2021-2025 **Green Fleet Plan**, there is limited room for further expansion of green fleet due to market availability of some fleet assets.
- Percentage of owned motorized fleet vehicles using alternate fuels is approximately 35% as of October 2025. Currently, the maximum achievable is 45% of existing assets based on current market conditions. Additional progress will be made through normal asset renewal activities.
- At this time, there is more value in transitioning the former Green Fleet Plan into an overall Fleet Management Plan (Attachment 1) to provide transparency on how the County's fleet is managed, through financially and environmentally responsible procurement, operations, maintenance, regulatory compliance, and asset management.

IMPLEMENTATION POINTS

Upon approval of this report, staff will continue to manage the County's fleet in the manner outlined in the plan and approved through annual Business Plan and Budgets.

Financial Impact

There are no financial impacts related to this report, as all current expenditures have been approved in the 2025 Business Plan and Budget.

Any costs associated with the implementation of the Fleet Management Plan will be included in subsequent annual capital and operating plans for the Business Plan and Budget approval process.

Communications

Following Council approval, the Fleet Management Plan will be shared with Area Municipalities as resource information. The Plan will also be promoted through the County's social media and will be posted on the County's "[Reports and Publications](#)" web page.

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 2.1 – Climate change mitigation and adaptation	Goal 3.1 – Continuous improvement and results-driven solutions Goal 3.4 – Financial sustainability

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

DISCUSSION

Background

On June 24, 2015, County Council unanimously passed the 100% Renewable Energy (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. In support of this initiative, County Council adopted the County's first Green Fleet Plan in 2016 for a period of five years and included 32 recommended actions for implementation in an effort to reduce fleet Greenhouse Gas (GHG) emissions by 10% from 2015 levels by 2019. As of the end of 2019, fleet emissions had fallen 9.3%.

Subsequently, County Council adopted the second five-year iteration of the Green Fleet Plan in 2021 through Report **PW 2021-23**. This plan included a more aggressive 82 recommendations for implementation, mainly focused on specific asset replacements utilizing alternative fuel sources, including compressed natural gas (CNG), hybrid electric vehicles (HEV), plug-in hybrid electric vehicles (PHEV), and battery electric vehicles (BEV). This plan set an emissions reduction target of 14.1% from 2015 levels by 2025. As of the end of 2023, fleet emission reductions equated to 18% from 2015 levels; however, this rose to an overall reduction of 7% as of the end of 2024 due to the fleet size increasing to support expanded service delivery across the County. When comparing to an adjusted 2015 baseline that takes growth into account, the reductions in 2023 and 2024 were 22% and 17%, respectively.

Comments

Since 2021, the County's fleet, managed by Fleet Services, has grown by 24 assets to a total of 218. This increase has been mainly through acquisition and classifications of non-motorized equipment assets (i.e. road closure trailers and chassis components such as service bodies); however, the growth also included eight motorized assets through service expansions. The current asset breakdown is shown in Table 1 below.

Table 1 – October 2025 Fleet Count

Fleet Asset Type	Asset Count
Motorized Vehicles	169
Equipment	35
Leased Units	14
Total	218

These additional motorized units altered some of the anticipated green fleet metrics related to percentage of fleet using alternative fuel sources, as well as overall fleet emissions. The most

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recent 2021 plan sought to increase the amount of alternative fuelled vehicles to 47% by the end of 2025; however, currently this rate stands at 35% of owned assets (58), excluding 14 short term leased units.

Further compounding these metrics were some planned initiatives that have not been completed following the plan, including:

- Forced backtrack on use of hybrid ambulances due to the manufacturer no longer supporting the procured units. As units have been replaced through scheduled asset renewals, hybrid models have been replaced with conventional gasoline units.
- BEV cargo vans not being implemented. The previous Green Fleet Plan identified that eight cargo van assets could be replaced with BEV models. During the renewal process, staff reviewed available units on the market and compared their ability to meet the intended operational need. While there were BEV cargo vans on the market, none of the available options were able to confidently meet the daily travel requirements compiled through GPS data. As such, these units were procured as gasoline/CNG versions similar to previously purchased units. BEV's will continue to be reviewed for range and economic competitiveness and will be implemented if/when value can be realized without compromising operational needs.
- A recommendation for 35 HEV and seven BEV pickup trucks to be procured by 2025. Currently, 21 HEV and 12 BEV pickup trucks are in service for a total of 33 alternate fueled pickup trucks. Overall, this number did not meet the intended target as $\frac{3}{4}$ ton trucks do not have an available hybrid option on the market. Furthermore, once the initial BEV's were put into service and demonstrated actual operating costs, it was determined that these units are more cost effective than both conventional gasoline and HEV units leading to the increase in BEV procurements.
- The previous plan identified possible unit replacements based on anticipated lifecycles; however, through implementation, some unit replacements have been deferred due to the Vehicle Replacement Rating (VRR) not yet reaching the condition threshold for replacement.

While not all initiatives were fully implemented as originally planned, this should not be looked at as a shortcoming, but as an evolving initiative. Despite not all metrics being met, all aspects of the plan were implemented in some fashion to meet the GHG reduction goals and have been infused into how fleet asset procurement occurs. Through trialing HEV, BEV and other alternative fuel options, it has been shown that these technologies offer improved lifecycle cost performance and will continue to be evaluated moving forward to maximize financial performance within the fleet portfolio.

After the implementation of the 2021 five-year Green Fleet Plan, staff have determined that there are no longer sufficient updates to warrant value in the creation of a third five-year plan. While the implementation of the previous Green Fleet Plans has been successful in reducing emissions as well as overall costs, ongoing transition opportunities have been embedded into normal fleet operations. As such, staff felt that it would be more valuable to evolve to an overall management plan. Transitioning from the Green Fleet Plan as a prescriptive plan with defined tasks, to a management plan that outlines decision making processes will provide more

transparency on how the County's fleet is managed. Through this framework, Fleet Services will continue to evaluate market availability to procure the most financially responsible asset that meets operational needs. The new management plan will also continue to support the County's long term sustainability goals, with overall progress reporting occurring through the Annual Energy Report to Council each year.

The new Fleet Management Plan is intended to provide guidance on how staff manage the fleet, including the following specific areas.

Strategic Plan

The introduction and Strategic Plan sections of the plan outline how the Fleet Management Plan relates to the County's current 2023-2026 Strategic Plan. This section also speaks to maintaining the link to the 100% RE Plan in conjunction with the Energy Management Plan and Renewable Energy Action Plan, which was the initial purpose of the past Green Fleet Plans.

Summary of Fleet Assets

This section provides an overview of the existing fleet asset types and how they are classified and categorized. The asset summary focuses on types rather than quantities to provide transparency on the range of vehicles that make up the County's fleet. In addition, this section includes insight into how leased and rented vehicles are managed and the types of situations where this procurement type is or may be utilized. This includes regular rental units to support summer staff resources, as well as one-off rentals that may be required for a number of reasons including significant maintenance downtime of critical assets, or temporary needs for new FTE's while a permanent asset is being procured. The summary of assets also outlines non-vehicle assets that Fleet Services manages including fuel stations and electric vehicle charging infrastructure.

Lifecycle Management

The lifecycle portion of the plan provides an overview of all aspects related to how physical fleet assets are managed from the time they are put into service until they are disposed of. It outlines current maintenance practices, as well as explains why most maintenance services are currently contracted out rather than being completed as an internal service. The VRR process identifies how fleet asset conditions are evaluated using age, odometer, repair and maintenance costs (R&M), and reliability to come up with an overall asset condition score. Assets are generally planned for replacement when they begin to reach the upper VRR scoring threshold of a fair condition (8-12) in an effort to balance financial performance while avoiding service disruptions.

Replacement planning and expected useful life are used to make the necessary capital contributions over an asset's life to ensure sufficient funding for a replacement unit when the VRR supports a unit's replacement. Expected useful life is listed for all asset types that have a capital contribution component, which range from five to 25 years.

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Replacement strategy overviews are provided for both general fleet assets as well as attachment assets such as service bodies, dump boxes, and flat decks. These attachment assets are large components affixed to a fleet asset chassis to support its function but have been given a different expected life as it has been determined that these components can be used across multiple chassis lifespans, further optimizing costs.

A brief overview of purchasing mechanisms used for procuring fleet is included in this section for transparency purposes. In the past, all asset procurement was completed via public tender in accordance with the County's Purchasing Policy. In recent years, additional purchasing mechanisms, which align with the Cooperative Purchasing section of the Policy, have also been utilized to expand opportunities to bring the best value to the County, both from financial and product quality perspectives. Currently, these tools include the Elgin Middlesex Oxford Purchasing Cooperative (EMOP), which is used to obtain bulk pricing on fuel and vehicle leasing, as well as Canoe Procurement Group of Canada which assists with procurement of specialized equipment such as mower tractors, compactors, graders, hydro-vac trucks, etc. These complex pieces of equipment can be more difficult to obtain the correct configuration at the best price through public tender, so using Canoe has streamlined staff efforts and resulted in good value for the County.

Lifecycle management and procurement of new assets include the County's continuing efforts to green the fleet. Much of the intent of the previous Green Fleet Plans has now been incorporated into regular procurement and evaluation activities. For all new asset procurements, Fleet Services looks at market availability for units meeting the required operational need. This market review takes into account lifecycle costing, including expected capital purchase, fueling, R&M, and disposal refunds, which can vary based on vehicle and fuel type. Fleet Services will seek out procurement of the vehicle and fuel type that brings the best value to the County looking at the full lifecycle cost of an asset. This approach has resulted in a diverse fleet that includes conventional gasoline and diesel units, as well as CNG, HEV, PHEV, and BEV units.

Electrification of the County's fleet and ongoing cost reviews have demonstrated that these alternative fueled units bring more cost efficiency to the County than comparable conventionally fueled vehicles. These types of units will continue to be implemented where they bring value to the County, while meeting operational needs. In some cases, electric vehicles for specific needs are currently available on the market; however, they do not meet the normal operation range requirements that have been validated through GPS data. In these cases, staff will continue to evaluate technological advancements and will seek to implement if/when operational needs can be met in a cost-effective manner. In addition, staff will continue to stay informed of new technological advancements for alternate fuel options (e.g. Hydrogen) to see if and how these may be adopted to further improve performance.

Finally, disposal practices are summarized for when an asset reaches its end of life. A brief overview of end-of-life triggers, disposal preparation as well as approved disposal methods which vary based on the asset type is detailed. All proceeds from asset

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disposals are used annually to support the operating costs associated with managing the fleet. Annual surplus or deficits are contributed or taken from the Fleet Reserve.

Levels of Service

The levels of service section of the plan includes information on tools and regulations related to fleet management. GPS services are utilized on all motorized fleet assets to track aspects such as location, vehicle performance, kilometers driven, and winter operations data such as plow up/down, wing up/down, and salter spreader activity. This data allows staff to review and report on key performance metrics, which drive utilization reviews to ensure the fleet is sized and used appropriately, as well as validate and follow up on operational concerns such as speeding and public complaints. GPS data related to winter operations is also critical to responding to road insurance claims brought against the County.

A critical component of fleet management relates to regulatory compliance with both the Commercial Vehicle Operator's Registration (CVOR), as well as the more commonly known requirements related to the Ministry of Transportation (MTO) licensing and registration requirements. CVOR requirements apply to all County vehicles with a gross weight, or combined truck and trailer gross weight, that exceeds 4,500kg. The CVOR program has inspection, maintenance and records management requirements that contribute to a commercial operator's overall rating. Key components including collisions, convictions and MTO inspections are combined into a violation rating for the County. If this rating exceeds a certain level, typically around 50%, it will trigger audits of the County's entire CVOR management system. Poor audit performance can result in mandatory follow-up audits, monetary penalties, insurance premium increases, or in extreme cases, CVOR certificate suspension which would drastically impact service delivery.

Fleet Services regularly updates all CVOR vehicle operational staff on changes or emerging trends related to the program. These notifications are intended to enhance program and status awareness, and to promote positive behavioral changes in daily operations with a focus on enhancing safety, inspection accuracy, and daily log detail. The County's current violation rating as of October 2025 is 17.53%. While this rating puts the County in a good position, staff continue to monitor the scoring criteria and work with operators to lower this rating further.

Financial Management

The financial section of the plan provides an overview of how the fleet is included in the annual Business Plan and Budget process. It provides transparency on the various components that are included in both the operational and capital budgets, as well as providing some additional commentary on how some of these aspects are reviewed to provide the most accurate budget as possible.

It also speaks to the concept of early procurement purchases which was initially introduced during the COVID-19 pandemic when there were significant supply chain

disruptions in the automotive industry that drastically impacted delivery timelines. The concept of early procurement, which initiate the purchase of long lead assets one year in advance of the approved budget, has continued to be a part of Fleet Service's procurement strategy for assets expected to take longer than 12 months to receive from the date of order. These assets typically include larger, more complex pieces of equipment such as snowplows, landfill compactors, and mower tractors; however, staff review delivery timelines with manufacturers regularly on a wide range of asset types to identify early procurement opportunities where they bring value to the County. Early procurements of these long lead items help mitigate risk by reducing the need to extend existing assets beyond their useful life while waiting on replacement units.

Beyond the above section summaries, the Fleet Management Plan will continue to work in concert with the Energy Management Plan and Renewable Energy Action Plan to support the County's 100% RE Plan, while also offering further insight into all aspects of fleet management. Staff will review this plan every five years and will report back to Council if and when any structural changes are intended to be made to this plan.

CONCLUSIONS

The previous iterations of the County's Green Fleet Plan have positively influenced how the County manages its fleet; however, updating those plans in the same manner has now become outdated. Transitioning from a prescriptive task-based plan to an overall management plan that outlines decision making processes will provide more transparency to how the County's fleet is managed moving forward, while focusing on procuring the most financially responsible vehicle that meets operational needs. It is recommended that this new plan be adopted to guide a mature management philosophy.

SIGNATURES

Report author:

Original signed by

James Wagner
Coordinator of Fleet

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 – Fleet Management Plan, November 2025



Fleet Management Plan

NOVEMBER 2025



Committed to 
100% RE | Zero Waste | Zero Poverty

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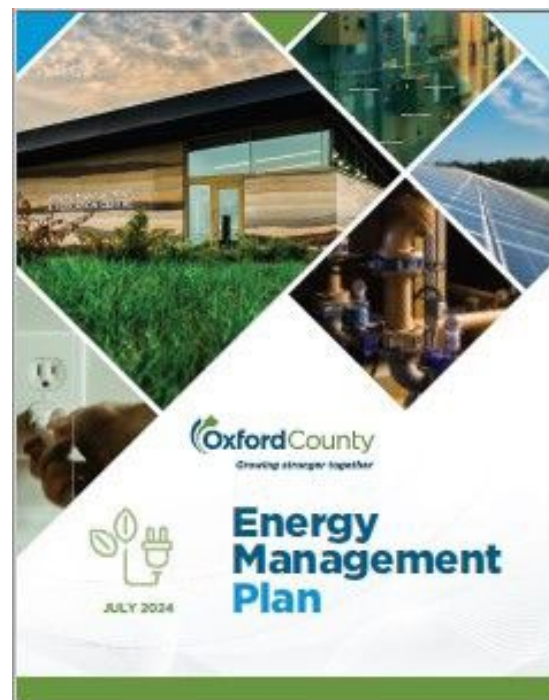
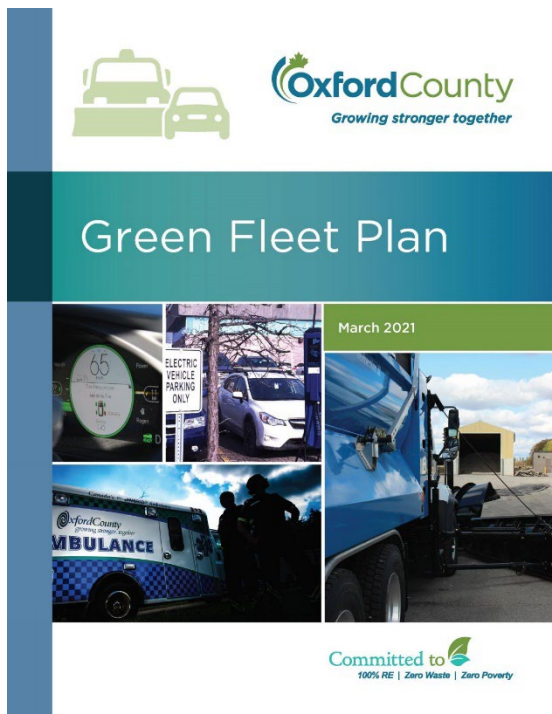
1.0 Introduction

The information and figures within this plan have been developed based on the best available data at the time of this plan's development. The information will act as a guide for decision making for Levels of Service and Lifecycle Management activities, including the acquisition, operation, maintenance, renewal and disposal of County Fleet Services assets.

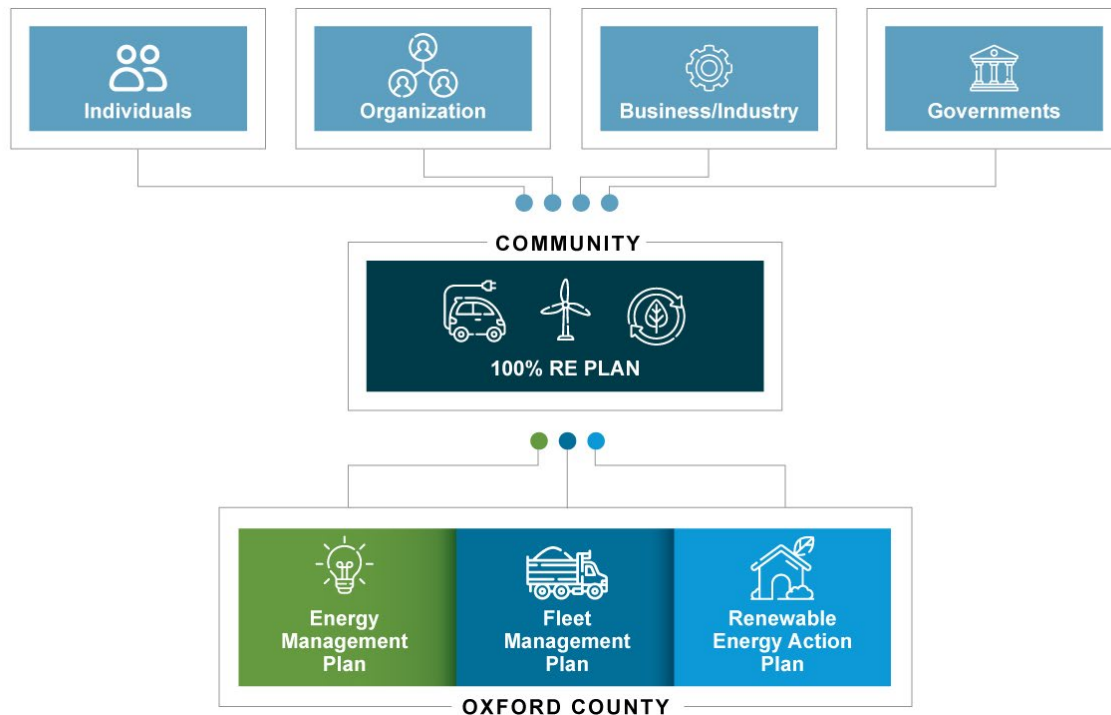
Council's adoption of the Green Fleet Plan in 2016, along with subsequent update in 2021, gave staff the directive to explore alternative means of fuel propulsion in an effort to progress the County's sustainability goals as well as reduce operational expenditures. In alignment with this directive, the Green Fleet Plan was developed and has been successfully implemented to a point where it has been taken as far as it can be as a stand-alone initiative. The principles of the Green Fleet Plan have been fully integrated into the County's normal Fleet Services operations. In an effort to continue to focus on operational excellence, it is time that the Green Fleet Plan transitions into an overall Fleet Management Plan, to provide full transparency on how the County manages its fleet.

1.1 Background

In 2015, Oxford County Council endorsed a community goal of achieving the use of 100% Renewable Energy (RE) by 2050, and subsequently the 100% RE Plan in 2018.



To progress towards achieving this target, Oxford County, as an organization, has developed and implemented several initiatives, including the Energy Management Plan (EMP), the Renewable Energy Action Plan (REAP), and the Green Fleet Plan (GFP). The EMP focuses on energy usage across the entire corporate activity of services which the County delivers and includes initiatives to reduce energy consumption and improve system efficiencies. This EMP is revised every five years, along with annual updates to highlight areas of improvement and innovations to promote sustainability. The REAP supports the County organization's roadmap for changes in energy consumption, reduction in GHG emissions, and increases in renewable energy mix.



To date, the GFP has worked in conjunction with the EMP and the REAP to guide the contributions of the County organization towards the 100% RE goal. It is important to identify that the County organization is only one of multiple input entities that have a role in contributing to the 100% RE Plan. Moving forward, the Fleet Management Plan will replace the GFP; however, it will contribute to the overall goal in the same manner as before.

Oxford County's Fleet Services is an integral part of the 100% RE Plan, as fleet emissions are estimated to comprise approximately 36% of the County's overall emissions. Fleet Services has successfully reduced GHG emissions despite a 9.5% increase in vehicle kilometres travelled. This has been achieved by the incorporation of Compressed Natural Gas (CNG) vehicles and the gradual adoption of hybrid and electric vehicles as market availability improves. The percentage of corporate vehicles using alternative fuels has increased from 11% in 2017 to 32% as of 2024. Based on the current market offerings, the County estimates a maximum achievable rate of 48-50% for alternate fuel adoption. According to 2024 data, Fleet Services has achieved a 4.2% decrease in overall energy and a 6.8% decrease in GHG emissions compared to 2015 levels.

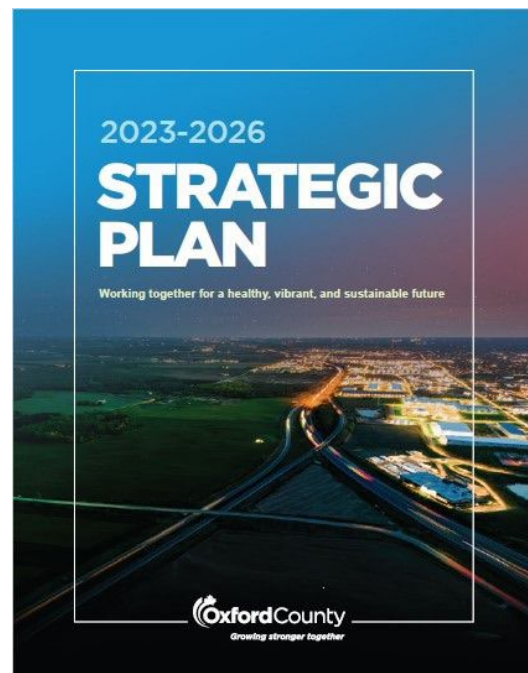


The County's Asset Management Plan has been prepared to meet the Ontario regulatory requirements, Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure. The County fleet asset category is a significant component of the County's infrastructure assets, providing available, reliable, economical and sustainable fleet assets for internal and external County service areas. Effective maintenance and renewal of these assets are critical to ensure that they continue to deliver adequate levels of service and provide expected benefits.

The Fleet Management Plan has been formulated to address all phases of the fleet process, in addition to including continued integration of green fleet opportunities, resulting in the reduction of both lifecycle costs and GHG emissions.

2.0 Strategic Plan

Oxford County's Strategic Plan is organized around seven values: Excellence, Accountability, Innovation, Integrity, Teamwork, Sustainability, Diversity, Equity and Inclusion. These values guide the actions, priorities and outcomes the County is working to achieve while balancing the community now and in the future. The Fleet Management Plan incorporates the long-term goals and objectives of the County's Strategic Plan by documenting and identifying the resources required to manage these assets through their lifecycles to achieve the optimal levels of service.



This Fleet Management Plan demonstrates the County's commitment to the values to fulfill the following goals of the County's Strategic Plan 2023 – 2026:

Goal 1.2 – Sustainable infrastructure and development, initiatives:

1. *Optimize asset management and preventative maintenance for aging and expanding infrastructure*
2. *Continue integrated growth management to support long-term sustainable growth*

Goal 2.1 – Climate change mitigation and adaptation, initiatives:

1. *Develop a Climate Action Plan with targets, resource requirements and an implementation plan, leveraging existing plans:*
 - a. *100% Renewable Energy Plan*
 - b. *Renewable Energy Action Plan*
 - c. *Green Fleet Plan*
 - d. *Energy Management Plan*

Goal 3.1 – Continuous improvement and results-driven solutions, initiatives:

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

Goal 3.4 – Continuous improvement and results-driven solutions, initiatives:

1. *Prioritize long-term financial planning and risk management, including evaluation of the full lifecycle costs of projects and assets*

3.0 Summary of Fleet Assets

3.1 Fleet Asset Classifications

Oxford County fleet assets support three main user groups: Public Works, Paramedic Services and Library Services. The fleet assets assigned to these groups are classified into seven (7) distinct sub-types based on the size and type of unit, including:

Ambulance – Ambulance vehicles within the Paramedic Services department

ERV – Emergency Response Vehicles within the Paramedic Services department

ATV/UTV – Utility vehicles.

Light – Cars, SUVs, Vans and Pick-up Trucks

Medium – Vans and Pick-up Trucks

Heavy – Dump / Plow Trucks, Roll off Trucks, Vacuum & Sweeper Trucks, Day Cabs

Major – Paving and Grading equipment, Tractors and Backhoes, Wheel Loaders, Hydrovac trucks, Forklifts, Dozer and Landfill Compactor.

Fleet Services also oversees Fueling, Charging Stations and Equipment assets. Fuel station sites dispense unleaded gasoline, diesel and dyed diesel to support operations, while multiple charging station locations across the County support both Public and County fleet electric vehicle charging needs. Equipment assets primarily include non-propulsion assets used in conjunction with fleet assets to perform operational tasks or provide functionality to fleet assets (e.g., dump boxes). Equipment assets have their own life cycles and are not necessarily replaced at the same time as the fleet asset they support. Fuel and charging stations, along with Equipment assets, are classified into five (5) different sub-types, including:

Fueling Station – Unleaded and Diesel fuel tanks

Charging Station – Level 2 and Level 3 Charging Stations

Marine – Boat/pontoon boat

Trailer – Light and heavy trailers and trailer-mounted equipment

Attachments – Flat Deck, Dump boxes, Service Bodies

3.2 Fleet Asset Types

Fleet Services assets, broken into Vehicle, Equipment and Fueling, along with their Classification and Types that are inventoried, are listed below. The acronyms that are associated with these vehicles have expanded descriptions, also listed below.

Table 3.2.1 – Asset Classification and Types

 Vehicles		
Classification	Type	
Ambulance	Ambulance	
ERV	Emergency Response Vehicle Emergency Response Vehicle – HEV	
ATV/UTV	UTV	Golf Cart
Light	Car – BEV Car – PHEV Pickup – ½ Ton Pickup – ½ Ton – BEV Pickup – ½ Ton – CNG Pickup – ½ Ton – HEV Pickup – Compact	Pickup – Compact – CNG Pickup – Compact – HEV SUV SUV – CNG SUV – PHEV Van – Cargo Van – Cargo - CNG
Medium	Pickup – 1 Ton Pickup – 2 Ton – Sign Truck	Pickup – ¾ Ton
Major	Asphalt Paver Backhoe Brush Chipper Compactor – Large Forklift Motor Grader Pull Scraper Riding Lawn Mower Roller	Sweeper Telescopic Handler Tractor – Compact Tractor – Dozer Tractor – Mower Tractor – Mower / Broom Tractor – Utility Vacuum Hydro-Vac Wheel Loader
Heavy	Day Cab Paint Truck Single (axle Truck) Tandem Tandem – CNG	Tandem – Dump Body Tandem – Roll Off Truck – Vacuum Sweeper Vacuum unit

 Equipment		
Classification	Type	
Attachments	Pickup – 2 Ton – Service Body Direct Liquid Application (DLA) Tank Pickup – 1 Ton – Dump Box	Pickup – 1 Ton – Service Body Pickup – ½ Ton – Flat Deck
Marine	Pontoon Boat	
Trailer	Trailer	Trailer – Small
	Trailer – Crane	Trailer – Tandem Covered
	Trailer – Dump	Trailer – Tanker
	Trailer – Flat Bed	Trailer – Valve Maintenance
	Trailer – Fuel	Trailer – Emergency Signage
	Trailer – Generator	Trailer – Pontoon
	Trailer – Paint	Vacuum unit – Trailered Litter
	Trailer – Scrubber	Trailer – Single Covered
	Trailer – Emergency Support	
 Fueling		
Classification	Type	
Charging Station	Level 2 Charger	Level 3 Charger
Fueling Station	Unleaded Fuel Tank Diesel Fuel Tank	Colored Diesel Fuel Tank

BEV – Battery Electric Vehicle

CNG – Compressed Natural Gas

HEV – Hybrid Electric Vehicle

PHEV – Plug-in Hybrid Electric Vehicle

3.3 Lease & Rental Management

Oxford County Rental Management employs strategic practices to acquire, operate, and maintain fleet rental vehicles with the goal of improving operational efficiency and reducing costs. Key components of the rental management strategy include:

- Establishing clear objectives
- Developing and maintaining a rental schedule
- Tracking vehicle performance and related expenses
- Creating and adapting a rental budget and management plan

Currently, Oxford County utilizes rental vehicles for the following purposes:

- Short-term rentals for summer students (typically 4–5 months)
- Patrol yard loaders
- Bridging for new assets related to FTE requests
- Temporary replacement vehicles for extended repairs

Currently, light & medium-duty vehicle rentals are sourced through the Elgin Middlesex Oxford Perth (EMOP) Purchasing Group to leverage cooperative purchasing advantages. Patrol Yard Loaders are acquired through 3-year tendered contracts. Specialty equipment is sourced separately, based on specific operational needs and availability. All rental procurements are conducted in the best interests of the County, balancing cost with operational needs.

To mitigate short-term rental costs resulting from unscheduled repairs or extended maintenance repairs, two surplus assets are retained on a continuous basis before being sent for public sale. These units can be quickly deployed to avoid disruption to daily work operations. These two held surplus assets are rotated through as better-condition units become available.

3.4 Fuel Stations

Fleet Services oversees all Oxford County vehicle and equipment fuel stations, utilizing a range of systems and strategies to monitor, control, and optimize fuel consumption and purchasing across operations. The County currently operates six (6) fueling stations that dispense unleaded gasoline, diesel, and dyed diesel. These locations include:

- Highland Patrol Yard
- Drumbo Patrol Yard
- Woodstock Patrol Yard
- Springford Patrol Yard
- Oxford County Waste Management Facility
- Ingersoll Water Operations Center

Each site is equipped with above-ground fuel tanks for each fuel type, which allow for easier maintenance and more effective leak detection. In contrast, underground tanks pose a greater environmental risk in the event of a leak, as well as increased cleanup costs upon decommissioning. All tanks are Technical Standards and Safety Authority (TSSA) compliant, double-walled (ULC-5601), with capacities ranging from 1,100 to 4,500 litres. All County above-ground fuel tanks are protected by concrete barrier posts, and stations are equipped with compliant spill containment kits.

- **Fuel Management Systems:** Software solutions are used to track fuel consumption and transactions, as well as to identify fuel-related maintenance issues. This system also automatically notifies the fuel supplier when tanks are below the set minimum tank volume and require filling. This function is especially critical during winter snow events to ensure all snow and ice control equipment maintains a sufficient fuel supply.
- **Fuel Cards:** Oxford County issues personal access cards to ensure that only authorized, active employees can access fuel. Each card is uniquely assigned and used to capture essential data, including:
 - Vehicle asset numbers
 - Odometer readings
 - Staff member identification
 - Litres dispensed
 - Date and time of fueling
 - Fueling capacity limits enforcement
- **Fuel Tank Inspections:** All Oxford County-owned gasoline, dyed diesel, and clear diesel tanks are inspected biannually by an outsourced company, ensuring TSSA compliance, employing certified Petroleum Mechanics.



Figure.7.Woodstock.Patrol.Yard.Fuel.Tanks

Oxford County also utilizes select third-party fuel filling stations to support efficient Ambulance operations or refilling of vehicles equipped with Compressed Natural Gas (CNG). Rural Green Energy in Woodstock is the primary supplier of CNG, accessed using assigned CNG fuel cards. In cases where an alternate CNG supply is needed, two back-up sources are available: Hi-Tech Fuels in London and Core Fuels Ltd. in Stratford. Each location requires its own specific access card. These CNG fuel cards capture the same essential data as the standard fuel cards mentioned above.

3.5 Electrical Vehicle Charging Stations

Fleet Services oversees all County-owned Electric Vehicle (EV) chargers, both publicly available and private fleet only, using advanced software platforms that monitor, control, and optimize charger operations. Public chargers are accessible to both County employees and the general public, while private chargers are restricted for use by County fleet vehicles only. These private chargers will only initiate charging when used with authorized Oxford County vehicle access cards; public access is not permitted. EV chargers come in three levels, including:

- Level 1 – slow charge using a standard electrical outlet, charging typically complete in 8-50 hours depending on the vehicle.
- Level 2 – mid charge using EV specific charging infrastructure, charging typically complete in 4-10 hours.
- Level 3 – DC fast charger, charging typically complete in 25-60 minutes.

Fleet Services currently manages a total of 53 EV charging stations, including 46 Level 2 chargers and 7 Level 3 chargers. All chargers, whether public or private, require an access card specifically for the vehicle being charged. Level 3 chargers have been strategically placed at geographically balanced locations across the County to support charging needs. Future expansion of the charging network will be guided by fleet demand, based on vehicle utilization analysis and operational requirements.

Charging Operations and Access

County-owned EVs are assigned daily overnight parking locations equipped with private Level 2 chargers. Charging these vehicles on Level 2 chargers overnight ensures that charging occurs at off-peak times and ensures a full charge for the start of each work shift. During summer or winter months vehicle can be set up for pre-conditioning - a process that heats or cools the cabin and/or battery to an optimal temperature while still plugged into the grid using energy straight from the facility rather than the vehicle. This ensures both passenger comfort and the vehicle starts the day at 100% charge.

By assigning a dedicated charger to each EV, the County ensures that every fleet vehicle has a consistently available charging station, supporting reliable daily operations. If additional charging is required during the day, Level 3 fast charging stations are available at strategic locations throughout the County for quick top-ups. These quick top-ups are typically only needed in exceptional cases when the vehicle operates beyond its regular routine, such as on-call duties, towing or extended unscheduled use.

In the event of main grid power loss, most charging sites are upfitted with a backup generator that is sized to operate the Level 2 chargers. This will ensure that all vehicle charging and conventional fueling can continue uninterrupted during power outages.

Current Charging Infrastructure

Public - Level 2 and 3 chargers are located at the following sites:

- Woodstock
 - 21 Reeve St. (Level 2)
 - 580 Bruin Blvd. (Level 2 & 3)
 - 75 Graham St. (Level 2)
 - 377 Mill St. (Level 2)
 - 300 Julliana Dr. (Level 2)
- Ingersoll
 - 16 King St. W. (Level 2 & 3)
 - 325 Thames St. (Level 2)
- Tillsonburg
 - 41 Bridge St. W. (Level 2)
 - 52 Venison St. W. (Level 2)
- Thamesford
 - 165 Dundas St. (Level 2)
- Salford
 - 384060 Salford Rd. (Level 2)



Figure.8.Southside.Water. Treatment.Facility.Level.8. Charger

Private – Level 2 and 3 chargers are located at the following sites:

- Woodstock
 - Woodstock Patrol Yard, 515165 11th Line. (Level 2)
 - Southside Water Treatment Facility, 221 Victoria St. S. (Level 2 & 3)
 - Springford
 - Springford Patrol Yard, 432594 Zenda Line. (Level 2 & 3)
 - Drumbo
 - Drumbo Patrol Yard, 895939 Oxford Rd. 3 (Level 2 & 3)
 - Embro
 - Highland Patrol Yard, 884135 Oxford Rd. 88 (Level 2 & 3)
 - Ingersoll
 - Water Operations Center, 59 George Johnson Blvd. (Level 2)
 - Wastewater Treatment Facility, 56 McKeand St. (Level 3)
 - Salford
 - Waste Management Facility, 384060 Salford Rd. (Level 2)
- **EV Charger Management Systems** - Fleet Services utilizes cloud-based platforms, including FLO and FordPro, to manage the following aspects of EV charger infrastructure:
- Diagnostics and Monitoring
 - Data Reporting
 - Access Control and Restrictions
- In addition, smaller chargers assigned to electric forklifts and certain vehicles are monitored through the MyEydro service, which tracks:
- Kilowatt hours (kWh) dispensed
 - Asset ID
 - Date and time of charging sessions
- **EV Charging Access Cards** - Each County vehicle is assigned a specific EV charging access card. These cards are used to:
- Authorize charger use
 - Track kWh dispensed
 - Log asset ID and time/date of each charging session
- **Charger Types and Specifications**
- Level 2 Chargers: Dispense power at a maximum of 11 kW/h
 - Level 3 (Fast) Chargers: Dispense power at a maximum of 100 kW/h



Figure.9.Springford.Patrol.Yard.Level.9. Charger

4.0 Lifecycle Management

All of Oxford County's fleet assets progress through a series of stages known as the Asset Lifecycle. Effective management of an asset's full lifecycle is essential for delivering consistent, reliable service and controlling costs over the asset's lifespan. A key principle of lifecycle management is that maintaining an asset in good condition is significantly more cost-effective than making costly repairs to keep a unit serviceable or prematurely replacing it once it has deteriorated too far. Oxford County's overall goal is to maximize the useful life and residual value of its assets while managing risks and optimizing total lifecycle costs.

4.1 Maintenance Program

The County's fleet assets are maintained through a Preventive Maintenance (PM) program, which directly influences the lifecycle and overall condition of vehicles and equipment. Proactive maintenance keeps assets in optimal working condition and reduces costs associated with breakdowns and unexpected repairs. The PM program is delivered through the following practices:

- **Scheduled Preventive Maintenance** – Regular maintenance based on time intervals or kilometres driven, as recommended by the manufacturer.
- **Seasonal Maintenance** – Specific servicing scheduled to prepare equipment and vehicles for seasonal condition changes and usage.
- **Proactive Maintenance Practices** – Identify potential risks before they occur, reducing downtime and increasing efficiency.

Oxford County staff identify potential risks before they occur by conducting regular inspections. Based on Regulation 199/07 of the Highway Traffic Act, in the event that a major defect is found during a daily inspection or during a trip, the vehicle cannot be driven until the defect is repaired. Minor repairs and seasonal maintenance are generally conducted in-house by County staff. However, recommended manufacturer-scheduled, preventative maintenance and larger repairs are typically handled by the vehicle manufacturer's dealer or a comparable third-party repair shop, as Oxford County does not operate its own vehicle or asset repair facility.

Based on the current size of the County's fleet, it is more efficient to outsource these repair activities, as operating an in-house repair facility is currently not cost-effective. Through outsourcing, the County can avoid major capital investment in shops and gain access to specialized expertise while remaining flexible to changing needs. A County-operated facility comes with numerous direct and indirect costs, including;

- Initial Investment** – Up front land costs, construction, specialized equipment, heavy-duty lifts & diagnostic technology.
- Operating expenses** – Annual utilities, insurance, maintenance of the facility and its equipment, parts inventory, required software programs, specialized tools and training.
- Labour Costs** – Salaries & benefits for technicians and administration staff.

As the County's fleet evolves, staff will continue to evaluate the effectiveness of the existing maintenance strategy and recommend changes, if and when it is appropriate.

4.2 Vehicle Replacement Rating

Fleet asset conditions are evaluated using either modelling or direct measurement approaches:

- The modelling approach applies standardized deterioration curves to estimate asset condition based on its expected remaining life.
- The direct measurement approach evaluates asset condition using real-world data such as inspection results, operational costs, and reliability history.

Fleet Services employs the direct measurement method, as it provides more accurate, unit specific and data-driven insights. Annual assessments are conducted to collect up-to-date condition data across all fleet and equipment assets. The County's direct measurement methodology is known as the Vehicle Replacement Rating (VRR). This system is used to assess the condition of assets managed under the fleet and equipment program. The VRR is based on four key indicators:

1. Age
2. Distance travelled or hours of operation
3. Repair and maintenance (R&M) expenditures
4. Reliability

Each indicator is assigned a score from 0 to 5, with 5 representing the poorest condition. These scores are then used to prioritize replacements and guide capital planning. Refer to Table 4.2.1 for the detailed formulation of each VRR indicator.

Table 4.2.1 – Indicator Criteria

Indicator	Point Criteria
Age	Fleet assets are assigned a maximum useful life based on the type of equipment. If the asset is at or exceeds its maximum age, then it is assigned a value of 5. If the asset is less than the assigned maximum age, then: $(5 / (\text{Maximum_Age})) \times (\text{Current_Age})$
Distance Travelled or Hours of Operation	One point per 40,000 km travelled: up to 5 OR One point per 1,000 hours of operation: up to 5
Repair and Maintenance	If repairs and maintenance (R&M) costs are less than the total purchase price, then: $\left(\text{Total R\&M} \frac{\text{Costs}}{\text{Total}} \text{Vehicle Purchase Price} \right) \times 5$ If R&M is greater than the total purchase price, then the value is 5
Reliability	The number of services is totalled per quarter. The average of all four quarters from the previous year is calculated to determine the score, with a maximum value of 5.

Once each indicator value is determined, they are then added together to determine the VRR for an individual unit. Asset ratings are reviewed and updated each year as part of the annual Business Plan and Budget process, which drives asset replacement selections for the following

budget year. Table 4.1.2 displays the conditions and characteristics corresponding to the VRR value.

Table 4.2.2 – VRR Scale

Condition	VRR Range	Characteristics
Excellent	0 – 4	No noticeable defects
Good	4.1 – 8	Minor Deterioration
Fair	8.1 – 12	Deterioration evident, function is affected
Poor	12.1 – 16	Serious deterioration. Function is inadequate
Critical	16.1 – 20	No longer functional, general or complete failure

4.3 Fleet Replacement Value & Useful Life

Replacement value refers to the estimated total cost required to replace an asset to the same functional standard. Oxford County staff determine this value using the current Manufacturer's Suggested Retail Price (MSRP), which is reviewed and updated annually to reflect changing market conditions.

The typical useful life of each asset type is established based on the average timeframe in which the Vehicle Replacement Rating (VRR) reaches its replacement threshold. This estimate is further informed by staff expertise and professional judgment, taking into account any extenuating operational or environmental factors. Ambulances and tandem plow trucks are more strictly regulated following a timeline replacement schedule versus the VRR replacement threshold due to their long lead times and operational criticality.

The projected asset renewal forecasts are based on these typical useful lives. The useful life of each asset type has been determined based on a combination of industry data, and County data including the typical point in time where repairs and downtime become problematic. While individual asset replacements are determined by VRR, typical useful lives are used to guide capital replacement contributions to ensure adequate funding to replace assets when required. Where assets exceed their typical life based on VRR values, they cease capital contributions resulting in an operational cost savings. A summary of the lifecycles used for forecasting purposes is presented in Table 4.3.1.

Table 4.3.1 – Useful Asset Lives

Classification	Type	Useful life
Light	Car	7 years
	Pickup Trucks ½ ton & Compact / SUVs / Cargo Vans	5-7 years
Medium	Pickup Trucks ¾ ton to 2 ton	5-9 years
Heavy	Day Cab, Paint Truck, Tandems	9-10 years
	Sweepers and Vacuum Trucks	9-10 years
Major	Backhoe, Forklifts, Graders, Scraper	20 years
	Paver, Roller, Sweepers, Compactors	10 years
	Chipper, Mowers	15 years
	Tractors	15-20 years
Ambulance	Ambulance, ERV	6 years or 350,000km
Trailers	Trailer of all types	10-25 years
Attachments	DLA Tanks	15 years
	Flat Decks, Dump Boxes, Service Bodies	10 years

4.4 Asset Replacement

Replacement Strategy

Oxford County aims to replace fleet assets at their optimal economic lifecycle to maximize value, minimize unexpected downtime, and ensure the fleet continues to meet evolving organizational needs. Proactive replacement helps control costs by avoiding frequent, high-cost repairs and downtime affecting County services, as well as by effectively managing the total cost of ownership.

When replacing existing assets, Fleet Services looks at what is available on the market which will meet the required operational need as cost-effectively as possible. This cost analysis looks at the total cost of ownership rather than just the initial purchase cost, and evaluates different available fuel sources and daily utilization needs that are suitable for the applicable asset in order to come up with the most cost-effective option.

Replacement decisions are based on a combination of the following criteria:

- Vehicle Replacement Rating (VRR)
- Unscheduled or significant impending repair costs
- Safety concerns
- Changes in operational requirements

Fleet Attachment Assets Replacement

It has been determined that certain fleet attachment assets should follow a different life cycle than the chassis on which they are mounted. Due to their durable construction, primarily using aluminum and stainless steel, these attachments typically outlast the chassis, making it more cost-effective to extend their service life. As such, the life cycles of these assets are set to be twice that of the chassis they are installed on, and capital contributions reflect the anticipated funds required for this refurbishment/replacement cycle. The general replacement strategy is as follows:

- Initial purchase of a new attachment asset
- Refurbishment and reuse when the chassis is replaced for the first time (ie. at 5 years)
- Attachment replacement with a new unit upon the second chassis replacement (ie. at 10 years)

Current attachment assets are defined as follows:

- **Service Body** – A replacement for a standard pickup truck bed, providing a compartmentalized, enclosed storage system designed to organize and protect tools, equipment, and materials.
- **Dump Box** – A metallic, open-top container mounted to a medium-duty (1-ton) pickup truck, equipped with a hydraulic system that tilts the bed to discharge materials such as sand, gravel, or debris by gravity.
- **Flat Deck** – A flat, open load-carrying platform that replaces the traditional bed of a ½-ton pickup truck, ideal for transporting large or bulky cargo that would not fit into a standard truck box.

Fleet Purchasing Mechanisms

The County adheres to its Purchasing Policy when acquiring fleet vehicles and equipment, utilizing various approved procurement methods, including:

- **EMOP** – Elgin Middlesex Oxford Purchasing Cooperative
- **Canoe** – Canoe Procurement Group of Canada
- **Public Tender** – Through the Bids & Tenders digital eProcurement platform

Fleet Greening

In alignment with Oxford County's 100% RE, the County remains committed to sustainability by taking all reasonable actions to reduce the environmental impact of its fleet vehicles.

As part of the procurement or replacement process, staff will continue to explore low-emission vehicle technologies available on the market, which may include:

- Electric Vehicles (EVs)
- Ethanol
- Compressed Natural Gas (CNG)
- Renewable Diesel (HDRD and Biodiesel)
- Hydrogen



The market for alternative-fueled vehicles is rapidly changing, and while effort is made to adopt cleaner technologies, suitability and performance for the intended application are carefully considered. In addition, availability and overall lifecycle cost remain key factors in all procurement decisions to ensure both financial responsibility and operational efficiency.

Future Demand and Ongoing Utilization Reviews

Fleet Services employs a structured and pragmatic approach to managing the growth of the County's fleet assets and regularly reviewing usage. This approach supports strategic decision-making and long-term financial planning by ensuring that the identification and timing of new initiatives or asset replacements align with operational needs.

The goal is to promote the efficient and effective delivery of services through appropriately sized and utilized equipment. Fleet demand planning is informed, in part, by utilization reporting, which includes:

- GPS-based monitoring of:
 - Hours of use
 - Idle time
 - Distance traveled
- Fuel usage reporting

These data points help determine optimal asset deployment, replacement timing, and opportunities for operational improvement. In addition, Fleet Services staff regularly review usage reports to ensure all existing asset utilization justifies a need for each asset. In the event usage for a specific asset is lower than expected, staff will engage the user group to notify them of the concern, seek to understand what is happening with the asset, and make recommendations.

4.5 Disposal

Asset disposal occurs when an asset has reached the end of its useful life. This decision is based on several factors, including:

- High operating and maintenance costs as indicated by an elevated Vehicle Replacement Rating (VRR) score
- Unscheduled in-year repair costs that approach or exceed the asset's current value, prompting disposal rather than planned replacement based on Vehicle Replacement Rating (VRR) calculations
- Regulatory or compliance changes
- Technological obsolescence
- Changes in service demands or asset purpose

Disposal involves all activities required to decommission the asset, including:

- Removing upfitted components and accessories
- Stripping decals or County branding
- Preparing and facilitating the sale or final disposal of the asset

Any residual value generated from the sale of decommissioned fleet assets are used annually to support the operating costs associated with managing the fleet. In the case of Paramedic Services assets, this disposal value offsets the annual levy associated with that department. Oxford County follows approved disposal methods in accordance with its internal policies, which include:

- Trade-ins during the purchase of replacement assets
- Local public auction companies
- Electronic public auctions (e.g., GovDeals)
- Scrapping the asset when resale is not viable

5.0 Levels of Service

5.1 Telematics GPS System

Fleet telematics GPS systems use advanced technology to collect and transmit real-time data from vehicles, allowing for continuous monitoring of location, speed, and driver behaviour. A telematics device is installed in each vehicle and connected to the onboard diagnostic (OBD) system, integrating with the vehicle's internal computing systems. This device gathers data and transmits it to a central software management platform, which captures information including:

- **Location** – Tracked using GPS technology.
- **Vehicle Performance** – Metrics such as speed, rapid acceleration, and hard braking.
- **Operational Data**

- Utilization metrics such as kilometres driven, hours of operation, and idling time.
- Winter operations data such as plow up/down, wing up/down, and salter spreader activity (on/off status and application rates).
- Inputs related to ambulance emergency response activities.

All collected data is stored within the management software and is accessible to authorized staff at any time for reporting purposes. This enables detailed analysis across any or all of the above categories when needed. The data is typically used to support requests such as verifying speeding events in accordance with Oxford County's Safe and Responsible Driver Policy 7.33, or to provide evidence related to winter operations when responding to road insurance claims.

5.2 Standard Upfitting

The upfitting of Oxford County vehicles is a tailored process designed to align each vehicle with its specific job function and intended end use. This process begins with careful planning and collaboration between operators, supervisors, and Fleet Services during the budget phase, and concludes with final installation before putting new units into service.

Key considerations during the planning phase include:

- Defining the vehicle's operational purpose
- Involving end users (e.g., operators and supervisors)
- Evaluating Gross Vehicle Weight Rating (GVWR)
- Selecting appropriate materials and equipment
- Integrating job-specific technology
- Ensuring compliance with all applicable regulations

Once these factors are determined and the required equipment is incorporated during the procurement stage, Fleet Services completes the remaining upfitting work, which typically includes:

- Shelving and storage solutions in cargo areas
- Amber beacon and auxiliary safety lighting
- Pick-up truck back racks for securing materials
- Tablet or laptop holders
- Installation of vehicle job specific specialty equipment
- Provide and install vehicle safety equipment, fire extinguishers and first aid kits
- Application of County vehicle branding
- Installation of private two-way Oxford County channel radios
- Integration of a fuel monitoring system
- Deployment of telematics and GPS tracking systems

5.3 Regulatory Compliance

Commercial Vehicle Operator's Registration

To drive a commercial vehicle in Ontario, there is a requirement to have a valid Commercial Vehicle Operator's Registration (CVOR) certificate, which is part of the Carrier Safety Rating program managed and reviewed by the Ministry of Transportation. County vehicles with a Gross weight or combined truck and trailer gross weight over 4,500kg are part of the CVOR program.

The Carrier Safety Rating is a public-facing "grade" assigned by the Ministry of Transportation in Ontario reflecting safety performance. Ratings range from:

- **Satisfactory** – A good safety record with a violation rate below established thresholds
- **Conditional** – A rating where violation rates exceed acceptable thresholds, requiring improvement
- **Unsatisfactory** – a poor safety record with high violation rates, which can lead to significant consequences

The Carrier Safety Rating is based on the overall violation rating number calculation, which is calculated on the sum of three key items weighted values, including:

- **Collisions** – The number and severity of accidents the carrier has been involved in (weighted value of total sum, 40%)
- **Convictions** – Points from driver and vehicle violations of traffic laws and safety regulations (weighted value of total sum, 40%)
- **Inspections** – The results of vehicle and driver safety inspections conducted by the MTO (weighted value of total sum, 20%)

In support of the CVOR requirements, the County maintains the following driver and vehicle records for management purposes:

- **Driver Records:** Current copies of each Driver's Abstract, Conviction Record, Collision Report, and Training Certificates are maintained on file with Human Resources. Driver record checks for all Oxford County staff operators are conducted bi-annually by Human Resources. In addition, CVOR Level 2 Abstracts are reviewed at a minimum annually by Fleet Services.
- **Vehicle Inspection and Log Records:** Daily Vehicle Inspection Reports and Driver Logs are retained for the current day and the preceding 14 days, in compliance with applicable regulations.
- **Carrier Safety Rating:** Oxford County's CVOR Safety Rating is reviewed and obtained through the CVOR Online Carrier Record Inquiry at a minimum of once every six months.
- **Accident Reporting:** Procedures for accident reporting are detailed in the Workplace Incident, Injury and Illness Reporting Policy 7.04, and the Insurance Incident Reporting and Claim Management Policy 6.04.

The Ministry of Transportation (MTO) may initiate a facility audit if a carrier's Overall Violation Rate (OVR) exceeds 50%. Audits can also be requested at the discretion of the Deputy Registrar. There are four tiers of facility audits:

- **Tier 1 – System-Generated Audits:** Typically triggered when the OVR exceeds 50%.
- **Tier 2 – Voluntary Audits:** Requested by the carrier to update their safety rating or upon request by the Deputy Registrar.
- **Tier 3 – Compliance Verifications:** Conducted to verify adherence to specific regulatory requirements.
- **Tier 4 – Investigations:** Initiated in response to serious safety concerns or regulatory breaches.

Audits are evaluated based on specific compliance elements, resulting in a Profile Compliance Rate Score. A failing compliance score (55% or lower), may lead to serious consequences, including:

- Suspension of the CVOR certificate
- Increased insurance premiums
- Monetary penalties
- Mandatory follow-up audits

Oxford County's Fleet Services regularly updates all CVOR vehicle operational staff on changes or emerging trends related to the OVR. These notifications are intended to enhance program and status awareness and promote positive behavioural changes in daily operations with a focus on enhancing safety, inspection accuracy, and daily log detail. As of October 20, 2025, the County's OVR was 17.53%.

Ministry of Transportation

The Ministry of Transportation (MTO) operational requirements for County-related vehicles are primarily aligned with the CVOR program, which mandates vehicle registration, annual inspections, and ongoing maintenance. Annual vehicle licensing is completed by Fleet Services as required, based on notifications from Service Ontario. In some cases, emission tests are also required for heavy-duty vehicles over 4,500 kg and seven model years old or older, as part of the annual renewal process.

6.0 Financial

6.1 Budget

Operational Budget

The County's operational budget covers ongoing expenses required to manage its fleet. These include:

- Fuel
- Maintenance and services

- Insurance
- Licensing
- Annual Capital contributions
- Rentals
- Administrative operating costs
- Proceeds from asset sales

Fleet forecasting involves analyzing historical data to predict future needs for vehicle acquisition, maintenance, repairs, and disposals. This proactive forecasting helps optimize operations, improve safety, control costs, and plan for growth or changes in service demands.

Annual forecasting activities include:

- Review of repairs and maintenance (R&M)
- Fuel usage review and pricing analysis, which takes into account market rack rates, current taxation structure, and estimations of how market rates may change in the coming year. Fuel pricing can be heavily impacted by a number of factors that may be both domestic and global.
- Licensing cost review
- Insurance cost review
- Equipment master accounts review, including fuel software monitoring, repairs, and two-way radio annual fees.
- EV charger accounts review, including R&M, revenue, and software annual fees.
- Surplus asset sales review

Fleet Capital Budget

The County's Fleet Capital Budget is a designated portion of the overall capital budget focused on acquiring, replacing, or upgrading fleet vehicles and equipment. Funding sources for replacement of assets generally include either the Fleet Capital Reserve, Paramedic Services Reserve (for applicable assets) or specific grants. The initial purchase cost for new expansion assets is funded under the department requesting the asset and is either levy or rate funded by the applicable department.

Objectives:

- Ensure the fleet remains in a good state of repair
- Align purchases with the County's long-range financial and strategic plans.
 - Asset replacements will be budgeted and executed in alignment with the replacement strategies identified earlier in this plan, specifically driven by VRR data rather than simply asset age.
 - New asset purchases will be executed in a manner that evaluates market available alternative fuel options based on overall lifecycle costing.
- Implement asset management strategies to extend fleet life cycles and control costs

Annual Fleet Capital Budget activities include:

- Review of the Annual Replacement Profile
- Planning of required asset replacements based on VRR
- Annual review of capital replacement values and associated contributions
- Ensuring long-term financial sustainability for necessary fleet upgrades

Early Procurements & Mechanisms

This strategic approach involves early engagement with procurement teams to acquire new vehicles in advance. It was developed in response to the industry-wide supply chain challenges faced by Oxford County during the COVID-19 pandemic, when equipment needed to be ordered up to one year before the scheduled replacement date.

Although extended lead time is now returning to normal levels, Oxford County continues to apply this Early Procurement Approach for long-lead items that cannot be purchased and received within the same calendar year, (ie. tandem plow trucks, ambulances, compactors, dozers, tractors etc.). Key benefits of maintaining this approach include:

- Utilizing factory orders with pre-approved specifications
- Ensuring fleet suitability and meeting operational requirements
- Reducing costs by avoiding having to extend asset life while waiting on replacement units, which often result in higher-than-normal repair and maintenance (R&M) costs due to aging equipment remaining in service longer than intended
- Minimizing vehicle downtime caused by late or rushed assembly and upfitting.

Key Performance Indicators (KPI's)

Fleet Services tracks and reports annually on various KPI's to actively manage the County's fleet operations. These KPI's include:

- Total number of assets by department
- Annual kilometers travelled
- Fuel consumption
- Alternative fuel vehicle count
- Green House Gas (GHG) emissions
- Number of repair work orders completed

These KPI metrics are reported publicly through a combination of the annual Business Plan and Budget, as well as the County's Annual Energy Report.

7.0 Conclusion

Fleet management is a critical component of the County's day-to-day operations across several departments and operating in an effective and efficient manner has significant ramifications regarding service levels, as well as financial and environmental performance. The broad fleet industry is rapidly evolving and constantly contends with global pressures that affect a number of fleet management aspects.

The County's Fleet Services has evolved in recent years to combat these pressures and optimize fleet performance. Fleet Services will continue to keep up to date with the latest available technology and seek to implement where it suits operational needs and brings value to the organization. Through the initial implementation of the Green Fleet Plan, Fleet Services has had time to evaluate new technologies and completed extensive testing and data collection, which has proven that a diversified fleet brings more value by looking at matching the right application with the operational need, and implementing the solution that brings the best overall life cycle cost. At this time, the intent of the Green Fleet Plan has been fully implemented and adopted into normal processes within Fleet Services.

Moving forward, this Fleet Management Plan provides transparency on how the County's fleet is managed, through procurement, operations, maintenance, regulatory compliance and asset management. Staff will review this plan every 5 years and will report back to Council if and when any structural changes are intended to be made to this plan.

REPORT TO COUNTY COUNCIL

2026 Business Plans and Budget

To: Warden and Members of County Council

From: Senior Manager of Financial Services – Treasurer

RECOMMENDATION

1. That the 2026 Draft Business Plan and Budget be received for discussion purposes.

REPORT HIGHLIGHTS

- 2026 County general levy \$96.3 million – 7.2% increase over 2025
 - average single family detached residential property tax bill increase of \$66 over 2025
- 2026 Library levy \$6.3 million – 9.5% increase over 2025
 - average single family detached residential property tax bill increase of \$10 over 2025
- 2026 Court Security Grant levy \$61,266 – 50.4% decrease over 2025
 - average single family detached residential property tax bill decrease of \$1 over 2025
- \$127.9 million financed capital plan – 2.1% increase over 2025
- 10 new initiatives to advance the Strategic Plan
- \$75.3 million in contributions to capital reserves for Asset Management purposes

IMPLEMENTATION POINTS

The proposed schedule for presentations of draft 2026 business plans and budgets is set out in Table 1 below.

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Table 1 – 2026 Budget Meeting Schedule

Budget Meeting	Date	Time	
Special Council Meeting 1	Thursday, November 13, 2025	9:30am - 2:30pm	
Special Council Meeting 2	Monday, November 24, 2025	9:30am - 2:30pm	
Regular Council Meeting	Wednesday, December 10, 2025	9:30am -	*

* Budget meeting falls on a regular Council meeting date.

Special Council meetings have been scheduled with a goal to adopt the 2026 Business Plans and Budget on Wednesday, December 10, 2025 at the regular scheduled Council meeting. The budget by-law will be presented at the following the regular meeting of Council scheduled for January 14, 2026.

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

Table 2 – 2026 Budget Meeting Objectives

Thursday, November 13, 2025 – Special Meeting
Process overview/Budget Summary
Departmental budgets
Monday, November 24, 2025 – Special Meeting
Departmental budgets continued
Council discussion and deliberations
Wednesday, December 10, 2025 – Regular Council Meeting
Final deliberations and consideration of amending motions

Budget deliberations are planned to take place during an open session of Council to allow Council the opportunity to present motions to facilitate the budget approval process. Among the motions to be considered upon final approval of the business plans and budget are the following, subject to amendments as determined by Council:

That Oxford County 2026 Business Plans be adopted as amended;

1. **And further, that Oxford County Council approves the 2026 Budget with a general purpose levy of \$_____;**
2. **And further, that Oxford County Council approves a 2026 special levy for Library purposes in the amount of \$_____, levied against all area municipalities with the exception of the City of Woodstock;**

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3. And further, that Oxford County Council approves a 2026 special levy to fund a Woodstock Police Services Grant for court security and prisoner transportation services in the amount of \$_____, levied against all area municipalities with the exception of the City of Woodstock;
4. And further, that a by-law to adopt the 2026 water and wastewater rates as set out in Report CS 2025-32 effective January 1, 2026, be presented to Council for enactment at their regular meeting scheduled for January 14, 2026;
5. And further, that a by-law to adopt the estimated expenditures for the year 2026 as set out in Report CS 2025-___ be presented to Council for enactment at their regular meeting scheduled for January 14, 2026;
6. And further, that staff be authorized to proceed with implementing the incremental full-time equivalent positions as presented in the Full-time Equivalent Plan as part of the 2026 Preliminary Budget Information and further explained in Report CS (CS) 2025-34.

Financial Impact

The financial impacts as presented in this report are reflected in more detail in the 2026 Draft Business Plan and Budget attached as Attachment 1.

Communications

The release of the Draft 2026 Business Plan and Budget, and information about how residents can stay informed throughout the budget process, will be promoted through media channels, social media and the County website. Residents will be invited to watch special budget meetings online as they are taking place. After each special budget meeting, presentations and video recordings will be posted on the County website and promoted through social media. Residents will also have the option to ask questions through *Speak Up, Oxford!* over the course of the budget deliberation process.

2023-2026 STRATEGIC PLAN

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

The recommendation 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 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

The 2026 Draft Budget proposes a levy requirement of \$96,255,810 for general purposes; a levy requirement of \$6,292,127 for library - benefitting seven of the eight Area Municipalities (excluding Woodstock); and a special levy of \$61,266 for court security and prisoner transportation for seven of the eight Area Municipalities (excluding Woodstock) to fund a grant for the City of Woodstock. The 2026 proposed levies represent increases of 7.2% for general purposes, 9.5% for libraries, and a decrease of 50.4% for court security and prisoner transportation.

Comments

Overview

The 2026 draft budget process begins with the preparation of business plans by each department. Finance staff assist each department in developing the base budget reflecting non-discretionary adjustments to service levels approved by Council in the prior year. Staff then consider the goals and objectives proposed within their respective business plans and determine the following impacts: one-time items; service level impacts; operating impacts of

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

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

Table 3 identifies the funding sources for the budget impacts that are included in the draft budget and how they impact the base budget. The illustration indicates that the base budget levy requirement represents a 3.0% increase over the prior year's levy. Although the year over year consumer price index increase as of September 2025 was 2.4%, closely aligning to the 3.0% below. Pages 55 to 73 of the 2026 Draft Business Plan and Budget provide more details explaining the budget impacts.

Table 3 – 2026 Budget Impact Funding Sources (consolidated budget)

	Total	Reserves	Other	Rates	Taxation	Levy %
Levy/Rate increase over prior year				\$1,501,801	\$6,947,656	7.3%
New Initiatives	2,615,508	1,079,260	(7,000)	203,000	243,801	1.4%
One-time Items	1,270,308	438,500	202,510	327,575	301,723	0.3%
Service Level	3,895,435	827,817	157,640	158,728	1,842,656	2.9%
Capital Contribution	417,036	-	50,000	(159,144)	778,000	0.6%
Initiative Gapping	(829,823)	(23,605)	(110,500)	(12,905)	(146,589)	(0.7%)
In-year Approval/Carryover	(678,480)	87,000	(1,324,899)	100,000	110,054	0.5%
Minor Capital/Infrastructure	13,014,630	6,193,754	5,840,814	-	1,284,387	1.0%
Budget Impacts	19,704,614	8,602,726	4,808,565	617,254	5,676,068	6.0%
Prior year non-recurring items				378,866	(1,760,931)	(1.8%)
Prior year initiative gapping				(18,949)	143,039	0.1%
Base Budget increase				\$523,910	\$2,889,480	3.0%

The New Initiatives as listed in Table 4 are further explained in the Draft 2026 Business Plan and Budget by page number.

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Table 4 – 2026 New Initiatives

	New Initiative	Strategic Plan	Investment	Page
1	Two-Stage Loader Mounted Snow Blower		\$230,190	131
2	Fire Rated Systems Policy		53,000	182
3	Long Term Water Supply Strategy		150,000	185
4	Homelessness Support Services Fund		400,000	211
5	Archival Collections Management and Space Needs Study		10,000	287
6	Five-Year Deployment and Twenty-Year Facilities Capital Plan		70,000	324
7	Post Traumatic Stress Disorder Prevention Program		56,000	326
8	Ambulance Fleet Enhancement		396,831	330
9	New Oxford County Official Plan		690,000	350
10	Ox on the Run		559,487	364

Capital Plans

The 2026 proposed capital plan expenditures amount to \$127.9 million compared to \$125.2 million in 2025. Of the \$127.9 million in capital projects \$32.2 million are carryover projects from

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2025, \$6.6 million relates to projects being financed in a future year, with \$102.3 million representing new 2026 budget requests. Some project highlights include:

- Woodingford Lodge – Buildings – Renewal - **\$605,000**
- Housing - Buildings – Renewal / Replacement - **\$1,762,600**
- Bridge and Culvert Rehabilitation / Replacement – Renewal / Replacement - **\$12,349,000**
- SCADA Master Plan – Non-infrastructure solutions - **\$2,088,969**
- Tillsonburg Wastewater, Gravity Inlet Trunk Sewer – Replacement - **\$1,250,000**
- Mt Elgin Wastewater, WWTP Expansion – Expansion - **\$1,830,000**
- Woodstock Wastewater, Lansdowne Pumping Station – Expansion - **\$675,000**
- Tillsonburg Water, Well 7A – Renewal - **\$3,399,000**
- Ingersoll Water, Cast iron pipe replacement – Replacement - **\$950,000**

The 2025 Capital Plan, which includes multi-year and developer controlled projects, is expected to be 79.2% (61.5% in 2024) complete by December 31, 2025. The Plan projects any unfinanced capital balance incurred by project that will be financed in a future year. In addition, the previous years' approved budget that has not yet been spent is added, as well as the requested budget for new and ongoing projects to arrive at the accumulated amount representing the 2026 Financed Capital Budget. The funding sources proposed for each capital project are also illustrated in the 2026 Capital Plan. See page 39 of the 2026 Draft Business Plan and Budget for more details.

The Long-Term Capital Plan presents the planned projects for ten consecutive years beginning in 2026. The report also presents a year over year summary of the sources of funding for each of the respective capital budgets. Further details regarding the Long-Term capital plan start on page 48 of the 2026 Draft Business Plan and Budget.

Development Charge Exemptions

Although the pace of growth has slowed, the County continues to anticipate higher than normal population growth, including significant industrial growth. When combined with increased costs to service development areas, this has resulted in approximately \$2.3 million in development charge exemptions (\$1.9 million statutory and \$0.4 million non-statutory) with all development charge exemptions required to be funded by sources other than development charges.

Table 5 – 2026 Budget Development Charge Exemptions

	2025 Forecast	2025 Budget	2026 Budget	Budget Change
Statutory	1,919,059	1,684,999	1,835,407	150,408
Non-Statutory	4,204,328	313,703	335,517	21,814
Net Growth Reserve	-	44,180	29,076	(15,104)
General Levy Impact	\$6,123,387	\$2,042,882	\$2,200,000	\$157,118
Statutory	74,489	74,489	76,723	2,234
Non-Statutory	30,000	17,713	18,245	532
Net Growth Reserve	6,088	18,375	15,032	(3,343)
Library Levy Impact	\$110,577	\$110,577	\$110,000	(\$577)

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In addition to increased growth that the County has been experiencing, the Province has updated the Development Charge legislation a number of times over the past few years, with additional regulation updates on the horizon. Furthermore, Provincial legislation has previously, and continues, to provide industrial exemptions for building expansions by up to 50%. The County continued to experience significant industrial related growth in 2025, that were subject to frozen period rates under the legislative changes, resulting in the development being fully exempt from Development Charges. Despite County Council adopting a Development Charge Background Study addendum in February 2025 to remove the non-statutory industrial exemption, there may be unanticipated and potentially significant industrial exemptions that the County is required to fund until all developments eligible for a rate freeze fully progress through their development planning process. The impacts of Development Charge exemptions can be found in the General Taxation budget on page 265 of the 2026 Draft Business Plan and Budget.

Interdepartmental Allocations

Interdepartmental allocations include Finance, Customer Service, Human Resources, Information Technology, Facilities and Fleet. The year over year increase in the overall interdepartmental charges is 7.3% or \$1,745,773. A large driver of the increases are new FTEs in Finance, Human Resources and Customer Service. More information regarding the interdepartmental charges can be found on page 77 of the 2026 Draft Business Plan and Budget.

Full-time Equivalent Analysis

The County's full-time equivalent (FTE) staffing complement is proposed to increase by 25.5 FTEs in 2026, for a total of 732.1 FTEs. The overall increase in FTEs is largely driven by a 5.0 FTE increase in Paramedic Services to address the staffing needs to meet the increased call volume and 5.6 FTE direct care positions in Woodingford Lodge. Further details are explained in Table 6.

Table 6 – 2026 Proposed Full-time Equivalent Plan Changes

	County Levy	Library Levy	Water and Wastewater Rates	Grant	Total
2025 Approved FTE Plan					706.8
2025 Temporary FTE					(4.6)
2025 In-year FTE changes					4.4
2025 Base FTE Plan					706.6
Fleet and Facilities	2.0	-	-	0.8	2.8
Engineering and Construction	0.3	-	-	-	0.3
Transportation Services	1.0	-	-	-	1.0
Waste Management	0.9	-	-	-	0.9
Water and Wastewater	-	-	1.0	-	1.0

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	County Levy	Library Levy	Water and Wastewater Rates	Grant	Total
Woodingford Lodge	3.8	-	-	1.8	5.6
Business Systems	1.0	-	-	-	1.0
Finance	2.0	-	-	-	2.0
Clerks	1.0	-	-	-	1.0
Strategic Initiatives	1.0	-	-	-	1.0
Tourism	0.4	-	-	-	0.4
Paramedic Services	7.0	-	-	(2.0)	5.0
Human Resources	1.0	-	-	-	1.0
Oxford County Library	-	2.5	-	-	2.5
2026 Draft budget increase	21.4	2.5	1.0	0.6	25.5
Draft 2026 FTE Plan					732.1

Information regarding the 2026 FTE Plan can be found on page 74 of the attached 2026 Draft Business Plan and Budget.

Alignment with Strategic Plan

The strategic plan ensures alignment between Council priorities in the County's corporate and departmental business plans and processes, and the County's Business Plan and Budget. The 2026 Draft Business Plan and Budget demonstrates alignment to Council's 2024-2026 Strategic Plan with 129 notable goals, initiatives and resource allocations to fulfill the respective strategic goals.

Table 6 – 2026 Budget Strategic Plan Alignment

Pillars of Focus		Business Plan Goal	New Initiatives	Staffing (FTE Reports)
	Promoting community vitality	29	7	5
	Enhancing environmental sustainability	14	-	-
	Fostering progressive government	55	3	16
Total		98	10	21

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Reserve Continuity Report

The reserve continuity schedule includes Reserve Policy 6.20 target balances and projected surplus or shortfall balances for each reserve as of December 31, 2026, providing an indication of availability for future funding sources – details available on page 78.

In the Budget Highlights section of the Draft Business Plan and Budget (page 23) is a graphic illustration of the capital contributions to reserves that are included in the 2026 budget - totalling \$75.2 million, a decrease of \$1.8 million from 2025. Capital contributions to reserve include interest revenues, capital grants, development charges and budget allocations funded by both property taxes and water and wastewater rates.

Debt Repayment

Future years' debt requirement projections are incorporated with current debt obligations in the debt repayment schedule covering years 2026 to 2035, which is largely driven by the long term capital plan. Debt repayment details on page 73 indicate the County's debt is increasing from an anticipated \$37.7 million at the end of 2026 to a high of \$85.0 million in 2032, to support the expansion of infrastructure to service growth and lifecycle needs of existing County assets.

Assessment

Property assessments for the 2026 property tax year will continue to be based on January 1, 2016 values. Following three consecutive postponements updates to the assessment, on March 26, 2024, the Ontario government announced, in the *2024 Ontario Budget: Building a Better Ontario* ("2024 Budget"), deferral of the province-wide reassessment of property values indefinitely.

Further analysis regarding tax revenue growth to be generated by 2025 assessment growth is presented under a Report CS 2025-33.

Library Board

The Oxford County Library Board's recommendation for the Library's 2026 levy is further explained under Report CS 2025-30.

Rates Funded Budgets

Water and wastewater rates are funded most predominantly by user fees/rates, with the exception of capital funding received from senior levels of government and development charges. The total water and wastewater expenditure for 2026 budget totals \$114.7 million, representing a \$2.4 million (-2.1%) decrease over 2025 approved budget. There is no impact on the County levy to fund these budgets. Further analysis regarding Water and Wastewater Rates is further explained under Report CS 2025-32.

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Conservation Authorities

At the time of publishing this report, the Conservation Authorities' 2026 draft budgets have not been received. For those Conservation Authorities who have not yet submitted draft budget figures, levies have been based on their historical average. The resulting estimated total levy for Conservation Authorities is \$2.3 million with an increase of \$110,573 or 5.0% over the 2025 approved County budget – details on page 269.

The Conservation Authorities' 2026 draft budgets will be included on Council agendas as they are received. The Board meetings to consider the budgets are typically held in January and February of the budget year.

Grants

The Grant Program Policy 6.26 establishes a governance framework for disbursement of grant funds requests from local nonprofit organizations and Area Municipal Economic Development Offices. A call for applications was issued on May 1, with a submission deadline of August 30. The County received 20 applications totalling \$531,265. Currently, grant applications are under review with the Grant Approval Committee. The 2026 Draft Budget includes an allocation of \$250,000, based on prior years' base budgets. Grant recipient awards will be detailed in the final budget package under Grant Details on page 266.

PSAB Budget

In accordance with Ontario Regulation 284/09 the 2026 Draft Business Plan and Budget is presented with a schedule in the PSAB format – see page 60 of the 2026 Draft Business Plan and Budget.

Budget Survey

An online survey was launched June 11, 2025 through a Speak Up, Oxford! engagement campaign for the 2026 Business Plan and Budget process. When the survey closed 1,550 responses were received. 63% of the respondents rated "value received for tax dollars" as fair or good. Specific areas where respondents requested "enhanced service levels" were related to Long-term Care, Child Care, and Housing.

The detailed survey results, including all responses, were presented to Council on September 24, 2025 through Report CS 2025-26. A summary of the survey highlights is also provided on page 9 of the 2026 Draft Business Plan and Budget.

Public Health

At the time of publishing this report, the Southwestern Public Health (SWPH) 2026 draft budget has not been received. The resulting estimated total levy for Southwestern Public Health is \$4.8 million – an overall \$229,301, or 5.0% increase from 2025 County approved budget.

The SWPH 2026 draft budget will be included on a Council agenda when it is received. Oxford proportionately shares the SWPH levy requirement with the City of St. Thomas and County of Elgin, with Oxford's portion being approximately 56%.

CONCLUSIONS

Included in the 2026 Draft Budget information package is an overview including a summary and outlook which provides a narrative synopsis of the draft budget that is before Council for consideration.

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

The 2026 Draft Budget information, including supplementary information provided to Council in electronic format, will be available for public access on the County's website at www.oxfordcounty.ca/budget.

SIGNATURES

Departmental approval:

Carolyn King, CPA, CA
Senior Manager of Financial Services-Treasurer

Approved for submission:

Benjamin R. Addley
Chief Administrative Officer

ATTACHMENTS

Attachment 1 – 2026 [Draft Business Plan and Budget](#)
Attachment 2 – 2026 Draft Business Plan and Budget Highlights Presentation

2026 BUSINESS PLAN AND BUDGET

REPORT CS 2025-29
NOVEMBER 12, 2025



OVERVIEW

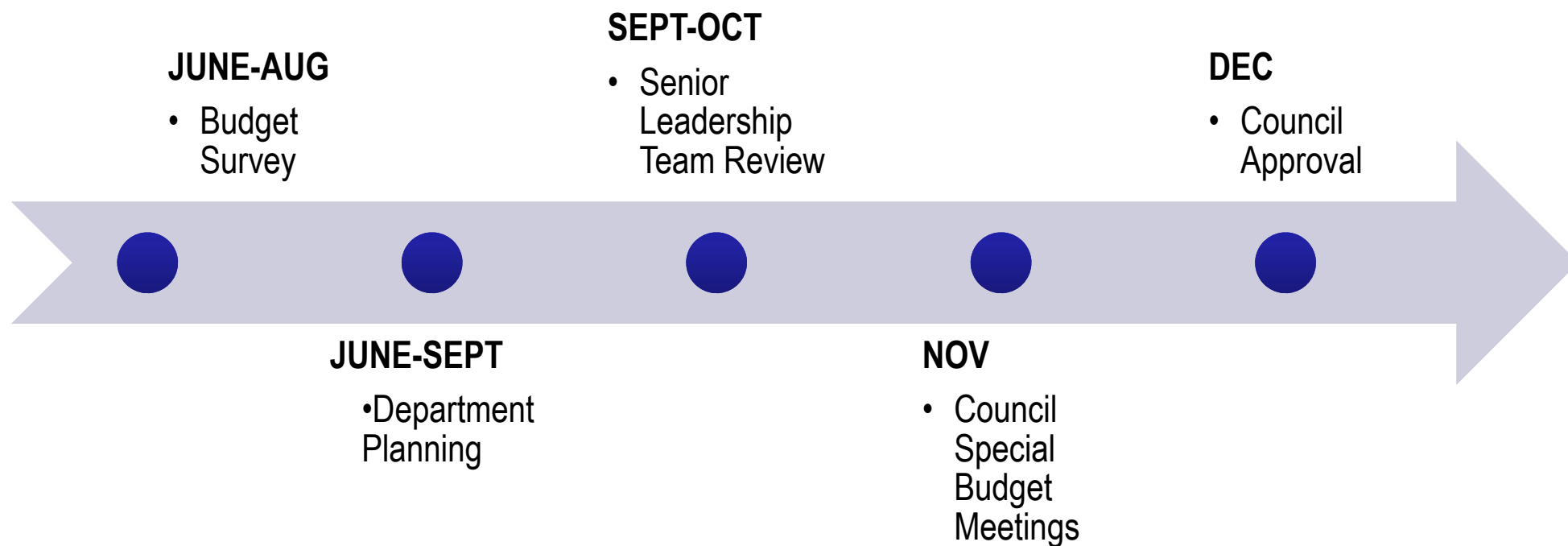
1. Budget process
2. Budget highlights
3. Pending budget adjustments
4. Special Budget Meeting



BUDGET PROCESS

BUDGET PROCESS

BUSINESS PLANNING AND BUDGET PROCESS



BUDGET PROCESS

BUDGET DEVELOPMENT

2025 Approved Budget

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

= 2026 Draft Budget

BUDGET HIGHLIGHTS



PG. 10

STRATEGIC PRIORITIES (2023-2026)

The 2026 Draft Business Plan and Budget contains **129** notable goals, initiatives and resource allocations to fulfill the respective strategic goals:

	Business Plan	New Initiative	FTE
 Promoting Community Vitality	29	7	5
 Enhancing Environmental Sustainability	14	-	-
 Fostering Progressive Government	55	3	16

BUDGET HIGHLIGHTS

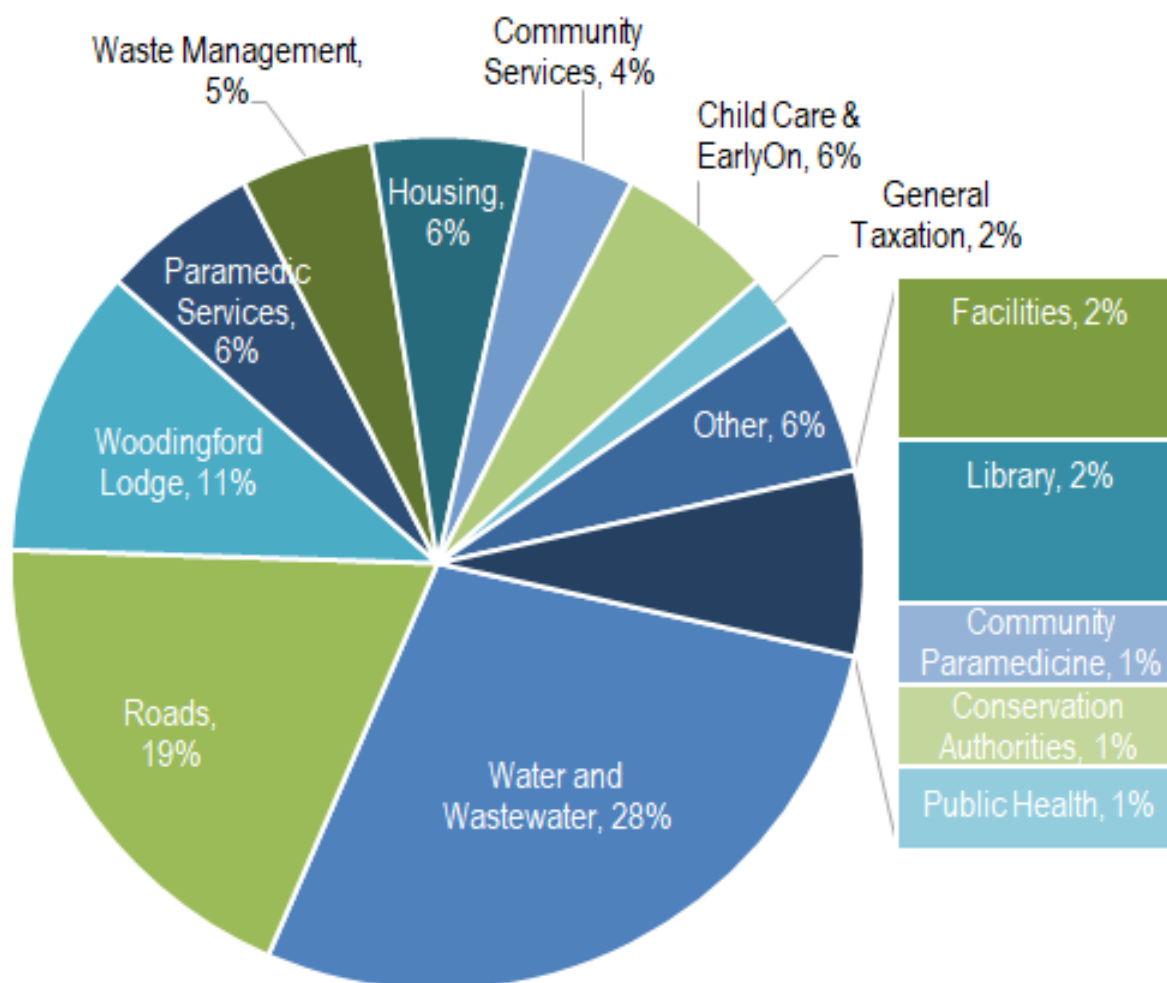
BUDGET AT A GLANCE

The County's budget is divided among four budgets: General Levy, Library Levy, Court Security Levy, and Water and Wastewater Rates.

Levy Budget				Rates Budget		Capital Budget
General	Library	Court Security	Total			
7.2%	9.5%	(50.4%)	7.3%	2026 Budget increase	3.1%	2026 rates increase
\$96.3 M (+\$6.5M)	\$6.6 M (+\$0.5 M)	\$61,266 (-\$62,164)	\$102.6 M (+\$6.9 M)	Total Property Taxes	\$49.7 M (+\$1.5 M)	Total Water and Wastewater Rates
5.0%	7.5%	(51.2%)	5.1%	2026 prelim tax rate increase	(2.5%) to 8.5%	2026 average household rates increase
						2026 capital budget includes capital investments of \$127.9 M The capital budget covers maintenance of existing County assets and adding new assets.

BUDGET HIGHLIGHTS

TOTAL EXPENDITURE DISTRIBUTION

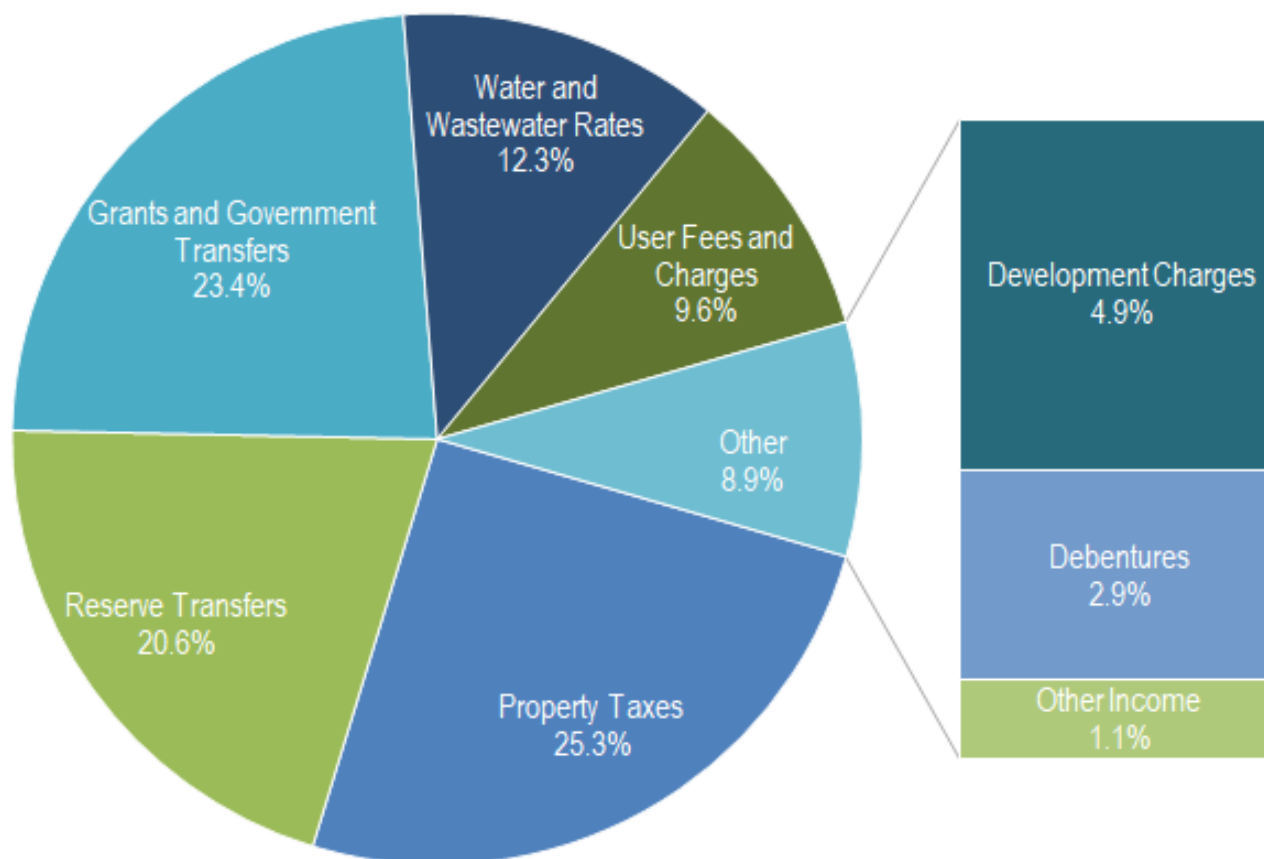


Largest portion of County expenditures (operating + capital):

- > Water and Wastewater: **28%**
- > Roads: **19%**
- > Woodingford Lodge: **11%**

BUDGET HIGHLIGHTS

HOW IS THE BUDGET FUNDED



Largest revenue sources for County expenditures:

1. Property Taxes: **25.3%**
2. Grants and Transfers: **23.4%**
3. Reserves: **20.6%**
4. Water and Wastewater Rates: **12.3%**

BUDGET HIGHLIGHTS

NEW INITIATIVES

#	New Initiative	Page
1	Two-Stage Loader Mounted Snow Blower	131
2	Fire Rated Systems Policy	182
3	Long Term Water Supply Strategy	185
4	Homelessness Support Services Fund	211
5	Archival Collections Management and Space Needs Study	287
6	Five-Year Deployment and Twenty-Year Facilities Capital Plan	324
7	Post Traumatic Stress Disorder Prevention Program	326
8	Ambulance Fleet Enhancement	330
9	New Oxford County Official Plan	350
10	Ox on the Run	364

BUDGET HIGHLIGHTS

FULL-TIME EQUIVALENT PLAN

2025 Approved FTE Plan	706.8
2025 Temporary FTE	(4.6)
2025 In-year	4.4
2026 FTE Plan	706.6
2026 Draft Budget increase	25.5
Draft 2026 FTE Plan	732.1



Facilities	2.8
Engineering and Construction	0.3
Waste Management	0.9
Transportation Services	1.0
Water and Wastewater	1.0
Woodingford Lodge	5.6
Business Systems	1.0
Finance	2.0
Tourism	0.4
Strategic Initiatives	1.0
Clerks	1.0
Paramedic Services	5.0
Human Resources	1.0
Library	2.5
2026 FTE Budget Increase	25.5



BUDGET HIGHLIGHTS

DRAFT BUDGET IMPACTS



PG. 65

	Total	Reserves	Other	Rates	Taxation	%
Levy/Rate increase over prior year				1,501,801	6,947,656	7.3%
New Initiatives	2,615,508	1,079,260	(7,000)	203,000	1,340,248	1.4%
One-time Items	1,270,308	438,500	202,510	327,575	301,723	0.3%
Service Level	3,895,435	827,817	157,640	158,728	2,751,249	2.9%
Capital Contribution	417,036	-	50,000	(159,144)	526,180	0.6%
Initiative Gapping	(829,823)	(23,605)	(110,500)	(12,905)	(682,813)	(0.7%)
In-year Approval/ Carryover	(678,480)	87,000	(1,324,899)	100,000	459,419	0.5%
Minor Capital/Infrastructure	13,014,630	6,193,754	5,840,814	-	980,062	1.0%
Budget Impacts	19,704,614	8,602,726	4,808,565	617,254	5,676,068	6.0%
Prior year non-recurring items				378,866	(1,760,931)	(1.8%)
Prior year initiative gapping				(18,949)	143,039	0.1%
Base Budget increase				\$523,910	\$2,889,480	3.0%

BUDGET HIGHLIGHTS

CAPITAL PLAN PROJECTS

Projects	Budget (in millions)
Studies and General Capital	\$7.0
Fleet, Equipment and Furnishings	9.8
Facilities	7.0
Road Network and Stormwater	34.6
Bridges and Culverts	14.6
Water and Wastewater	54.9

**Total capital
budget
\$127.9 million**

*2.1% increase over
2025 capital budget
(\$125.2 million)*

Capital Plan Funding

- \$41.3 – Reserves
 - 37.9 – Water and Wastewater Reserve/Rates
 - 17.1 – Development charges
 - 16.3 – Grants (CCBF/OCIF)
 - 11.8 – Debentures
 - 1.8 – Other sources
 - 1.7 – Taxation

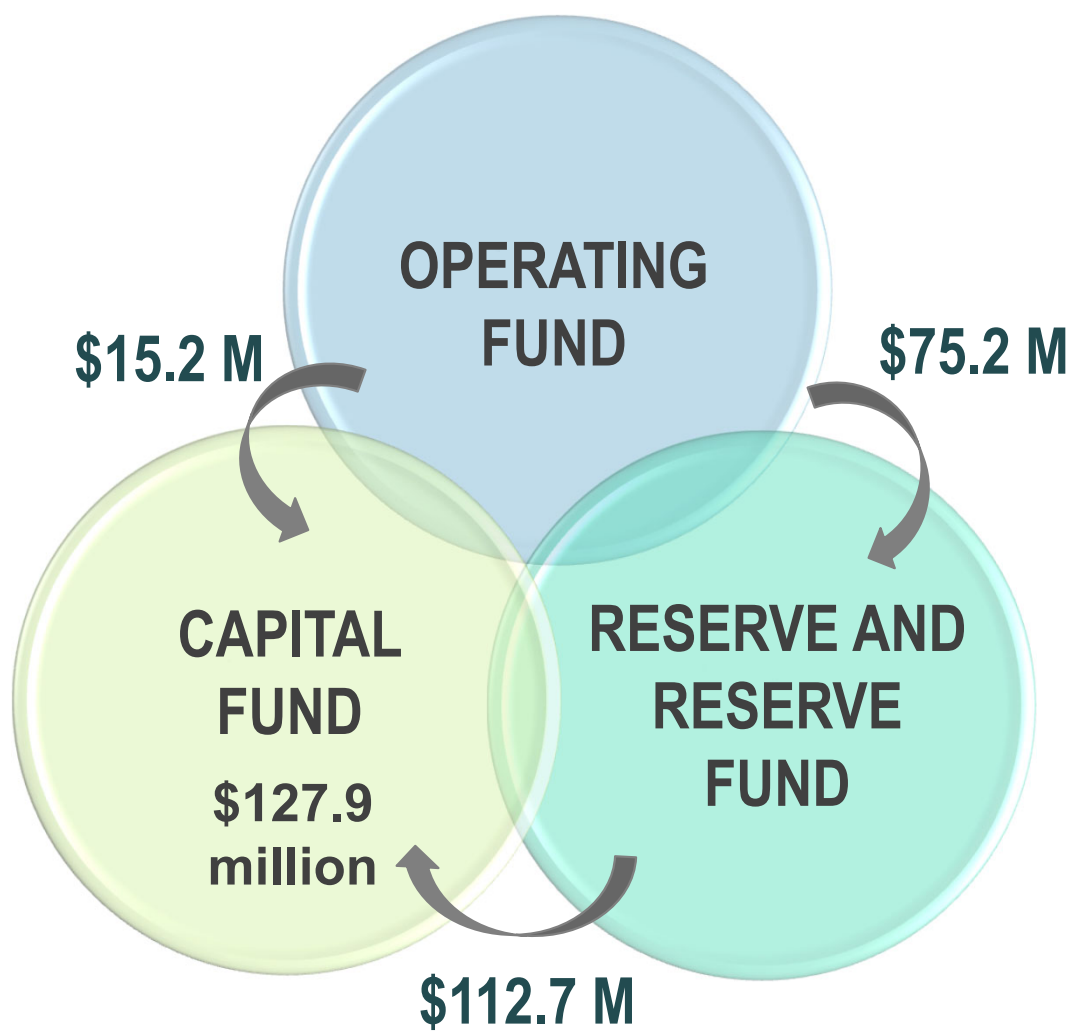


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BUDGET HIGHLIGHTS

CAPITAL FUNDING MODEL

\$75.2 million in Capital Reserve Contributions



- General levy **\$23.1M**
- Library levy **\$0.4M**
- Water and Wastewater rates **\$15.4M**
- Interest Revenue **\$3.8M**
- Development charge exemptions **\$2.3M**

Plus:

- CCBF Grant **\$4.0M**
- OCIF Grant **\$5.6M**
- Development charge revenues **\$20.6M**

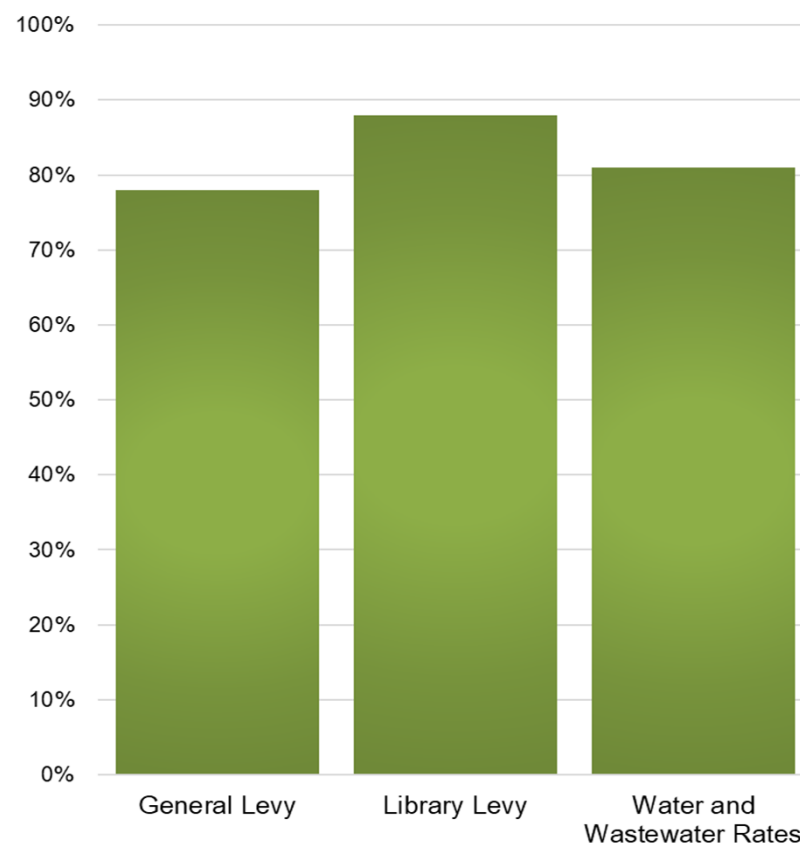


BUDGET HIGHLIGHTS

ASSET MANAGEMENT PLAN FUNDING

The 2026 budget includes steps towards an appropriately funded and sustainable asset management program.

Budget Source \$Millions	AMP Investment Target	2026 Budget Investment	Investment Surplus / (Deficit)
General Levy	\$43.9	\$34.4	(\$9.8)
Library Levy	0.5	0.4	(0.1)
Water and Wastewater Rates	21.5	17.4	(4.0)
Total	\$65.9	\$52.3	(\$13.6)



BUDGET HIGHLIGHTS

Summary and Outlook



Investments

- 10 New initiatives to advance the Strategic Plan
- Capital Contributions
- Affordable Housing
- Attract and Retain Staff
- Planning for Growth
- Maintain Service Level
- Safe Drinking Water
- Vulnerable and Unhoused Populations
- Road Safety and Traffic Calming
- Curbside Waste Collection
- Indigenous Consultation Plan and Safe and Well Oxford Plan
- Ox on the Run

Challenges and Risks

PG. 25

- Growth
- WSIB Costs
- Collective Bargaining
- Benefit Costs
- Tariffs
- Paramedic Service Resources
- Child Care Spaces
- Shifting Fiscal Accountability
- Long-term Care

Summary

- **3.0%** Base budget increase
- **7.3%** Overall levy increase
- **\$75** Increase per average residential household

PENDING BUDGET ADJUSTMENTS

PENDING BUDGET ADJUSTMENTS

Potential Impacts

- **Conservation Authorities – Pending Draft Budget**
 - 2026 Budget estimated by County to increase **5%** over 2025 County-Approved Budget

- **Southwestern Public Health - Pending Draft Budget**
 - 2026 Budget estimated by County **5%** increase over 2025 County-Approved Budget

FIRST BUDGET MEETING

Special Budget Meeting – November 13, 2025 – 9:30 AM

Follow the Budget Process

Budget package, updates and presentations:

www.oxfordcounty.ca/budget



Council Notice of Motion deadline
of **December 4 at 4:30 pm**



Report CS 2025-30
CORPORATE SERVICES
Council Date: November 12, 2025

REPORT TO COUNTY COUNCIL

2026 Oxford County Library Business Plan and Budget

To: Warden and Members of County Council

From: Senior Manager of Financial Services – Treasurer

RECOMMENDATION

1. That the recommendation of the Oxford County Library Board dated October 21, 2025, that County Council approve the draft 2026 Oxford County Library Business Plan and Budget to provide a levy of \$6,292,127, as adjusted for minor interdepartmental charges, be referred to 2026 budget deliberations.

REPORT HIGHLIGHTS

- 2026 Library levy \$6.3 million – \$545,671 increase over 2025.
- Two goals and objectives including: an accessibility audit of the four owned / co-owned library branches and a Library Board Orientation Plan for the incoming 2027 Library Board.
- Staffing impact – 2.0 FTE from temporary to permanent positions for Ox on the Run; and an increase of 0.5 FTE - 0.6 summer students to support Outreach Services and Ox on the Run by expanding services during the busy summer months; and (0.1) minor adjustment to support library program planning and delivery at various branches throughout the County.

IMPLEMENTATION POINTS

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

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Financial Impact

The draft budget proposes a \$545,671 increase in the levy to be collected from property owners within the Area Municipalities that participate in the County library system. This represents a 9.5% increase over 2025 levy.

Communications

The County's Communications and Strategic Engagement Team will facilitate the 2026 Business Plan and Budget communications strategy, including the Library Business Plan and Budget.

2023-2026 STRATEGIC PLAN

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

The recommendation in this report supports the following strategic goals.

Strategic Plan Pillars and Goals

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

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

DISCUSSION

Background

Each year the Library Board receives the Draft Business Plan and Budget for review in October prior to the finalized budget going before Oxford County Council. At the regular meeting of the Board held October 21, 2025, the Board considered the draft 2026 Library Business Plan and draft 2026 budget. In accordance with the Public Libraries Act, R.S.O. 1990, the Board adopted the following resolution:

“That the Board receive Report 2025-33 entitled “2026 Library Business Plan and Budget” and recommends that County Council approve the 2026 Oxford County Library Business Plan and Budget to provide a levy of \$6,292,127, subject to possible minor adjustments to interdepartmental charges.”

Comments

The content of the 2026 Library Business Plan is incorporated in the County of Oxford 2026 Draft Business Plan and Budget information package which is to be presented to Council on November 13 and November 24, 2025, and further deliberated on December 10, 2025. The information package can also be found on the County’s website at [SpeakUp Oxford!](#).

In summary, the 2026 draft budget proposes a levy requirement of \$6,292,127 (\$5,746,456–2025) for libraries, representing an increase of \$545,671 or 9.5% over 2025 (10.0% increase - 2025). The total budget (gross expenditures) is \$6,646,889 (\$7,395,677 – 2025) which is a \$748,788 increase from 2025 or 11.3%.

The proposed budget increase of \$545,671, or 9.5% is explained further below:

	Total	Reserves	Taxation	%
Levy increase over prior year			545,671	9.5%
New Initiatives	559,487	300,000	259,487	4.5%
One-time Items	1,800	-	1,800	0.0%
Service Level	28,910	-	28,910	0.5%
Initiative Gapping	(35,800)	-	(35,800)	(0.6%)
Minor Capital	21,000	-	21,000	0.4%
Total	575,397	300,000	275,397	4.8%
Prior year non-recurring items			(184,219)	(3.2%)
Base Budget increase			454,493	7.9%

There was a new initiative approved in the 2023 Draft Business Plan and Budget – [Year Round Ox on the Run Mobile Outreach Pilot](#), that was planned to be a two-year pilot project approved as part of the 2023 budget. As part of the 2025 budget, Library [Report 2024-35](#) was received by

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the Board on August 21, 2024, and approved the Ox on the Run project extension to the end of December 2025.

At the Board's September 16, 2025 meeting, the Board received Library [Report 2025-30](#) entitled "Ox on the Run Pilot Project Review and Future Planning", and in response, passed the following resolution:

"That the Library Board receives Report 2025-30, Ox on the Run Pilot Review and Future Planning, for information and discussion;

And further, that the Library Board approve the proposal within to make Ox on the Run a permanent library service as outlined in the report."

As such, the draft 2026 Budget includes a New Initiative Report (based on Library Report 2025-30) proposing a total investment of \$559,487 to establish Ox on the Run as a permanent library service. This investment includes \$300,000 in capital for the purchase of a new bookmobile and \$259,487 in annual operating costs to support 2.0 FTEs. At its meeting on October 21, 2025, the Library Board approved funding the one-time vehicle purchase from the Library Operating Reserve, reducing the 2026 Budget impact to \$259,487. The Library Operating Reserve balance remains sufficiently above target to accommodate this purchase, and staff plan to pursue fundraising and donations to further offset the use of reserve funds.

2026 Capital Projects

The capital budget of \$709,100 for 2026 is a \$294,500 increase from the 2025 capital budget.

The 2026 capital project budget is comprised of:

- \$30,100 for Ingersoll branch representing the County's share in exterior joint sealants, replacement of the main entrance sliding door, and washroom floor replacement;
- \$15,000 for an additional ductless split in the program room at the Tavistock Branch;
- \$25,000 for washroom flooring replacement in the Tillsonburg Branch;
- \$12,000 for fencing repair and panel replacement at the Norwich Branch;
- \$20,000 for public use computer technologies;
- \$1,000 for maker space and assistive technologies;
- \$263,000 for annual investment of collection materials; and
- \$37,000 for replacing furniture for public and staff use.

Funding sources for the 2026 capital budget includes \$688,100 from reserves and \$21,000 from the Library Levy.

2025 Forecast Surplus

The 2025 year-end library operating budget forecast is positioned for a surplus of \$41,306 as of the date of this report – refer to Table 1 for details.

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Table 1 – 2025 Forecast Year-End Surplus

Revenue/Expense	Explanation	Amount
General revenues	Additional user fees and charges and investment income	\$9,500
Salaries and benefits	Administration vacancy	41,600
Computer Software	Software issues resulting is savings for 2025	9,700
Facilities	Plattsville rent, and additional facilities administration allocation	(32,600)
Fleet	Repairs, maintenance and fuel savings	10,300
Other	Miscellaneous savings and deficits	2,806
Forecast Year-End Variance		\$41,306

Reserves

In accordance with General Policy 6.20 - Reserves Policy, the draft 2026 budget proposes allocating the 2025 projected surplus to the Library General (Stabilization) Reserve. Additionally, New Initiative 2026-10 *Ox on the Run*, includes a provision to fund the initial \$300,000 capital vehicle cost from this reserve. With these adjustments, the Library General Reserve is projected to end 2026 with a balance approximately \$151,300 above its target level.

Full-time Equivalent Analysis

The Library 2026 Business Plan and Budget proposes changes with a net effect of 2.5 additional FTEs as described below:

- **0.6** FTE Library Summer Student to assist Outreach Services and Ox on the Run by expanding services during the busy summer months to meet demand;
- **(0.1)** FTE Library Programming Support to support planning and delivery of programming at various branches; and
- **2.0** FTE Ox on the Run.

Debt Repayment

There are no debt obligation requirements in the 2026 budget and none proposed in the 10-year capital plan at this time.

CONCLUSIONS

The 2026 Draft Oxford County Library Business Plan and Budget aligns with the Board's approved 2024-2028 Strategic Plan.

SIGNATURES

Departmental approval:

Original signed by

Carolyn King, CPA, CA
Senior Manager of Financial Services – Treasurer

Approved for submission:

Original signed by

Benjamin R. Addley
Chief Administrative Officer

REPORT TO COUNTY COUNCIL

2026 Court Security Grant Special Tax Levy

To: Warden and Members of County Council

From: Senior Manager of Financial Services-Treasurer

RECOMMENDATION

1. That a special 2026 tax levy for a Court Security Grant for Woodstock Police Services in the amount of \$62,266, determined on the same basis as the 2020 to 2025 annual special tax levies, be considered during 2026 budget deliberations.

REPORT HIGHLIGHTS

- 2026 proposed Court Security Grant of \$61,266 (\$123,430 – 2025) to offset a portion of the costs incurred by the Woodstock Police Service – 50.4% decrease from 2025
- Special Grant levy will be allocated to properties within each of the County's Area Municipalities with the exception of the City of Woodstock

IMPLEMENTATION POINTS

Upon approval of the recommendation contained in this report, County Council will give consideration of this matter as part of their deliberations in determining the 2026 County business plans and budget.

Financial Impact

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

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For the purposes of the County's 2026 budget, the figures as set out in Table 1 illustrate the calculation of the 2024 deficit to be shared on the basis of 60/40 with the City being responsible for 60% of the deficit and the County funding the remaining 40% by means of a special levy applied to seven of the area municipalities, excluding only the City of Woodstock.

Table 1 – Grant Funding Model Calculation

Municipality	2024		% Funded	Woodstock Deficit	Woodstock 60% Funded	County 40% Funded
	Allocation	CSPT Net Costs				
Blandford-Blenheim						
East Zorra-Tavistock						
Ingersoll						
Norwich						
South-West Oxford						
Tillsonburg						
Zorra						
Woodstock	\$487,170	\$640,335	76%	\$153,165	\$91,899	\$61,266
County	\$45,649	\$96,803	47%			
Totals	\$532,819	\$737,139	72%			
Net Costs to County and Area Municipalities		\$204,320				
% of CSPT Net Costs Covered by Allocation		72%				
Provincial Upload Commitment		100%				

Note: Ontario Provincial Police (OPP) allocations and CSPT Net Costs for 2024 are not yet available from the Ministry for the seven area municipalities served by OPP.

Communications

The County's Communications and Strategic Engagement Team will facilitate the 2026 Business Plan and Budget communications strategy, including the Court Security and Prisoner Transportation special grant levy for the Woodstock Police Services.

The communications plan includes public engagement through [SpeakUp Oxford!](#). The 2026 Business Plan and Budget package and presentations delivered to Council at each of the budget meetings will be posted on the [SpeakUp Oxford!](#) site. The site also provides dates and times for each of the Council meetings with links to recordings if individuals are not able to attend the live meetings.

2023-2026 STRATEGIC PLAN

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

The recommendation in this report supports the following strategic goal.

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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 3.4 – Financial sustainability

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

DISCUSSION

Background

In 1999, the Province initiated a “*Local Services Realignment*” exercise which included, among other services, the devolution of responsibility for the prosecution of offences and the collection of fines under Parts I, II and III of the *Provincial Offences Act* to upper tier and single tier municipalities. The revenues collected from fines related to Provincial Offences were intended to offset other public services downloaded to municipalities at the same time, being EMS, Ontario Works and Housing, to be revenue neutral in terms of budget/levy impact.

After almost a decade following that initiative, the Province completed the “*Provincial-Municipal Fiscal and Service Delivery Review*” (PMFSDR) to further assess the sharing of costs related to services deemed to be provincially significant. Included in that review were court security and prisoner transportation costs. This review determined that, starting in 2012, the Province would upload the costs of court security (including offender transportation) over seven years, by providing funding to municipalities to a maximum of \$125 million annually at maturity.

The County of Oxford is serviced by two police services - one local police service serving the City of Woodstock and the OPP who serves the remaining seven area municipalities within the County. The Oxford County Court House is geographically located in the City of Woodstock and therefore is within the service area of the Woodstock Police Service (WPS). As such, the City is solely responsible for costs associated with delivering court security and prisoner transportation, net of the partial funding now apportioned to the City through the Court Security and Prisoner Transportation Program (CSPT). Unfortunately, there remains a significant cost burden that is funded by the residents of the City for a Court system that serves all of Oxford County, creating an inequity in local funding for this service. More specifically the CSPT net costs have increased over the years – from \$550,000 in 2012 to over \$882,465 in 2019 (pre-COVID), a 60% increase over eight years. The locally funded portion of costs in 2019 was approximately \$340,000 which will continue to rise over time as salaries, benefits and security costs increase, while the Provincial funding remains capped – notwithstanding the significant decrease in costs

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seen over the years 2020 to 2022 in which the Ministry paused court proceedings during the pandemic and is now rising with more scheduled court sessions.

To address the growing inequitable funding for court service delivery for the Oxford County Court House, in 2017, County Council adopted a Terms of Reference for the appointment of a Local Court Security Advisory Committee with a composition consisting of the Warden as Chair and non-County Councillor members, represented by three appointees from Woodstock Council and one appointee from each of the remaining area municipal Councils.

At the time of establishing the Committee, County Council adopted the following mandate:

- Annually recommend to County Council the level of County funding for costs incurred by the Woodstock Police Service and the Ontario Provincial Police for Court Security and Prisoner Transportation services, having regard for the efficient use of resources; and
- Advocate for court security and prisoner transportation funding from the Province that achieves 100% of municipal costs by 2019 and thereafter.

Upon its inception in 2017, the Local Court Security Advisory Committee designed a funding formula that they determined to be equitable for all area municipalities within the County, which was subsequently adopted by Council and employed for each of the ensuing budget years. The funding model imposes a special levy on the area municipalities, with the exception of the City of Woodstock, and then grants that special levy to the City of Woodstock to offset a portion of their annual court security and prisoner transportation costs delivered specifically for the Oxford County Court House.

In addition to annually recommending the amount of special levy to be granted to the City of Woodstock, the Local Court Security Advisory Committee recommended that County Council continue to advocate for the Province to assume 100% of the cost of court security related to provincially operated court systems in order to eliminate the inequity that exists in a two tier municipal government structure. In response, County Council advocated to the Ministry on an annual basis through correspondence and attending delegations at Rural Ontario Municipal Association (ROMA) and Association of Municipalities of Ontario (AMO) conferences.

At the time the current Provincial Government took office in 2018 they initiated their “Platform for Modernizing the way Ontario Manages Provincial Expenditures” with a view to achieve efficiencies and improvements in service delivery modernization, cost efficiency, individual and business supports, and one-time savings.

Coming out of the aforementioned Provincial Government review, on January 21, 2022, the Ministry of the Solicitor General released the “Review of the Court Security and Prisoner Transportation Program – Final Report”, as prepared by Goss Gilvroy Inc. - summarized in [Report CS 2022-11](#) entitled “Court Security and Prisoner Transportation (CSPT) Program Agreement and CSPT Review Final Report”. In response to the Gilvroy Report, the Ministry has committed to continuing the CSPT Funding Program with no changes to the overall funding envelope, subject to the regular fiscal process. Instead, they set out a framework built on a phased approach to ensure a pathway for future planning and continuous improvement, founded on evidence that addresses gaps in the program to be identified through enhanced annual reporting on identified performance measures.

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Despite staff being generally supportive of the recommendations contained in the report, there was disappointment in the Minister's confirmation that the Court Security and Prisoner Transportation Funding Program will not be enhanced. On the basis of the foregoing, County Council deemed the mandate of the Local Court Security Advisory Committee to be redundant, therefore a Terms of Reference for this Advisory Committee were not renewed for the current term of Council and advocacy for increased funding ceased at that time.

Comments

The grant formula first established by the Local Court Security Advisory Committee in 2017 has been adopted by County Council for inclusion in the annual business plan and budget for the years from 2018 to 2025. The basis of the grant formula for the purpose of sharing the City of Woodstock's net court security and prisoner transportation costs as they relate to the Oxford County Court House located in the City of Woodstock is calculated based on prior year's actuals reported to the Ministry of the Solicitor General (SOLGEN) net of the CSPT funding received from the SOLGEN for that year. The resulting deficit is then shared on the basis of 60/40 with the City being responsible for 60% of the deficit and the County being responsible for the remaining 40% which would be levied against seven of the area municipalities, excluding the City of Woodstock. Staff are of the opinion that this model, designed in collaboration with all area municipalities, represents a fair and equitable solution for all taxpayers of Oxford County.

CONCLUSIONS

In the absence of a Provincial funding program that addresses the inequity in a two tier municipal government structure as it relates to funding the legislative requirements for the provision of court security, staff are of the opinion that the Court Security Grant special levy continues to be a fair and reasonable allocation of related costs to ensure that efficient and effective court security continues to be delivered for the Provincial court system serving the County of Oxford.

SIGNATURES

Departmental approval:

Original signed by

Carolyn King, CPA, CA
Senior Manager of Financial Services-Treasurer

Approved for submission:

Original signed by

Benjamin R. Addley
Chief Administrative Officer

REPORT TO COUNTY COUNCIL

2026 Water and Wastewater Rates

To: Warden and Members of County Council

From: Senior Manager of Financial Services – Treasurer

RECOMMENDATIONS

1. That Report CS 2025-32 presenting preliminary 2026 water and wastewater rates for the County systems, be received and considered during 2026 budget deliberations;
2. And further, that the Water and Wastewater Rates Policy 6.22, as amended, in Attachment 1 to Report CS 2025-32 be approved.

REPORT HIGHLIGHTS

- Water and Wastewater Policy – annual capital contributions provision amended to align with 2025 Asset Management Plan Investment Target Funding Strategy, and fixed rate calculation cap to phase in bill increases to meet the annual capital investment targets.
- Preliminary 2026 Water and Wastewater Rates for implementation January 1, 2026 are calculated based on the Draft 2026 Business Plan and Budget.
- Annual impact to the typical residential customer (150m³ per annum) varies from a decrease of \$30.48 to an increase of \$96.12.

IMPLEMENTATION POINTS

Upon Council's approval of the recommendations contained in this report, Staff will bring the final Water and Wastewater rates for Council consideration on December 10, 2025. After which, a by-law to establish water and wastewater rates for various systems in Oxford County, commencing January 1, 2026 would be brought forward to Council for approval on January 14, 2026.

The amended Water and Wastewater Rates Policy will be updated in the General Policy Manual.

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Financial Impact

The preliminary 2026 rates provide the required revenue based on operations and capital requirements, including requirements for new capital anticipated to be in service at the end of 2026, for the 2026 draft budget, calculated in accordance with the Water and Wastewater Rates Policy 6.22.

Table 1 compares the 2025 projected rates revenues to the 2026 draft budget revenue requirement, identifying the incremental change by each water and wastewater system.

Table 1: Incremental 2026 Budget Rates Revenue by System

System	2026 Rates Base Revenue (with growth) ¹	2026 Draft Rates Revenue Increase (Decrease)	Total 2026 Budget Rates Revenue	% Increase
Wastewater				
Woodstock	8,705,579	641,479	9,347,058	7.4%
Tillsonburg	4,596,117	(260,555)	4,335,562	(5.7%)
Ingersoll	4,764,530	(605,073)	4,159,457	(13.7%)
Norwich	1,011,981	(21,296)	990,685	(2.1%)
Tavistock	1,447,356	48,767	1,496,123	3.4%
Plattsville	680,006	2,845	682,851	0.4%
Thamesford	1,226,235	4,605	1,230,840	0.4%
Drumbo	437,012	23,980	460,992	5.5%
Mt Elgin	306,651	9,698	316,349	3.2%
Embro	346,610	12,060	358,670	3.5%
Innerkip	460,600	19,763	480,363	4.3%
	\$23,982,677	(\$123,727)	\$23,488,950	(0.5%)
Water				
Woodstock	10,372,716	628,329	11,001,045	6.1%
Tillsonburg	5,088,119	300,459	5,388,578	5.9%
Ingersoll	3,787,462	430,624	4,218,086	11.4%
Township	4,999,061	262,272	5,261,333	5.2%
	\$24,247,358	\$1,621,684	\$25,869,042	6.7%
Including In-year Growth	\$48,230,035	\$1,497,957	\$49,727,992	3.1%

¹ 2026 Base Revenue is 2026 revenue forecasted at the 2025 approved rates. Revenue reflects projected 2026 growth and customer/consumption changes over 2025.

Communications

The 2026 Draft Business Plan and Budget containing the preliminary water and wastewater rates will be posted to the [County's 2026 Business Plan and Budget webpage](#) on November 7, 2025. Annual rates will be shared through social media leading up to the end of the year and again in January; communicated through the water and wastewater billing process; and posted to the [County's Water and Wastewater webpage](#). Rates information will also be included in the 2026 Waterline Newsletter, which was piloted in 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 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

The County is responsible for the provision of water and wastewater services; currently operating 17 water systems and 11 wastewater systems. The 17 water systems are grouped into four financial systems for rates: Woodstock, Tillsonburg, Ingersoll and Townships. Each of the four water financial systems is managed as a fiscally independent entity with unique rates, revenues, debts and operating expenses. The 11 wastewater financial systems are each managed as a fiscally independent entity with unique rates, revenues, debts and operating expenses.

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Under Ontario Regulation 453/07, all municipalities are required to ensure that all municipal drinking water systems are financially viable. A sustainable level of revenues ensures that water and wastewater remains a reliable service that meets or exceeds environmental protection standards, while providing sufficient resources for future rehabilitation and replacement needs.

On October 25, 2023, County Council approved *Water and Wastewater Rates Policy* 6.22 and, on that basis, an annual report and related by-law will be brought to Council for approving water and wastewater rates for the coming fiscal/calendar year, occurring concurrently with the annual Business Plan and Budget process. Incorporating the water and wastewater rates setting process into the annual budget process ensures rates remain relevant while avoiding future significant fluctuations in the rates. The Policy sets out the basis of calculation for water and wastewater rates which incorporates current billing data, growth projections, draft budget operating expenditures and capital reserve contributions.

Comments

Policy Amendments

As part of the annual review of the Water and Wastewater Rates Policy, two amendments are being proposed as detailed in Attachment 1.

- **Target Capital Contribution:** Updated to align with the most recent Asset Management Plan's (AMP) targets for annual reserve contribution. The 2025, the Asset Management Funding Strategy sets Wastewater systems target at 60% and Water systems target at 80% of the updated annual investment target.
- **Setting a Maximum Fixed Rate Increase:** To prevent rate volatility of large rate changes to customers and moderate the impacts of the revised Target Capital Contributions, fixed rate increases are capped to limit overall customer impacts. The increase is calculated based on the average residential bill, applying the Construction CPI. This calculated amount is the maximum increase that is applied to each system; with the fixed charge increase then consistently applied across all fixed charges in the relevant system.

System Financial Analysis

Water and wastewater rates requirements are calculated separately for each of the County's 15 independent water and wastewater financial systems based on the Draft 2026 Business Plan and Budget and the Rates policy as the basis for calculating the comprehensive rate comprised of fixed and variable rates.

The 2026 fixed rate calculation for each system is derived from the net budget requirements to meet the capital contribution target as laid out in the 2025 Asset Management Plan (AMP), subject to the annual bill increase cap.

Table 2 and Table 3 summarize the financial impact per system, including both recommended rate increases and rates to fully fund each system's operations and AMP, with Attachment 2 containing more detailed analysis of this impact.

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Urban Systems

- **Woodstock Wastewater:** Rates have been increased to the maximum amount, resulting in the system funding 72% AMP funding targets.
- **Tillsonburg Wastewater and Water:** The Tillsonburg Wastewater system currently exceeds its AMP funding targets. As recommended in the 2025 AMP, the 2026 Budget applies a rate reduction strategy, designed to balance future capital needs and stabilize long-term rate pressures. Conversely, the Tillsonburg Water system remains below its funding target. A policy deviation is recommended to permit an increase above the standard bill cap for the water system. This adjustment raises the Tillsonburg Water system to 93% of the AMP funding target, while maintaining a net zero annual bill change for residential customers receiving both water and wastewater services.
- **Ingersoll Wastewater and Water:** The Ingersoll Wastewater system currently exceeds its AMP funding targets. As recommended in the 2025 AMP, the 2026 Budget applies a rate reduction strategy, designed to balance future capital needs and stabilize long-term rate pressures. Conversely, The Ingersoll Water system, facing significant short term capital demands and projected debt pressures, requiring additional funding. To balance the Wastewater rate reduction with the water system's needs, a deviation from the policy cap on bill increases is recommended. This adjustment brings both the water and wastewater system's to at least 100% of their AMP funding targets and results in an average annual savings of \$30.48 for residential customers with both services.

Table 2: Urban 2026 Revenue and Asset Management Plan Impact (\$ in millions)

System	2025 Fixed Rates	Draft 2026 Fixed Rates		AMP Target	10 Year Change (in millions)		2026 Fixed Rate for 100% AMP Target	
	\$	% Change	\$	%*	Reserve	Non-Growth Debt	% Change	\$
Woodstock								
Water	23.34	10.4%	25.76	92.1%	(20.48)	6.42	17.7%	27.48
Wastewater	11.36	21.3%	13.78	71.9%	(12.04)	9.45	63.9%	18.62
Tillsonburg								
Water	30.22	8.6%	32.83	93.2%	7.40	0.00	13.6%	34.34
Wastewater	23.72	(13.1%)	20.61	110.9%	(0.26)	0.00	(20.2%)	18.94
Ingersoll								
Water	34.1	16.8%	39.84	100.0%	(3.42)	7.78	16.8%	39.84
Wastewater	37.86	(23.2%)	29.08	114.8%	(7.65)	2.84	(31.0%)	26.11

* Percent of 2025 Asset Management Plan Investment Target

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Township Systems

- **Tavistock Wastewater:** Shifts in industrial consumption patterns have materially impacted the revenue generated within this system, resulting in a reduced contribution to capital reserves. Based on the 2025 Asset Management Plan (AMP), the system continues to contribute approximately 93% of the target; however, ongoing monitoring will be essential.
- **Drumbo Wastewater:** The system is experiencing a significant operating deficit. As such, a deviation from the policy regarding the bill increase cap has been recommended allowing proposed rates to increase by twice the cap for 2026. Anticipated system growth will improve the system's ability to fund its operating and capital needs. Delayed growth may result in ongoing operating deficits that would put the system's sustainability at risk and needs to be closely monitored.
- **Mt Elgin Wastewater:** Rates have been increased to the maximum amount, resulting in the system funding 28% of the AMP funding targets. Anticipated system growth will help to increase the funding level closer to the identified AMP target.
- **Norwich Wastewater:** This system currently exceeds its AMP funding targets. As recommended in the 2025 AMP, the 2026 Budget applies a rate reduction strategy, designed balance to future capital needs and stabilize long-term rate pressures.
- **Embro Wastewater:** Rates have been increased to the maximum amount, resulting in the system funding 67% of the AMP funding target.
- **Innerkip Wastewater:** Rates have been increased to the maximum amount, resulting in the system funding 78% of the AMP funding target.
- **Township Water:** The shifts in industry consumption patterns noted in the Tavistock Wastewater system have similarly affected the Township Water system, with rates being increased to the funding cap, resulting in the system funding 32% of the AMP funding target.

Table 3: Township 2026 Revenue and Asset Management Plan Impact (\$ in millions)

System	2025 Fixed Rates	Draft 2026 Fixed Rates		AMP Target	10 Year Change (in millions)		2026 Fixed Rate for 100% AMP Target	
	\$	% Change	\$	%*	Reserve	Non-Growth Debt	% Change	\$
Wastewater								
Norwich	36.65	(4.1%)	35.15	134.9%	(2.95)	5.60	(22.9%)	28.26
Tavistock	53.01	4.6%	55.43	93.3%	(4.18)	17.84	8.9%	57.73
Plattsville	65.92	-	65.92	103.4%	(0.74)	3.50	(1.9%)	64.66
Thamesford	62.98	-	62.98	111.1%	(1.51)	0.00	(5.2%)	59.68
Drumbo	76.61	6.6%	81.70	-	(0.00)	0.00	120.8%	169.13
Mt Elgin	61.37	3.9%	63.79	27.7%	1.07	0.00	124.5%	137.79
Embro	55.31	4.4%	57.73	66.7%	1.49	0.00	34.1%	74.15
Innerkip	41.36	5.9%	43.78	78.4%	(1.18)	2.78	18.1%	48.85
Water								
Township	32.78	7.4%	35.20	32.1%	(11.57)	3.21	85.2%	60.72

* Percent of 2025 Asset Management Plan Investment Target

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The water and wastewater rates are established using a long-range forecast based on the asset management plan's planning horizon which is longer than the 10-year capital budget in the 2026 Business Plan and Budget. The asset management plan accounts for the lifecycle of assets over a 100-year period, which is especially important for the long life of water and wastewater linear assets, which is prominently 70-90 years. By doing so, the rates take into consideration funding not only the current costs, but the future costs. In most systems, rates have not been funding the full asset lifecycle costs, which leads to increase in debt and decrease in reserves over the 10-year horizon, while changes in debt related interest rates over the time horizon is difficult predict.

During the period of 2025 to 2035, water and wastewater reserve balances are projected to decrease by \$56.8 million, while adding \$59.4 million to system debt which does not take into consideration any growth-related debt.

Proposed Rate Increases

All customers are charged a monthly fixed service charge that is based on meter size in addition to a volumetric/consumption rate for both water and wastewater.

The county-wide volumetric rate is proposed to increase by 1.8%, with the individual fixed rate changes varying between a decrease of 23.2% and an increase of 21.3%. In many of the systems, this is only the third fixed rate change in six years, reflecting a period of high inflation, construction cost escalation, both industrial and commercial consumption changes, master plans and budget new initiatives. It is also important to note that the 2025 Fixed Rate was based on the 2024 AMP where the funding strategy was 100% of lifecycle needs, and projected levels of service had not yet been established. Further details on water and wastewater system rates can be found in Attachment 3, and a summary including comparison to rates for the prior three years presented in Table 4 below.

Table 4: 2023 - 2026 Rate Changes

System	2023	2024	2025	2026
Water and Wastewater-CONSUMPTION-Charge per cubic meter				
All Systems	2.00%	2.80%	3.00%	1.80%
Wastewater-FIXED CHARGE-Charge per month				
Woodstock	-	11.20%	34.40%	21.30%
Tillsonburg	-	6.90%	27.20%	(13.10%)
Ingersoll	-	-	-	(23.20%)
Norwich	-	10.60%	1.90%	(4.10%)
Tavistock	-	-	-	4.60%
Plattsville	-	3.90%	12.20%	-
Thamesford	-	17.00%	-	-
Drumbo	-	0.30%	7.30%	6.60%
Mt. Elgin	-	-	3.00%	3.90%

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System	2023	2024	2025	2026
Embro	-	1.80%	7.40%	4.40%
Innerkip	-	3.00%	17.90%	5.90%
Water-FIXED CHARGE-Charge per month				
Woodstock	-	15.00%	21.00%	10.40%
Tillsonburg	3.00%	8.40%	10.30%	8.60%
Ingersoll	-	23.80%	9.50%	16.80%
Township	2.00%	2.00%	8.70%	7.40%

Table 5 summarizes the annual impact to the typical residential customer that consumes 150m³ per annum, with the impact varying between a decrease of \$30.48 and increase of \$96.12. Further details on each of these impacts can be found in Attachment 3.

Table 5: Annual Impact to the Typical Residential User – 150m³/year

	2025 Approved \$	2026 Draft \$	Change \$	%
Woodstock	752.40	816.48	64.08	8.5%
Tillsonburg	983.28	983.28	-	-
Ingersoll	1,199.52	1,169.04	(30.48)	(2.5%)
Norwich	1,169.16	1,186.20	17.04	1.5%
Tavistock	1,365.48	1,429.56	64.08	4.7%
Plattsville	1,520.40	1,555.44	35.04	2.3%
Thamesford	1,485.12	1,520.16	35.04	2.4%
Drumbo	1,648.68	1,744.80	96.12	5.8%
Mt. Elgin	1,465.80	1,529.88	64.08	4.4%
Embro	1,393.08	1,457.16	64.08	4.6%
Innerkip	1,225.68	1,289.76	64.08	5.2%
Township – Water only	537.36	569.40	32.04	6.0%

Figures 1 and 2 below compare the 2026 preliminary rates to our municipal comparators' approved 2025 rates. Figures have been split between urban and rural municipalities with both based on the annual average typical residential consumption of 150 m³.

It should be noted that the AMP Funding strategies for municipal comparators is unknown and is not a measure of those system's financial health.

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Figure 1: 2026 Oxford Urban Rates Comparison

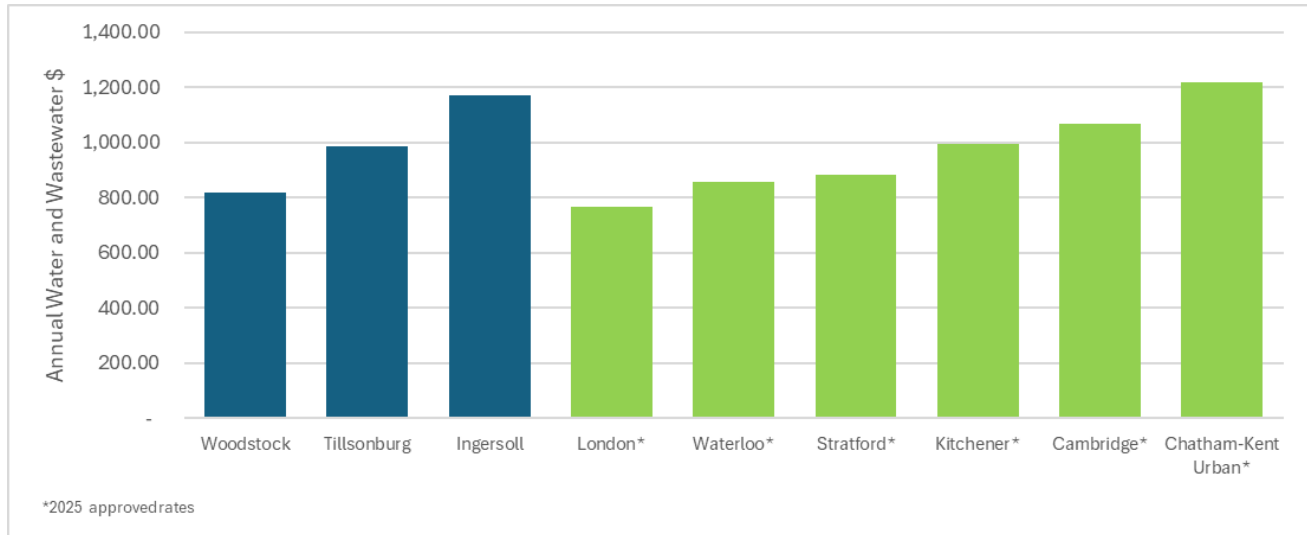
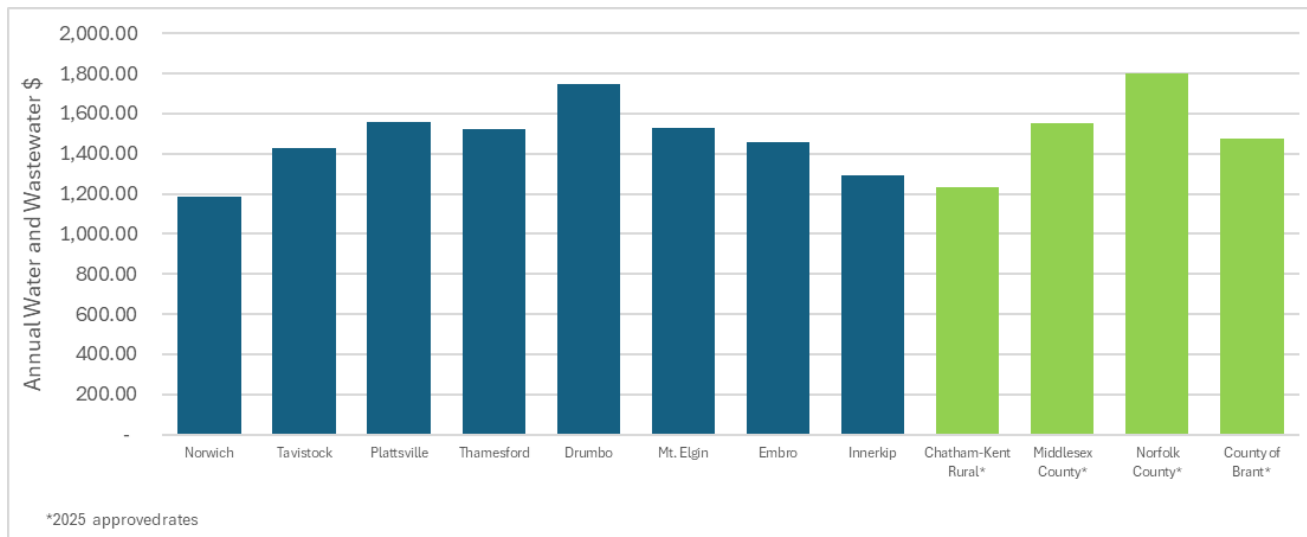


Figure 2: 2026 Oxford Township Rates Comparison



CONCLUSIONS

The preliminary 2026 Water and Wastewater Rates are proposed to be fiscally responsible while ensuring long-term financial sustainability of each water and wastewater financial system. Financial sustainability is needed to ensure that Oxford County continues to enjoy clean and safe drinking water; that water and wastewater services are reliable in the long term; and that environmental protection is maintained.

As costs and growth continue to rise, it is important that rates are set to fund both ongoing net operating costs and annually contribute to long-term capital requirements. Incorporating the Asset Management Plan requirements in rate setting ensures that our infrastructure is funded in a long-term sustainable manner.

SIGNATURES

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Approved for submission:

Original signed by

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ATTACHMENTS

Attachment 1 – Water and Wastewater Rates Policy 6.22
Attachment 2 – Draft 2026 Budget System Reports
Attachment 3 – Draft Water and Wastewater Rates

**GENERAL POLICY MANUAL**

SECTION:	Finance	APPROVED BY:	County Council
NUMBER:	6.22	SIGNATURE:	Original signed by Benjamin Addley, CAO
PAGE:	1 of 5	DATE:	October 25, 2023
REFERENCE POLICY:		REVISED:	~~November 13, 2024~~ <u>November 12, 2025</u>

Water and Wastewater Policy**PURPOSE**

The purpose of this policy is to set out basis is which water and wastewater rates are calculated.

POLICY

The County's goal is to fully recover the water and wastewater costs thorough water and wastewater rates.

- i. Net water and wastewater costs shall be financed by a fixed charge and a variable consumption rate.
- ii. Each water and wastewater financial system's target contribution to reserve shall be based on the County's asset management plan annual capital requirements.
- iii. Annually based on each water and wastewater financial system's proposed net budget for the year, the County shall establish the rates for water and wastewater for that calendar year.
- iv. The net surplus from each water and wastewater financial system in any year shall be contributed to the system's reserve; any deficiency in each water and wastewater system in any year shall be funded from the respective reserve.
- v. The County-wide variable consumption rate shall be based on the annual Consumer Price Index (CPI) - June.
- vi. Each water and wastewater financial system's fixed charges shall be set at the respective system's revenues requirements based on:
 - a. Expenditure forecast
 - b. Revenue forecast
 - c. Capital Renewal Contribution

DEFINITIONS

For the purposes of this Policy,

Consumption - Volumetric costs vary with the consumption of water over a specified period of time, such as day, month or year, in contrast to the amount of water demanded

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at any time.

County – means County of Oxford or Oxford County

Financial System – Shall refer to the water and/or wastewater financial system. There are four water financial systems – Woodstock, Tillsonburg, Ingersoll and Townships, which is a consolidation of the remaining rural water systems. There are eleven wastewater financial systems - Woodstock, Tillsonburg, Ingersoll, Norwich, Tavistock, Plattsville, Thamesford, Drumbo, Mt. Elgin, Embro and Innerkip

Fixed Charge - Fixed costs are costs related directly to the customer's water service connection and billed to the customers on a monthly basis.

Treasurer – means the County's Director of Corporate Services, or designate.

PROCEDURE

1.0 Rate Setting Objective

- i. The objective of setting water and wastewater rates are that those that benefit from infrastructure and use the service it provides pay for it.
- ii. The criteria to meet this objective include:
 - i) **Efficiency:** in consumption is promoted when a consumption fee is applied to provide an incentive to use resources in the most efficient manner.
 - ii) **Accountability:** is most easily achieved when there is a close link between the beneficiaries or consumers of a government service and the payment for that service.
 - iii) **Transparency:** is enhanced when taxpayers have access to information and decision making forums so that the general public is familiar with the way in which user fees are set.
 - iv) **Fairness:** is achieved because those who consume the service pay for it.
 - v) **Ease of Administration:** is achieved when the rate is not confusing to understand and does not require an unnecessary amount of time and effort to administer.
 - vi) **Prevent Rate Volatility:** Limit abrupt or large rate increases through a phased approach to maintain consistency and financial predictability.

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1.1 Review Process

- i. Annually review and update the comprehensive financial model for each financial system. The model is updated for:
 - i) **Expenditure Forecast** based on the draft County water and wastewater budget for each financial system.
 - ii) **Revenue Forecast** based on analysis for historical and current billing stats on consumption and customers and forecast future growth trends.
 - iii) **Capital Renewal Contribution** based on the annual capital requirements set out in the most recent County Approved Asset Management Plan.
- ii. Recommend rates to Council through the County's budget approval process updating the Water Rate By-Law.

1.2 How Rates are Set

- i. The rates have been recommended on the basis of full cost recovery. To achieve financial sustainability, water rates need to generate sufficient and consistent revenues to pay for the past, current and future costs of providing water and wastewater services.
- ii. Full-cost recovery is considers more than the current budget cycle; taking a longer term perspective and past funding shortfalls in setting rates.

1.3 What Rates Cover

- i. Each of the four water financial systems – Woodstock, Tillsonburg, Ingersoll and Townships - is managed as a fiscally independent entity with unique rates, revenues, debts and operating expenses.
- ii. Water rates are set to cover the costs of water distribution, water treatment, source water protection, locates, drinking water quality control, water billing and collection, supervisory control and data acquisition, capital renewal and general overhead.
- iii. Each of the eleven wastewater financial systems – Woodstock, Tillsonburg, Ingersoll, Norwich, Tavistock, Plattsville, Thamesford, Drumbo, Mt. Elgin, Embro and Innerkip - is managed as a fiscally independent entity with unique rates, revenues, debts and operating expenses.
- iv. Wastewater rates are set to cover the costs of wastewater collection, wastewater treatment, wastewater billing and collection, supervisory control and data acquisition, capital renewal and general overhead.

1.4 How Water and Wastewater Rates are Calculated



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- i. All customers are currently charged a monthly fixed service charge that increases based on meter size and a volumetric/consumption rate for both water and wastewater.
- ii. Both water and wastewater rates are applied to a customer's water consumption.
- ~~iii.~~ All the systems within the County have the same consumption rate and unique fixed rates.

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1.5 Consumption (Volumetric) Structure

- i. The County establishes three different consumption rates which is applied consistently across all systems:
 - a. Water
 - b. Wastewater – Residential
 - c. Wastewater – Industrial, Commercial and Institutional.
- ii. The consumption rate each year is recommended to increase by the annual CPI (June).
- iii. The rates model is a humpback system with four blocks - 3 increasing blocks with the final block being a declining block.
- ~~iv.~~ The intention is to encourage affordability, conservation and economic development. Water conservation is encouraged by encompassing residential use within increasing block rates while offering large industrial users block rates that decline as use increases.

~~v-iv.~~

1.6 Fixed Water and Wastewater Rates

- i. Fixed rate charges are established for each financial system based on the system's annual Revenue Forecast, Expenditure Forecast and Capital Renewal Contribution.
 - a. **Revenue Forecast** is developed for each financial system incorporating:
 - i. Consumption patterns
 - ii. Customer growth
 - iii. Consumption rate increase
 - b. **Expenditure Forecast** is based on each financial system's County approved operating budget requirements.
 - c. **Capital Renewal Contribution** is based on the financial system's Annual Capital Contribution Target Investment Requirements from the County's most recent Asset Management Plan.
 - i. To prevent rate volatility, progress towards achieving the target capital renewal contribution will be subject to a rate stability cap.
 - ~~i. Annual Capital Contribution requirements increase is recommended to be set at a minimum rate of construction CPI (June) until the target is met.~~
 - ~~• For a system that is contributing less than 75% of their Annual Capital Contribution requirement, and the fixed rate recommended based on i) is less than the annual CPI (June) – the fixed rate will~~

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~~increase by a minimum of the annual CPI (June) to close the infrastructure gap.~~

~~ii. Past debt repayment requirements are included in the capital renewable contribution.~~

~~iii. Reserve interest revenues contribution are included in the capital renewable contribution.~~

~~iv. Sewer By Law revenues are excluded from the capital renewable contribution, as these are intended to cover costs arising from increased strain beyond regular system use.~~

d. **Rate Stability** the annual bill increase for average residential customers (150 cubic meters per year) shall not exceed the established rate cap for water and wastewater.

i. The rate cap is determined by applying the Q2 Construction Consumer Price Index (CPI) for London to the average residential Oxford County water and wastewater bill.

ii. The average residential Oxford County bill is calculated as the weighted average across all water and wastewater systems, based on 150 cubic metres of annual consumption.

iii. The resulting percentage change in the fixed charge shall be applied to all meter sizes within the system.

iv. Deviations from the established bill increase cap may be recommended.

1.7 Annual Reporting and Monitoring

- i. This policy will be reviewed annually at the time rates are being reviewed and calculated to ensure the rate model continues to be relevant and effectively maintains the financial sustainability of the County's water and wastewater financial systems.

Draft 2026 Budget System Reports

Woodstock Water

	2025 Approved Budget	2026 Draft Budget	Change \$	Change %
Revenue Forecast				
Consumption	5,167,145	5,212,670	45,525	0.9%
Flat Rate	13,395	15,330	1,935	14.4%
Fixed Rate	5,144,646	5,144,716	70	0.0%
Consumption Increase	-	94,700	94,700	1.8%
Fixed Rate Increase	-	533,629	533,629	10.4%
	10,325,186	11,001,045	675,859	6.5%
Expenditure Forecast				
General Expenses	1,382,202	1,660,058	277,856	20.1%
Billing and Collection	509,460	533,700	24,240	4.8%
Distribution/Collection	2,750,121	2,885,114	134,993	4.9%
Treatment	1,721,925	1,803,823	81,898	4.8%
Past Debt Repayment	164,756	156,185	(8,571)	(5.2%)
Operating Surplus/(Deficit)	-	-	-	-
	6,528,464	7,038,880	510,416	7.8%
Capital Renewable Contribution				
Capital Reserve Contributions	3,796,722	3,962,165	165,443	4.4%
Interest Revenue	767,941	454,300	(313,641)	(40.8%)
	4,564,663	4,416,465	(148,198)	(3.2%)
Asset Management Plan Investment Requirements				
Asset Management Plan Target*	4,625,000	4,795,625		
Capital Renewable Contribution Shortfall/(Surplus)	60,337	379,160		
Target %	98.7%	92.1%		
Long-term Reserve and Debt Outlook - 2026 Draft Budget				
2025 to 2035 Reserve Increase (Decrease)		(20,477,710)		
10-Year New Debt Requirements**		(6,423,000)		
		(26,900,710)		

*2025 Asset Management Plan Investment Target

**New debt excluding growth-related debt

Woodstock Wastewater

	2025 Approved Budget	2026 Draft Budget	Change \$	Change %
Revenue Forecast				
Consumption	6,067,902	6,145,476	77,574	1.3%
Flat Rate	12,200	13,918	1,718	14.1%
Fixed Rate	2,548,604	2,546,185	(2,419)	(0.1%)
Consumption Increase	-	99,088	99,088	1.6%
Fixed Rate Increase	-	542,391	542,391	21.3%
	8,628,706	9,347,058	718,352	8.3%
Expenditure Forecast				
General Expenses	1,060,816	1,198,300	137,484	13.0%
Billing and Collection	505,260	529,100	23,840	4.7%
Distribution/Collection	1,633,309	1,667,500	34,191	2.1%
Treatment	2,761,130	2,952,084	190,954	6.9%
Past Debt Repayment	419,230	389,628	(29,602)	(7.1%)
Operating Surplus/(Deficit)	-	-	-	-
	6,379,745	6,736,612	356,867	5.6%
Capital Renewable Contribution				
Capital Reserve Contributions	2,248,961	2,610,446	361,485	16.1%
Interest Revenue	289,298	164,200	(125,098)	(43.2%)
	2,538,259	2,774,646	236,387	9.3%
Asset Management Plan Investment Requirements				
Asset Management Plan Target*	3,716,000	3,858,900		
Capital Renewable Contribution Shortfall/(Surplus)	1,177,741	1,084,254		
Target %	68.3%	71.9%		
Long-term Reserve and Debt Outlook - 2026 Draft Budget				
2025 to 2035 Reserve Increase (Decrease)		(12,040,170)		
10-Year New Debt Requirements**		(9,452,796)		
		(21,492,966)		

Draft 2026 Budget System Reports

Tillsonburg Water

	2025 Approved Budget	2026 Draft Budget	Change \$	Change %
Revenue Forecast				
Consumption	2,002,973	2,032,935	29,962	1.5%
Flat Rate	2,481	2,695	214	8.6%
Fixed Rate	2,969,565	3,052,489	82,924	2.8%
Consumption Increase	-	36,923	36,923	1.8%
Fixed Rate Increase	-	263,536	263,536	8.6%
	4,975,019	5,388,578	413,559	8.3%
Expenditure Forecast				
General Expenses	646,918	780,771	133,853	20.7%
Billing and Collection	221,755	228,450	6,695	3.0%
Distribution/Collection	1,579,325	1,615,976	36,651	2.3%
Treatment	821,041	899,043	78,002	9.5%
Past Debt Repayment	(41,557)	(41,557)	-	-
Operating Surplus/(Deficit)	-	-	-	-
	3,227,482	3,482,683	255,201	7.9%
Capital Renewable Contribution				
Capital Reserve Contributions	1,747,537	1,905,895	158,358	9.1%
Interest Revenue	217,395	184,900	(32,495)	(14.9%)
	1,964,932	2,090,795	125,863	6.4%
Asset Management Plan Investment Requirements				
Asset Management Plan Target*	2,087,000	2,243,175		
Capital Renewable Contribution Shortfall/(Surplus)	122,068	152,380		
Target %	94.2%	93.2%		
Long-term Reserve and Debt Outlook - 2026 Draft Budget				
2025 to 2035 Reserve Increase (Decrease)		7,399,905		
10-Year New Debt Requirements**		-		
		7,399,905		

*2025 Asset Management Plan Investment Target

**New debt excluding growth-related debt

Tillsonburg Wastewater

	2025 Approved Budget	2026 Draft Budget	Change \$	Change %
Revenue Forecast				
Consumption	2,263,095	2,299,337	36,242	1.6%
Flat Rate	13,857	16,078	2,221	16.0%
Fixed Rate	2,215,502	2,269,702	54,200	2.4%
Consumption Increase	-	37,012	37,012	1.6%
Fixed Rate Increase	-	(297,567)	(297,567)	(13.1%)
	4,492,454	4,324,562	(167,892)	(3.7%)
Expenditure Forecast				
General Expenses	467,916	453,110	(14,806)	(3.2%)
Billing and Collection	220,055	227,250	7,195	3.3%
Distribution/Collection	962,589	929,505	(33,084)	(3.4%)
Treatment	1,238,906	1,361,509	122,603	9.9%
Past Debt Repayment	(10,941)	33,018	43,959	(401.8%)
Operating Surplus/(Deficit)	-	-	-	-
	2,878,525	3,004,392	125,867	4.4%
Capital Renewable Contribution				
Capital Reserve Contributions	1,613,929	1,320,170	(293,759)	(18.2%)
Interest Revenue	439,812	308,500	(131,312)	(29.9%)
	2,053,741	1,628,670	(425,071)	(20.7%)
Asset Management Plan Investment Requirements				
Asset Management Plan Target*	1,433,000	1,468,825		
Capital Renewable Contribution Shortfall/(Surplus)	(620,741)	(159,845)		
Target %	143.3%	110.9%		
Long-term Reserve and Debt Outlook - 2026 Draft Budget				
2025 to 2035 Reserve Increase (Decrease)		(264,313)		
10-Year New Debt Requirements**		-		
		(264,313)		

Draft 2026 Budget System Reports

Ingersoll Water

	2025 Approved Budget	2026 Draft Budget	Change \$	Change %
Revenue Forecast				
Consumption	1,321,455	1,375,687	54,232	4.1%
Flat Rate	3,697	4,002	305	8.2%
Fixed Rate	2,392,905	2,407,773	14,868	0.6%
Consumption Increase	-	25,372	25,372	1.8%
Fixed Rate Increase	-	405,252	405,252	16.8%
	3,718,057	4,218,086	500,029	13.4%
Expenditure Forecast				
General Expenses	431,051	514,917	83,866	19.5%
Billing and Collection	144,840	161,240	16,400	11.3%
Distribution/Collection	966,715	1,009,572	42,857	4.4%
Treatment	874,547	827,250	(47,297)	(5.4%)
Past Debt Repayment	(22,102)	129,779	151,881	(687.2%)
Operating Surplus/(Deficit)	-	-	-	-
	2,395,051	2,642,758	247,707	10.3%
Capital Renewable Contribution				
Capital Reserve Contributions	1,323,006	1,575,328	252,322	19.1%
Interest Revenue	37,033	57,500	20,467	55.3%
	1,360,039	1,632,828	272,789	20.1%
Asset Management Plan Investment Requirements				
Asset Management Plan Target*	1,593,000	1,632,825		
Capital Renewable Contribution Shortfall/(Surplus)	232,961	(3)		
Target %	85.4%	100.0%		
Long-term Reserve and Debt Outlook - 2026 Draft Budget				
2025 to 2035 Reserve Increase (Decrease)		(3,421,413)		
10-Year New Debt Requirements**		(7,779,000)		
		(11,200,413)		

*2025 Asset Management Plan Investment Target

**New debt excluding growth-related debt

Ingersoll Wastewater

	2025 Approved Budget	2026 Draft Budget	Change \$	Change %
Revenue Forecast				
Consumption	1,615,044	1,687,614	72,570	4.5%
Flat Rate	9,372	9,522	150	1.6%
Fixed Rate	2,578,408	2,725,494	147,086	5.7%
Consumption Increase	-	27,002	27,002	1.6%
Fixed Rate Increase	-	(632,075)	(632,075)	(23.2%)
	4,202,824	3,817,557	(385,267)	(9.2%)
Expenditure Forecast				
General Expenses	335,341	347,565	12,224	3.6%
Billing and Collection	139,830	155,170	15,340	11.0%
Distribution/Collection	489,138	513,093	23,955	4.9%
Treatment	1,031,047	1,116,511	85,464	8.3%
Past Debt Repayment	338,758	314,559	(24,199)	(7.1%)
Operating Surplus/(Deficit)	-	-	-	-
	2,334,114	2,446,898	112,784	4.8%
Capital Renewable Contribution				
Capital Reserve Contributions	1,868,710	1,370,659	(498,051)	(26.7%)
Interest Revenue	386,230	287,400	(98,830)	(25.6%)
	2,254,940	1,658,059	(596,881)	(26.5%)
Asset Management Plan Investment Requirements				
Asset Management Plan Target*	1,409,000	1,444,225		
Capital Renewable Contribution Shortfall/(Surplus)	(845,940)	(213,834)		
Target %	160.0%	114.8%		
Long-term Reserve and Debt Outlook - 2026 Draft Budget				
2025 to 2035 Reserve Increase (Decrease)		(7,653,241)		
10-Year New Debt Requirements**		(2,837,334)		
		(10,490,575)		

Draft 2026 Budget System Reports

Township Water

	2025 Approved Budget	2026 Draft Budget	Change \$	Change %
Revenue Forecast				
Consumption	2,095,430	1,867,716	(227,714)	(10.9%)
Flat Rate	51,873	55,836	3,963	7.6%
Fixed Rate	3,157,164	3,075,509	(81,655)	(2.6%)
Consumption Increase	-	35,197	35,197	1.9%
Fixed Rate Increase	-	227,075	227,075	7.4%
	5,304,467	5,261,333	(43,134)	(0.8%)
Expenditure Forecast				
General Expenses	671,048	924,882	253,834	37.8%
Billing and Collection	252,330	265,220	12,890	5.1%
Distribution/Collection	1,556,989	1,467,042	(89,947)	(5.8%)
Treatment	1,411,439	1,684,066	272,627	19.3%
Past Debt Repayment	-	-	-	-
Operating Surplus/(Deficit)	-	-	-	-
	3,891,806	4,341,210	449,404	11.5%
Capital Renewable Contribution				
Capital Reserve Contributions	1,412,661	920,123	(492,538)	(34.9%)
Interest Revenue	370,243	211,200	(159,043)	(43.0%)
	1,782,904	1,131,323	(651,581)	(36.5%)
Asset Management Plan Investment Requirements				
Asset Management Plan Target*	3,440,000	3,526,000		
Capital Renewable Contribution Shortfall/(Surplus)	1,657,096	2,394,677		
Target %	51.8%	32.1%		
Long-term Reserve and Debt Outlook - 2026 Draft Budget				
2025 to 2035 Reserve Increase (Decrease)		(11,566,725)		
10-Year New Debt Requirements**		(3,210,000)		
		(14,776,725)		

*2025 Asset Management Plan Investment Target

**New debt excluding growth-related debt

Norwich Wastewater

	2025 Approved Budget	2026 Draft Budget	Change \$	Change %
Revenue Forecast				
Consumption	344,328	350,706	6,378	1.9%
Flat Rate	1,965	2,021	56	2.8%
Fixed Rate	650,898	659,254	8,356	1.3%
Consumption Increase	-	5,688	5,688	1.6%
Fixed Rate Increase	-	(26,984)	(26,984)	(4.1%)
	997,191	990,685	(6,506)	(0.7%)
Expenditure Forecast				
General Expenses	83,811	132,900	49,089	58.6%
Billing and Collection	37,980	39,360	1,380	3.6%
Distribution/Collection	207,327	234,478	27,151	13.1%
Treatment	228,319	222,837	(5,482)	(2.4%)
Past Debt Repayment	(285)	(29,554)	(29,269)	10,269.8%
Operating Surplus/(Deficit)	-	-	-	-
	557,152	600,021	42,869	7.7%
Capital Renewable Contribution				
Capital Reserve Contributions	440,039	390,664	(49,375)	(11.2%)
Interest Revenue	161,710	87,900	(73,810)	(45.6%)
	601,749	478,564	(123,185)	(20.5%)
Asset Management Plan Investment Requirements				
Asset Management Plan Target*	346,000	354,650		
Capital Renewable Contribution Shortfall/(Surplus)	(255,749)	(123,914)		
Target %	173.9%	134.9%		
Long-term Reserve and Debt Outlook - 2026 Draft Budget				
2025 to 2035 Reserve Increase (Decrease)		(2,954,656)		
10-Year New Debt Requirements**		(5,600,000)		
		(8,554,656)		

Draft 2026 Budget System Reports

Tavistock Wastewater

	2025 Approved Budget	2026 Draft Budget	Change \$	Change %
Revenue Forecast				
Consumption	973,369	579,073	(394,296)	(40.5%)
Flat Rate	3,008	3,045	37	1.2%
Fixed Rate	937,597	865,238	(72,359)	(7.7%)
Consumption Increase	-	9,249	9,249	1.6%
Fixed Rate Increase	-	39,518	39,518	4.6%
	1,913,974	1,496,123	(417,851)	(21.8%)
Expenditure Forecast				
General Expenses	147,819	86,446	(61,373)	(41.5%)
Billing and Collection	33,060	33,460	400	1.2%
Distribution/Collection	202,965	225,173	22,208	10.9%
Treatment	(564,477)	187,388	751,865	(133.2%)
Past Debt Repayment	615,167	607,207	(7,960)	(1.3%)
Operating Surplus/(Deficit)	-	-	-	-
	434,534	1,139,674	705,140	162.3%
Capital Renewable Contribution				
Capital Reserve Contributions	1,479,440	356,449	(1,122,991)	(75.9%)
Interest Revenue	313,734	164,500	(149,234)	(47.6%)
	1,793,174	520,949	(1,272,225)	(70.9%)
Asset Management Plan Investment Requirements				
Asset Management Plan Target*	500,000	558,500		
Capital Renewable Contribution Shortfall/(Surplus)	(1,293,174)	37,551		
Target %	358.6%	93.3%		
Long-term Reserve and Debt Outlook - 2026 Draft Budget				
2025 to 2035 Reserve Increase (Decrease)		(4,181,304)		
10-Year New Debt Requirements**		(17,840,000)		
		(22,021,304)		

*2025 Asset Management Plan Investment Target

**New debt excluding growth-related debt

Plattsville Wastewater

	2025 Approved Budget	2026 Draft Budget	Change \$	Change %
Revenue Forecast				
Consumption	157,050	175,862	18,812	12.0%
Flat Rate	4,641	5,125	484	10.4%
Fixed Rate	476,281	481,819	5,538	1.2%
Consumption Increase	-	2,845	2,845	1.6%
Fixed Rate Increase	-	-	-	-
	637,972	665,651	27,679	4.3%
Expenditure Forecast				
General Expenses	35,825	76,424	40,599	113.3%
Billing and Collection	15,110	15,660	550	3.6%
Distribution/Collection	97,909	112,730	14,821	15.1%
Treatment	243,043	238,680	(4,363)	(1.8%)
Past Debt Repayment	(122)	(26,991)	(26,869)	22,023.8%
Operating Surplus/(Deficit)	-	-	-	-
	391,765	416,503	24,738	6.3%
Capital Renewable Contribution				
Capital Reserve Contributions	246,207	249,148	2,941	1.2%
Interest Revenue	56,874	33,700	(23,174)	(40.7%)
	303,081	282,848	(20,233)	(6.7%)
Asset Management Plan Investment Requirements				
Asset Management Plan Target*	267,000	273,675		
Capital Renewable Contribution Shortfall/(Surplus)	(36,081)	(9,173)		
Target %	113.5%	103.4%		
Long-term Reserve and Debt Outlook - 2026 Draft Budget				
2025 to 2035 Reserve Increase (Decrease)		(740,624)		
10-Year New Debt Requirements**		(3,500,000)		
		(4,240,624)		

Draft 2026 Budget System Reports

Thamesford Wastewater

	2025 Approved Budget	2026 Draft Budget	Change \$	Change %
Revenue Forecast				
Consumption	254,229	286,151	31,922	12.6%
Flat Rate	11,748	11,878	130	1.1%
Fixed Rate	895,205	928,206	33,001	3.7%
Consumption Increase	-	4,605	4,605	1.6%
Fixed Rate Increase	-	-	-	-
	1,161,182	1,230,840	69,658	6.0%
Expenditure Forecast				
General Expenses	67,374	115,677	48,303	71.7%
Billing and Collection	29,760	31,020	1,260	4.2%
Distribution/Collection	124,646	133,470	8,824	7.1%
Treatment	471,166	501,695	30,529	6.5%
Past Debt Repayment	61,129	30,004	(31,125)	(50.9%)
Operating Surplus/(Deficit)	-	-	-	-
	754,075	811,866	57,791	7.7%
Capital Renewable Contribution				
Capital Reserve Contributions	407,107	418,974	11,867	2.9%
Interest Revenue	101,049	69,700	(31,349)	(31.0%)
	508,156	488,674	(19,482)	(3.8%)
Asset Management Plan Investment Requirements				
Asset Management Plan Target*	380,000	440,000		
Capital Renewable Contribution Shortfall/(Surplus)	(128,156)	(48,674)		
Target %	133.7%	111.1%		
Long-term Reserve and Debt Outlook - 2026 Draft Budget				
2025 to 2035 Reserve Increase (Decrease)		(1,514,198)		
10-Year New Debt Requirements**		-		
		(1,514,198)		

*2025 Asset Management Plan Investment Target

**New debt excluding growth-related debt

Drumbo Wastewater

	2025 Approved Budget	2026 Draft Budget	Change \$	Change %
Revenue Forecast				
Consumption	85,194	85,237	43	0.1%
Flat Rate	10,800	11,533	733	6.8%
Fixed Rate	331,049	340,242	9,193	2.8%
Consumption Increase	-	1,378	1,378	1.6%
Fixed Rate Increase	-	22,602	22,602	6.6%
	427,043	460,992	33,949	7.9%
Expenditure Forecast				
General Expenses	19,651	44,647	24,996	127.2%
Billing and Collection	9,140	9,410	270	3.0%
Distribution/Collection	109,759	113,133	3,374	3.1%
Treatment	185,840	222,154	36,314	19.5%
Past Debt Repayment	103,036	207,806	104,770	101.7%
Operating Surplus/(Deficit)	(22,159)	(136,158)	(113,999)	514.5%
	405,267	460,992	55,725	13.8%
Capital Renewable Contribution				
Capital Reserve Contributions	21,776	-	(21,776)	(100.0%)
Interest Revenue	-	-	-	-
	21,776	-	(21,776)	(100.0%)
Asset Management Plan Investment Requirements				
Asset Management Plan Target*	246,000	252,150		
Capital Renewable Contribution Shortfall/(Surplus)	224,224	252,150		
Target %	8.9%	-		
Long-term Reserve and Debt Outlook - 2026 Draft Budget				
2025 to 2035 Reserve Increase (Decrease)		(1)		
10-Year New Debt Requirements**		-		
		(1)		

Draft 2026 Budget System Reports

Mt. Elgin Wastewater

	2025 Approved Budget	2026 Draft Budget	Change \$	Change %
Revenue Forecast				
Consumption	61,220	72,878	11,658	19.0%
Flat Rate	16,887	17,468	581	3.4%
Fixed Rate	215,262	216,305	1,043	0.5%
Consumption Increase	-	1,170	1,170	1.6%
Fixed Rate Increase	-	8,528	8,528	3.9%
	293,369	316,349	22,980	7.8%
Expenditure Forecast				
General Expenses	14,028	16,953	2,925	20.9%
Billing and Collection	7,130	8,810	1,680	23.6%
Distribution/Collection	58,394	71,963	13,569	23.2%
Treatment	104,953	127,049	22,096	21.1%
Past Debt Repayment	(48)	(97)	(49)	102.1%
Operating Surplus/(Deficit)	-	-	-	-
	184,457	224,678	40,221	21.8%
Capital Renewable Contribution				
Capital Reserve Contributions	108,912	91,671	(17,241)	(15.8%)
Interest Revenue	11,308	8,300	(3,008)	(26.6%)
	120,220	99,971	(20,249)	(16.8%)
Asset Management Plan Investment Requirements				
Asset Management Plan Target*	352,000	360,800		
Capital Renewable Contribution Shortfall/(Surplus)	231,780	260,829		
Target %	34.2%	27.7%		
Long-term Reserve and Debt Outlook - 2026 Draft Budget				
2025 to 2035 Reserve Increase (Decrease)		1,072,441		
10-Year New Debt Requirements**		-		
		1,072,441		

*2025 Asset Management Plan Investment Target

**New debt excluding growth-related debt

Embro Wastewater

	2025 Approved Budget	2026 Draft Budget	Change \$	Change %
Revenue Forecast				
Consumption	92,593	99,260	6,667	7.2%
Flat Rate	7,571	8,080	509	6.7%
Fixed Rate	242,257	239,270	(2,987)	(1.2%)
Consumption Increase	-	1,586	1,586	1.6%
Fixed Rate Increase	-	10,474	10,474	4.4%
	342,421	358,670	16,249	4.7%
Expenditure Forecast				
General Expenses	20,291	52,192	31,901	157.2%
Billing and Collection	9,150	9,530	380	4.2%
Distribution/Collection	139,118	162,174	23,056	16.6%
Treatment	45,549	51,861	6,312	13.9%
Past Debt Repayment	(69)	(22,081)	(22,012)	31,901.4%
Operating Surplus/(Deficit)	-	-	-	-
	214,039	253,676	39,637	18.5%
Capital Renewable Contribution				
Capital Reserve Contributions	128,382	104,994	(23,388)	(18.2%)
Interest Revenue	51,857	37,200	(14,657)	(28.3%)
	180,239	142,194	(38,045)	(21.1%)
Asset Management Plan Investment Requirements				
Asset Management Plan Target*	208,000	213,200		
Capital Renewable Contribution Shortfall/(Surplus)	27,761	71,006		
Target %	86.7%	66.7%		
Long-term Reserve and Debt Outlook - 2026 Draft Budget				
2025 to 2035 Reserve Increase (Decrease)		1,487,896		
10-Year New Debt Requirements**		-		
		1,487,896		

Draft 2026 Budget System Reports

Innerkip Wastewater

	2025 Approved Budget	2026 Draft Budget	Change \$	Change %
Revenue Forecast				
Consumption	135,902	156,274	20,372	15.0%
Flat Rate	8,374	9,494	1,120	13.4%
Fixed Rate	300,870	294,832	(6,038)	(2.0%)
Consumption Increase	-	2,510	2,510	1.6%
Fixed Rate Increase	-	17,253	17,253	5.9%
	445,146	480,363	35,217	7.9%
Expenditure Forecast				
General Expenses	33,656	67,337	33,681	100.1%
Billing and Collection	14,920	15,450	530	3.6%
Distribution/Collection	232,045	253,602	21,557	9.3%
Treatment	57,156	63,720	6,564	11.5%
Past Debt Repayment	(114)	(22,151)	(22,037)	19,330.7%
Operating Surplus/(Deficit)	-	-	-	-
	337,663	377,958	40,295	11.9%
Capital Renewable Contribution				
Capital Reserve Contributions	107,483	102,405	(5,078)	(4.7%)
Interest Revenue	43,968	28,500	(15,468)	(35.2%)
	151,451	130,905	(20,546)	(13.6%)
Asset Management Plan Investment Requirements				
Asset Management Plan Target*	163,000	167,075		
Capital Renewable Contribution Shortfall/(Surplus)	11,549	36,170		
Target %	92.9%	78.4%		
Long-term Reserve and Debt Outlook - 2026 Draft Budget				
2025 to 2035 Reserve Increase (Decrease)		(1,178,738)		
10-Year New Debt Requirements**		(2,775,500)		
		(3,954,238)		

*2025 Asset Management Plan Investment Target

**New debt excluding growth-related debt

Woodstock

[illegible]

Draft Water and Wastewater Rates Effective January 1, 2026

Tillsonburg

[illegible]

Draft Water and Wastewater Rates Effective January 1, 2026

Ingersoll

[illegible]

Draft Water and Wastewater Rates
Effective January 1, 2026

Township

	2025	2026	CHANGE
	WATER	WATER	%
SYSTEM RATES			
METERED STRUCTURE			
CONSUMPTION-Charge per cubic metre			
Residential			
0-15 m³/month	\$0.96	\$0.98	1.8%
16-45 m³/month	\$1.23	\$1.25	1.8%
46-850 m³/month	\$1.33	\$1.35	1.8%
851 + m³/month	\$1.14	\$1.16	1.8%
Non-Residential			
0-15 m³/month	\$0.96	\$0.98	1.8%
16-45 m³/month	\$1.23	\$1.25	1.8%
46-850 m³/month	\$1.33	\$1.35	1.8%
851 + m³/month	\$1.14	\$1.16	1.8%
FIXED CHARGE-Charge per cubic metre			
< 1"	\$32.78	\$35.20	7.4%
< 1" - ICI	\$32.78	\$35.20	7.4%
1"	\$45.90	\$49.30	7.4%
1 ½"	\$59.00	\$63.37	7.4%
2"	\$95.09	\$102.13	7.4%
3"	\$360.63	\$387.32	7.4%
4"	\$458.99	\$492.96	7.4%
6"	\$688.48	\$739.43	7.4%
8"	\$ -	\$ -	-
≥10"	\$ -	\$ -	-
TYPICAL ANNUAL CHARGE			
RESIDENTIAL-150m³/year			
Fixed Charge	\$393.36	\$422.40	7.4%
Consumption Charge	\$144.00	\$147.00	2.1%
Typical Residential Annual Charge	\$537.36	\$569.40	6.0%
% Change			
COMMERCIAL-2,500m³/year			
Fixed Charge (3" meter)	\$4,327.56	\$4,647.84	7.4%
Consumption Charge	\$268.09	\$272.25	1.6%
Typical Commercial Annual Charge	\$4,595.65	\$4,920.09	7.1%
% Change			



Report CS 2025-33
CORPORATE SERVICES
Council Date: November 12, 2025

REPORT TO COUNTY COUNCIL

2026 Preliminary Assessment and Tax Analysis

To: Warden and Members of County Council

From: Senior Manager of Financial Services – Treasurer

RECOMMENDATION

1. That Report CS 2025-33 entitled “2026 Preliminary Assessment and Tax Analysis”, be considered during 2026 budget deliberations.

REPORT HIGHLIGHTS

- 2025 estimated preliminary net assessment growth \$301.8 million (\$317.5 million – 2024)
- 2026 estimated County General taxes on an average single family detached residential property valued at \$281,377 (based on MPAC’s January 1, 2016 current value assessment) is anticipated to increase by \$66 over 2025

IMPLEMENTATION POINTS

The information contained in this report is intended to provide Council with a preliminary view of the potential growth and other changes to the County’s assessment base, based on new assessment recorded to date in the current year. Once the revised assessment roll is released from the Municipal Property Assessment Corporation, municipalities will have the necessary information for purposes of assessment analysis and tax policy modeling in 2026.

Financial Impact

The information contained in this report has no impact on the County’s budget or tax levy; rather it reflects a preliminary indication of how the County’s budget and tax levy will be distributed among the various property classes and average properties based on assessment values. Considering there is no phase-in of reassessed values, with 2025 tax being based on full CVA of the January 2016 property values, changes to the roll for 2026 will only reflect assessment generated by new and improved property, net of any deletions that occurred in 2025.

Report CS 2025-33
CORPORATE SERVICES
Council Date: November 12, 2025

The assessment and tax revenue data referenced in this report is based on information compiled by Municipal Tax Equity¹ using assessment data generated by the Municipal Property Assessment Corporation (MPAC).

Communications

The information contained in this report is intended to inform how preliminary assessment growth in the current budget year will impact the distribution of tax to be levied to taxpayers in the new year. As the assessment data is preliminary, it is subject to change at the time the final roll for 2026 tax purposes is received in December 2025. County Council considers the information in this report as integral to the annual budget approval process as it provides an indicator of the levy's impact on taxpayers.

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 3.4 – Financial sustainability

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

¹ Preliminary In-Year Assessment and Levy Growth and Preliminary Levy Summary 2025, Municipal Tax Equity (MTE) Consultants Inc., dated October 27, 2025

DISCUSSION

Background

The content of this report illustrates growth related implications recorded to date to the County's assessment for 2026 taxation and does not include market changes and the phase-in program that are typical annual adjustments as the Province delayed implementation of the four-year assessment cycle that was to be implemented in 2021 due to economic pressures caused by COVID-19. Following three consecutive postponements, on March 26, 2024, the Ontario government announced, in the *2024 Ontario Budget: Building a Better Ontario* ("2024 Budget"), deferral of the province-wide reassessment of property values indefinitely.

On the basis of the foregoing, property assessments for the 2026 property tax year will continue to be based on January 1, 2016 values. This means property assessment remains the same as it was for the 2025 tax year, unless there have been changes to the property, for example:

- changes to property including an addition, new construction, or renovation;
- a structure on a property was assessed for the first time;
- change to property's classification;
- property no longer qualifies as farmland, conservation land or managed forests; or
- all or part of a property no longer qualifies to be tax exempt.

The analysis contained in this report is based on tax rates for County general purposes only. Education tax rates and area municipal tax rates have not been included.

All tax calculations and tax levies have been calculated based on the following:

- assessment values have been derived from the County's 2025 roll revised by in-year assessment additions and deletions up to October 22, 2025;
- 2025 tax calculations are based on actual 2025 tax rates;
- revenue neutral rates have been calculated for the purposes of 2026 which, due to the absence of reassessment phase-in, are the same as the 2026 actual tax rates;
- the County's current tax ratio schedule has been applied for 2026; and
- tax rate calculations are based on taxable assessment and exclude payment in lieu properties unless explicitly illustrated.

Comments

2021 was intended to mark the first year of a revised four-year assessment cycle based on January 1, 2019 market values. In the absence of new assessment values being introduced in 2021 and further postponed for 2022, 2023, 2024 and now indefinitely, there are no year over year phase-in increases or decreases that will affect taxation results. The contents of this report have been prepared to provide a preliminary review of the growth in assessment at the property class level – see Tables 1 through 6 below that illustrate the following:

Table 1 – 2025 Preliminary Assessment Growth

Table 2 – 2025 Preliminary Revenue Growth (Annualized)

Table 2a – 2025 Preliminary Revenue Growth (Annualized) 8 Year Comparative

Table 3 – Annual Growth Comparison – 2024 Actual to 2025 Preliminary

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Table 4 – Preliminary General Levy Change

Table 5 – Preliminary 2026 Rates

Table 6 – Preliminary Tax Impact on Average Single Family Residential Property

Table 1 – 2025 Preliminary Assessment Growth – provides a summary of the net effect of the annualized in-year changes to assessment for 2025 tax purposes. Growth includes physical changes to property such as new construction, additions, improvements and demolitions, as well as equity changes in value that are triggered by Minutes of Settlement, decisions of the Assessment Review Board, and refund applications – representing real changes in the County's tax base, including growth and loss.

Property Tax Class	2025 Full CVA		Preliminary Growth	
	As Returned	Year to Date	\$	%
Taxable				
Residential	12,193,389,522	12,422,438,070	229,048,548	1.88%
Farm	6,616,208,057	6,601,110,118	(15,097,939)	(0.23)%
Managed Forest	14,594,800	15,694,700	1,099,900	7.54%
New Multi-Residential	116,473,300	125,839,300	9,366,000	8.04%
Multi-residential	202,437,791	204,612,791	2,175,000	1.07%
Commercial	1,362,323,372	1,399,302,193	36,978,821	2.71%
Industrial	316,434,886	337,623,486	21,188,600	6.70%
Large Industrial	382,508,177	398,099,177	15,591,000	4.08%
Aggregate Extraction	37,397,500	37,783,800	386,300	1.03%
Pipeline	266,552,000	267,692,000	1,140,000	0.43%
Sub-total Taxable	21,508,319,405	21,810,195,635	301,876,230	1.40%
Payments in Lieu				
Residential	1,850,900	1,850,900	0	0.00%
Commercial	65,273,360	65,066,800	(206,560)	(0.32)%
Industrial	2,342,300	2,304,300	(38,000)	(1.62)%
Landfill	1,493,700	1,493,700	0	0.00%
Sub-total PIL	70,960,260	70,715,700	(244,560)	(0.34)%
Total	21,579,279,665	21,880,911,335	301,631,670	1.40%

Table 2 – 2025 Preliminary Revenue Growth (Annualized) – provides data illustrating the net revenue growth calculated as the difference in the returned roll tax amount and the preliminary year-end/revised roll. These calculations represent a full year of taxation and therefore are not a true representation of the revenues that would have been realized in 2025 as many changes would not have been in effect for the full tax year.

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Property Tax Class	2025 General Levy		Revenue Growth	
	As Returned	As Revised	\$	%
Taxable				
Residential	57,799,202	58,885,609	1,086,407	1.88%
Farm	6,831,764	6,816,174	(15,590)	(0.23)%
Managed Forest	17,307	18,611	1,304	7.53%
New Multi-Residential	552,449	596,873	44,424	8.04%
Multi-residential	1,920,383	1,941,016	20,633	1.07%
Commercial	12,180,901	12,512,279	331,378	2.72%
Industrial	3,823,990	4,062,138	238,148	6.23%
Large Industrial	4,693,972	4,888,462	194,490	4.14%
Aggregate Extraction	379,604	383,526	3,922	1.03%
Pipeline	1,592,124	1,598,935	6,811	0.43%
Sub-total Taxable	89,791,696	91,703,623	1,911,927	2.13%
Payments in Lieu				
Residential	8,780	8,780	0	0.00%
Commercial	581,936	580,073	(1,863)	(0.32)%
Industrial	28,106	27,632	(474)	(1.69)%
Landfill	13,474	13,474	0	0.00%
Sub-total PIL	632,296	629,959	(2,337)	(0.37)%
Total	90,423,992	92,333,582	1,909,590	2.11%

Table 2a – 2025 Preliminary Revenue Growth (Annualized) 8 Year Comparative – provides data illustrating the percentage increases in net revenue growth over the eight-year period ending in 2025.

Year	Increase
2018	2.93%
2019	2.29%
2020	2.00%
2021	1.96%
2022	2.75%
2023	1.98%
2024	2.15%
2025*	2.13%

*Note: As the 2025 preliminary assessment growth figures contained in this report are based on October 22, 2025 data, the analysis is subject to change with potential updates prior to being finalized and released by year end.

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Table 3 – Annual Growth Comparison – 2024 Actual to 2025 Preliminary – illustrates how assessment growth related changes have occurred between 2024 and 2025 relative to property tax class.

Property Tax Class	Annualized Levy Growth			
	2024 Actual		2025 Preliminary	
	\$	%	\$	%
Taxable				
Residential	970,267	1.82%	1,086,407	1.88%
Farm	9,625	0.15%	(15,590)	(0.23)%
Managed Forest	735	4.74%	1,304	7.53%
New Multi-Residential	161,057	45.07%	44,424	8.04%
Multi-Residential	(5,415)	(0.30)%	20,633	1.07%
Commercial	450,377	4.10%	331,378	2.72%
Industrial	(255,587)	(6.65)%	238,148	6.23%
Large Industrial	2,510	0.06%	194,490	4.14%
Aggregate Extraction	437,773	100.00%	3,922	1.03%
Pipeline	3,659	0.25%	6,811	0.43%
Sub-total Taxable	1,775,001	2.15%	1,911,927	2.13%
Payments in Lieu				
Residential	0	0.00%	0	0.00%
Commercial	7,152	1.33%	(1,863)	(0.32)%
Industrial	(4,534)	(14.67)%	(474)	(1.69)%
Landfill	0	0.00%	0	0.00%
Sub-total PIL	2,618	0.44%	(2,337)	(0.37)%
Total	1,777,619	2.14%	1,909,590	2.11%

2024 Actual Revenue Growth was measured as of roll return for 2025 taxation and 2025 Preliminary Growth contained in this report is based on data extracted on October 22, 2025.

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Table 4 – Preliminary General Levy Change – compares the 2026 preliminary tax levy (\$96,255,811 – subject to rounding) to the 2025 annualized year-end levy as distributed to each of the property tax classes.

Property Tax Class	Preliminary General Levy Change		Levy Change	
	Year to Date	Preliminary 2026		
	\$	\$	\$	%
Taxable				
Residential	58,885,610	61,808,697	2,923,087	4.96%
Farm	6,816,174	7,154,547	338,373	4.96%
Managed Forest	18,611	19,534	923	4.96%
New Multi-Residential	596,873	626,502	29,629	4.96%
Multi-Residential	1,941,014	2,037,366	96,352	4.96%
Commercial	12,512,278	13,133,391	621,113	4.96%
Industrial	4,062,137	4,263,780	201,643	4.96%
Large Industrial	4,888,461	5,131,123	242,662	4.96%
Aggregate Extraction	383,526	402,564	19,038	4.96%
Pipeline	1,598,935	1,678,306	79,371	4.96%
Sub-total Taxable	91,703,619	96,255,810	4,552,191	4.96%
Payments in Lieu				
Residential	8,779	9,215	436	4.97%
Commercial	580,072	608,867	28,795	4.96%
Industrial	27,632	29,004	1,372	4.97%
Landfill	13,474	14,143	669	4.97%
Sub-total PIL	629,957	661,229	31,272	4.96%
Total	92,333,576	96,917,039	4,583,463	4.96%

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Table 5 – Preliminary 2026 Rates – compares the 2026 preliminary tax rates to the actual 2025 tax rates as applied.

Property Tax Class	General Tax Rates		% Change
	2025	2026	
	Actual	Preliminary	
Residential	0.00474314	0.00497859	4.96%
Farm	0.00103258	0.00108384	4.96%
Managed Forest	0.00118579	0.00124465	4.96%
New Multi-Residential	0.00474314	0.00497859	4.96%
Multi-Residential	0.00948628	0.00995718	4.96%
Commercial	0.00902050	0.00946828	4.96%
Industrial	0.01247446	0.01309369	4.96%
Large Industrial	0.01247446	0.01309369	4.96%
Aggregate Extraction	0.01015055	0.01065442	4.96%
Landfill	0.00902050	0.00946828	4.96%
Pipeline	0.00597304	0.00626954	4.96%
Taxable Levy	89,791,696	96,255,810	7.20%

Table 6 – Preliminary Tax Impact on Average Single Family Residential Property – this table compares the 2026 average single family detached residential property to the 2026 average single family detached residential property in terms of assessment (based on MPAC's January 1, 2016 current value assessment) and the resulting tax based on the 2026 actual residential tax rate and the 2026 preliminary residential tax rate, calculated using a draft 2026 general levy of \$96,255,811. The illustration also provides similar calculations based on each \$250,000 of residential property assessment.

Single Family Detached Residential	2025 Actual	2026 Preliminary	\$ Change	% Change
CVA	\$281,377	\$281,377	\$0	0.00%
General tax rate	0.00474314	0.00497859	0.00023545	4.96%
General tax levy	\$1,335	\$1,401	\$66	4.96%
Single Family Detached Residential	2025 Actual	2026 Preliminary	\$ Change	% Change
CVA	\$250,000	\$250,000	\$0	0.00%
General tax rate	0.00474314	0.00497859	0.00023545	4.96%
General tax levy	\$1,186	\$1,245	\$59	4.96%

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This report provides a preliminary indication of the County's draft 2026 budget impact on tax distribution among the various property tax classes and the average single family residential property.

The information presented in this report provides a preliminary view of the information typically presented to Council to establish annual tax policies. It is important to note that tax policy decisions should not be based on the content of this report.

2026 Draft Budget Impacts

The 2026 Budget establishes the total amount of revenue required to be raised through taxation to support County operations for the upcoming year. As part of this process, the budget also includes estimates for supplementary taxes, Payments in Lieu of Taxes (PILs), and anticipated tax write-offs. While these figures may fluctuate as updated information becomes available, they are based on the historical average of actual results reported by area municipalities. Table 7 below provides a detailed summary of the assessment management budget as outlined on page 267 of the 2026 Draft Budget Package.

Table 7 – 2026 Draft Budget Assessment Management Budget

	2025 Budget	2026 Draft Budget	Change
Supplemental Taxes	(1,814,000)	(1,824,000)	(10,000)
Payments in Lieu	(573,900)	(575,800)	(1,900)
Other Revenues	(2,387,900)	(2,399,800)	(11,900)
Write-offs	2,333,900	1,032,000	(1,301,900)
Reserve funding: Tax Write-offs	(1,200,000)	-	1,200,000
Contribution to Reserve: Tax Write-offs	140,000	140,000	-
Net Write-off	1,273,900	1,172,000	(101,900)
Tax Policy and Assessment Management	120,000	120,000	-
Municipal Property Assessment Corporation	1,829,400	1,885,100	55,700
Other Expenses	1,949,400	2,005,100	55,700
General Levy – Assessment Management	\$835,400	\$777,300	(58,100)

Supplementary taxes reflect mid-year growth in the property assessment base and are typically budgeted using a rolling average of several prior years to smooth out year-to-year fluctuations. For 2026, supplementary revenues are projected at \$1.8 million, which aligns with the 2025 assessment growth estimate of \$1.9 million summarized in Table 3 above.

PIL revenues received from properties that are exempt from regular property taxation but make payments to the municipality—typically federal or provincial government properties, educational institutions, or certain public agencies. While the County does not levy its tax rate directly on PIL assessments, these revenues are included in the budget to reflect the payments expected from such entities during the year.

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Tax write-offs account for reductions to the tax roll resulting from successful property assessment appeals, demolition or vacancy rebates. These amounts represent foregone revenue and are budgeted based on past experience. Historically, large assessment appeals—particularly within the automotive sector—have been managed outside of the annual budget and funded through the Corporate General Reserve once finalized, due to their unpredictable timing and magnitude. To mitigate future financial impacts from such appeals, the 2026 Budget includes an annual reserve contribution of \$140,000.

The recent announcement by CAMI to end production of the BrightDrop line introduces uncertainty regarding potential impacts on write-offs for the 2025 forecast and future years. The automotive industry's assessment base has historically been volatile, with prior fluctuations resulting in significant taxation refunds issued several years after initial collection. Given the timing of this development, staff will collaborate with area municipal partners to assess and quantify any potential financial implications. Should material impacts be identified prior to budget deliberations, they will be incorporated into the 2026 Draft Budget adjustments as the budget process advances.

CONCLUSIONS

This report provides a preliminary indication of the County's draft 2026 budget impact on tax distribution among the various property tax classes and the average single family residential property.

The information presented in this report provides a preliminary view of the information typically presented to Council to establish annual tax policies. It is important to note that tax policy decisions should not be based on the content of this report.

SIGNATURES

Departmental approval:

Original signed by

Carolyn King, CPA, CA
 Senior Manager of Financial Services – Treasurer

Approved for submission:

Original signed by

Benjamin R. Addley
 Chief Administrative Officer

REPORT TO COUNTY COUNCIL**Procedure By-law Amendment – Public Hearing Procedures****To:** Warden and Members of County Council**From:** Chief Administrative Officer**RECOMMENDATION**

1. That By-law 6268-2020, being a by-law to adopt the County of Oxford Procedure By-law, be amended at Schedule “A” as well for the inclusion of a new Schedule “C”, as proposed within this Report and that By-law 6771-2025 be presented to Council for enactment.

REPORT HIGHLIGHTS

- The proposed amendments to the County Procedure By-law relate to the legislative requirements for Council to hold a hearing to hear a complaint as set out in the *Development Charges Act, 1997*.

IMPLEMENTATION POINTS

Amendments to the County of Oxford’s Procedure By-law will be implemented and communicated immediately following adoption.

Financial Impact

There are no financial implications associated with the recommendations contained in this report beyond what has been approved in the current year’s budget.

Communications

Notice of the proposed amendments was given on the October 22, 2025, in accordance with Section 14.2 of Procedure By-law No. 6268-2020.

Staff will reach out to the Area Municipalities to discuss the most efficient public hearing process including opportunities for a joint hearing process.

A Development Charges Hearing is proposed following Council's regular meeting scheduled for November 26, 2025. Upon Council's approval of the recommended changes to the Procedure By-law, the Clerk's Office will provide the required Notice of the Public Hearing.

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

Section 20 (4) of the *Development Charges Act* requires that Council shall hold a hearing into the complaint and shall give the complainant an opportunity to make representations at the hearing. Given the infrequent need to date, the County has not established a formal Public Hearing process for addressing such matters.

Comments

The proposed amendments to the County's Procedure By-law are tracked in Attachment 1 to this Report.

The proposed changes of significance and those which affect procedural matters are listed below:

- Section 1.22 added a new definition for Public Hearing to reference legislation that may require such hearings.
- Schedule "C" added to outline the requirements for Public Hearings, including notices and submissions, which must comply with the applicable legislation, County by-laws, or policies.

CONCLUSIONS

The proposed amendments to the County's Procedure By-law as tracked in Attachment 1 will ensure that County of Oxford Council, Board and Committee meetings demonstrate open and transparent governance as intended under the *Municipal Act, 2001* and will ensure County Council's adherence to the requirement to hold a public hearing regarding a Section 20 *Development Charges Act* complaint.

SIGNATURES

Report author:

Original signed by

Lindsey A. Mansbridge
County Clerk

Approved for submission:

Original signed by

Benjamin R. Addley
Chief Administrative Officer

ATTACHMENTS

Attachment 1 Proposed Procedure By-Law Amendments

**By-Law No. 6268-2020 Schedule “A”
As amended by Resolution of Council November 24, 2021
And by By-law 6417-2022
And by Resolution of Council August 9, 2023**

**Rules of Order and Procedures Governing Oxford County Council
and Its Committees, the Calling of Meetings
and the Conduct of Its Members**

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1. DEFINITIONS

- 1.1 “Act” means the Municipal Act, 2001 S.O. 2001, Chapter 25, as amended from time to time.
- 1.2 “Ad Hoc Committee” means a committee, sub-committee or similar entity of which at least 50 per cent of the members are also members of Council, appointed by Council to review and report on a specific issue. Once the final report is delivered and a resolution of the Council is adopted concerning the specific issue, the Ad Hoc Committee is automatically dissolved.
- 1.3 “Business day” means the days of the week in which the Council or Committee shall conduct its business transactions and hold its meetings, excluding Saturday and Sunday or statutory holidays.
- 1.4 “Chair” means the position of the person appointed to preside, or presiding at, a meeting, whether that person is the regular presiding officer or not.
- 1.5 “Clerk” means the person duly appointed, by By-law pursuant to Section 228 of the *Act*, as the Clerk of the County.
- 1.6 “Closed Session” means a meeting of the Council or Committee that is not open to the public, pursuant to Section 239 of the *Act*.
- 1.7 “Committee” means any advisory or other committee created by Council, of which at least one member is also a member of Council, which is established under any Act with respect to the affairs or purposes of one or more municipalities.
- 1.8 “Confidential matter” means those items of business discussed in *Closed Session*.
- 1.9 “Council” means the elected members of the County when they sit in deliberative assembly.
- 1.10 “County” means the County of Oxford.
- 1.11 “Deputy Warden” means the member of Council appointed, by By-law or resolution, pursuant to Section 242 of the *Act*, to act in the place of the head of Council (Warden) when the head of Council is absent or refuses to act or, when the office of the head of Council is vacant, and while so acting such member has all the powers and duties of the head of Council.
- 1.12 “Electronic Meeting” means a meeting called and held in full or in part via electronic means (including, but not limited to, audio teleconference, video teleconference, or via means of the internet), and with or without in-person attendance.
- 1.13 “Emergency” means a situation or impending situation caused by the forces of nature, an accident, an international act or otherwise constitutes a danger of major proportions of life or property.
- 1.14 “Enclosure” means the part of the Council Chamber that is physically separate from the public gallery that accommodates Council members, staff and media seating.

- 1.15 “Ex-officio Committee Member” means a member has the right, but not the obligation, to participate in the proceedings of the committee, and is not counted in determining the number required for a quorum or whether a quorum is present at a meeting. Cannot attend a committee meeting if by attending a quorum of Council is created.
- 1.16 “Meeting” means an event wherein business is transacted for any regular or special purpose by the Council or local board, or a committee or sub-committee of either of them, as the case may be, where:
- (a) a quorum of members is present, and
 - (b) members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of the Council, local board or committee.
- 1.17 “Member” means a candidate duly elected to hold office with the County of Oxford, pursuant to the Municipal Elections Act, 1996, S.O. Chap. 32, as amended; or a person appointed by the Council to a Committee.
- 1.18 “Motion for Division of the Assembly” means a motion made after the Chair has stated the *Question*, requiring a vote, either about to be taken on a *Question*, or any other motion under consideration, or a vote previously taken, and the results announced by the Chair, to be taken again by rising of each member present, and does not include a vote by show of hands.
- 1.19 “Personal Privilege” means a motion to *Raise a Question of Privilege*, of an urgent nature, that affects a right or privilege of the Council, Committee or of an individual member.
- 1.20 “Point of order” means a statement made by a member during a meeting, drawing to the attention of the Chair a breach of the rules of procedure.
- 1.21 “Privileged Motion” means a motion that does not relate to pending business, but that does relate to special matters of immediate and overriding importance which, without debate, should be allowed to interrupt the consideration of anything else. A Privileged Motion involves one of the five following motions, listed in ascending order of precedence: *Call for the Orders of the Day*, *Raise a Question of Privilege*, *Recess*, *Adjourn*, and *Fix the Time to Which to Adjourn*.
- 1.22 “Public Hearing” means a special meeting of Council held specifically to consider a matter as required by applicable legislation, in accordance with Schedule “C” of this By-Law. Notwithstanding anything in this bylaw, where Council convenes to hold a public hearing as required by any statute, the provisions of the statute and the *Statutory Powers Procedure Act*, as applicable, will govern the proceedings.
- 4.221.23 “Quasi-Judicial Board” means a local board or committee that has been delegated Council’s decision-making powers, for example, the Land Division Committee.
- 4.231.24 “Question” means a motion that has been appropriately placed before the Council or Committee. Only once duly recognized by the Chair and “on the floor” can a motion be debated and put to a question of the members for proper resolution (*Question On the Floor*).

1.241.25 “Quorum” means, in the case of Council, a majority of members (6) representing at least one-half of the lower-tier municipalities (4), pursuant to Section 237 of the *Act*. In the case of a Committee of Council, a majority of the whole number of members of the Committee, including the Chair.

1.251.26 “Rules of Procedure” means the rules and regulations provided in this By-law and, where necessary, Robert’s Rules of Order (Newly Revised).

1.261.27 “Recorded vote” means a vote taken on a matter of business, whereupon the Clerk duly notes the name of each member present and their vote in the minutes, as provided for in Section 246 of the *Act*. Section 246(2) specifically notes that a failure to vote by a member who is present at the meeting at the time of the vote and who is qualified to vote shall be deemed to be a negative vote.

1.271.28 “Secretary” means the person responsible for recording the Minutes of Council or committee meetings, the preparation of the agenda and the preparation of any resulting correspondence, as delegated by the Clerk.

1.281.29 “Steering Committee” means any advisory body, roundtable or other body Council establishes to advise on specific areas of interest, with members of the public and staff making up more than 50 per cent of the membership and Council members or other elected officials making up the rest.

1.291.30 “Substantive Motion” means any original main motion that introduces a substantive question as a new subject for the consideration of the Council, except one of the following:

1. to refer;
2. to amend;
3. to lay on the table;
4. to postpone indefinitely or to another day certain; or,
5. to adjourn.

1.301.31 “Warden” means the head of Council and the Chief Executive Officer of the County of Oxford, pursuant to Section 225 of the *Act*.

2. GENERAL PROVISIONS

- 2.1 The short title of this By-law is the “County of Oxford Procedure By-law.”
- 2.2 The rules and regulations contained in this By-law shall be observed in all proceedings of the Council and Committees appointed by Council. The rules and regulations contained herein that are discretionary and not mandatory under Statute may be temporarily suspended by a majority vote of the Council or Committee members present.
- 2.3 In respect to questions or concerns regarding these rules and regulations, the decision of the Chair presiding shall be final, subject to only an appeal to the Council, pursuant to Section 4.2.3. In the case of a conflict concerning the application of these rules, “Robert’s Rules of Order (Newly Revised)” may be consulted as an interpretative aid.
- 2.4 All meetings of the Council of the County of Oxford and all meetings of the Committees of Council shall be open for attendance by the public, except in the case of a *Closed Session*, as noted in Section 12, Public Access to Meetings.

3. COUNCIL MEETINGS

3.1 PUBLIC NOTICE OF MEETINGS

The Clerk shall give public notice of all regular open and closed Council and committee meetings by inclusion on the website at least 72 hours prior to the meeting.

3.1.1 The Clerk may, at their discretion, publish notice of Council and committee meetings in a local newspaper or other local media source.

3.1.2 Public notice shall include:

3.1.2.1.1 Date;

3.1.2.1.2 Time;

3.1.2.1.3 Location of meeting; and

3.1.2.1.4 Method of participation for Council, the public and staff (in-person, electronic or a combination of both)

3.1.2.1.5 The Clerk shall give public notice of all special open and closed meetings of Council and committee by inclusion on the County website as soon as possible after the meeting is called and no later than 48 hours prior to the meeting.

3.1.2.1.6 Section 3.1.2.5 shall not apply to emergency meetings called under Section 3.6.4. The Clerk shall give public notice for emergency meetings called under Section 3.6.4 by inclusion on the County website as soon as possible after the meeting is called.

3.1.2.1.7 County Council may approve a meeting calendar outlining all meetings of Council and committee to be held within a specific timeframe.

3.2 PLACE

3.2.1 The meetings of the Council of the County of Oxford shall be held at the Council Chamber, located at 21 Reeve Street, Woodstock, Ontario. Closed Session may be held in an adjacent room to Council Chamber, pursuant to Section 236 of the *Act*. Meetings may be held at another location, within or outside of the County, in case of emergency or under other provisions contained in the *Act*.

3.3 REVISED AGENDA

3.3.1 The Clerk shall prepare a revised agenda advising Council or committee of the names of the registered delegates and written submissions relating to matters on the agenda and endeavor to provide the revised agenda to council or committee 18 hours prior to the meeting.

- 3.3.2 Items or matters will not be added to the agenda after distribution to Council or committee unless directed by the Warden, Committee Chair or CAO and if the urgent nature of the matter requires a decision prior to the next Council or committee meeting. Following addition, Council or Committee will be notified by the Clerk of such additions.

3.4 INAUGURAL MEETING

- 3.4.1 The Inaugural Meeting of the municipal Council of the County of Oxford after a regular election held pursuant to Sections 3, 4 and 5 of the *Municipal Elections Act*, S.O. 1996, Chap. 32, shall be held on the fourth Wednesday of November at 4:00 p.m. This Inaugural Meeting will be only for the purposes of Filing of Certificates, presenting Declarations of Office and Oaths of Allegiance, and electing the Warden and Deputy Warden pursuant to the provisions of Sections 4.1 and 5.1.

3.5 REGULAR COUNCIL MEETINGS

- 3.5.1 After the Inaugural Meeting, the Council shall meet in regular session on the second and fourth Wednesday of every month, commencing at 9:30 a.m., unless otherwise provided for by resolution of the Council.
- 3.5.2 Notwithstanding Section 3.5.1, the Council shall not meet in regular session on the fourth Wednesday for each of the months of July, August, and December, unless otherwise provided for by resolution of the Council.
- 3.5.3 If such Council meeting day is Remembrance Day, a public or civic holiday, the Council shall meet at the same hour the next following business day which is not a public or civic holiday unless otherwise provided for by resolution of Council.
- 3.5.4 As soon after the time appointed for a meeting of the Council as a quorum is present, the Warden shall assume the Chair and call the meeting to order.

3.6 CALLING OF SPECIAL COUNCIL MEETINGS

- 3.6.1 The Warden or Chair may at any time summon a special meeting of Council within 48 hours. The Warden or Chair shall also summon a special meeting of Council when so requested in writing by a majority of Members of Council.
- 3.6.2 Upon receipt of a written petition of the majority of the Members of Council, the Clerk shall summon a special meeting for the purpose mentioned in the petition.
- 3.6.3 Upon the calling of a special meeting, the Clerk shall give notice to all members, not less than 48 hours prior to the time fixed for the meeting of the:
- Time;
 - Place; and
 - Business to be considered

- 3.6.4 On emergency or extraordinary occasions, the Warden or Chair may call a special Council meeting without the notice provided in Section 3.1.2.1.5.
- 3.6.5 Only items disclosed on the meeting agenda may be considered by Council. Items will not be added to the special meeting on a revised agenda.

3.7 ELECTRONIC MEETINGS

- 3.7.1 Electronic participation in meetings shall be permitted during any period of time. For further clarity, Council and committee meetings may be conducted as a hybrid meeting with provisions for Council, committee members, staff, presentations or delegations to participate.

All such meetings shall be open to the public unless the meeting is closed to the public pursuant to Section 239 of the *Municipal Act* and Section 12, Public Access to Meetings. The Clerk, in consultation with the Warden or Chair and CAO, may direct that a Council or committee meeting may be conducted electronically or as a hybrid meeting.

- 3.7.2 Council and committee members shall be permitted to participate by electronic means in any Council or committee meeting. Any Member participating by electronic means shall have the ability to:
 - 3.7.2.1 Register a vote;
 - 3.7.2.2 Be counted towards determining quorum for both open and closed session; and
 - 3.7.2.3 Participate in a meeting that is closed to the public.
- 3.7.3 The Council or committee member who wishes to participate by electronic means shall provide the Clerk a minimum of 48 hours' notice, or as much time that is practically required to ensure appropriate preparations for a hybrid meeting.
- 3.7.4 All participants attending a meeting by electronic means that is closed to the public shall declare at the start of the closed session that they will maintain the confidentiality of the closed session through ensuring that they are alone and that any discussions cannot be overheard.
- 3.7.5 External stakeholders and the members of the public may participate by electronic means in any meeting. Those wishing to participate in the meeting by electronic means shall provide the Clerk with a minimum of 48 hours' notice, or as much time as is practically required to ensure appropriate preparations for a hybrid meeting.
- 3.7.6 Electronic meetings shall be conducted in a manner which will ensure the adequate communications during the meeting and allow members of the public to hear and observe meetings open to the public. Procedures will not be contrary to prevailing Provincial legislation.
- 3.7.7 All meetings of Council and committee will be livestreamed, and all meetings shall be recorded. Meeting recordings shall be made publicly available for later viewing, except:

3.7.7.1 In times of technological failure (e.g., Internet outage, system crash). Failure to livestream or produce a recording does not call the meeting into question.

3.7.7.2 If meetings are closed to the public under Section 239 of *the Act*.

3.7.8 While voting is taking place, the members must use both video and audio.

3.7.9 Staff and members participating in a meeting electronically must use both video and audio when addressing Council.

3.8 ABSENCE OF COUNCIL MEMBER INCLUDING WARDEN AND/OR DEPUTY WARDEN

3.8.1 A member's seat will become vacant if the member is absent from the meetings of council for three successive months without being authorized to do so by a resolution of council.

3.9 ABSENCE OF WARDEN AND/OR DEPUTY WARDEN

3.9.1 In case the Warden does not attend within fifteen (15) minutes after the time appointed for a meeting of Council, the Deputy Warden shall call the meeting to order and preside as Chair.

3.9.2 In case the Deputy Warden is unable to attend the meeting, the members will, by resolution duly moved and seconded, appoint a Chair. While so presiding, the Chair shall have all the powers of the head of Council.

3.9.3 Should the Warden or Deputy Warden, as the case may be, arrive after the meeting has been called to order, the presiding officer shall relinquish the position of the Chair to the Warden, or Deputy Warden as the case may be, immediately after the current item of business on the Council Orders of the Day is considered or otherwise disposed.

3.10 ABSENCE OF A COUNCIL MEMBER OTHER THAN THE WARDEN OR DEPUTY WARDEN

3.10.1 If a person who is a member of the council of an area municipality and a member of County Council is **unable to act** as a member of those councils **for a period exceeding one month**, the council of the respective area municipality may appoint one of its members as an alternate member of County Council to act in place of the member until the member is able to resume acting as a member of those councils. This subsection does not authorize the appointment of an alternate head of Council of the County.

3.10.2 If the offices of a person who is a member of council of both an area municipality and the County **becomes vacant** and the vacancies will not be filled for a period exceeding one month, the council of the respective area municipality may appoint one of its members as an alternate member of County Council until the vacancies are filled permanently. This subsection does not authorize the appointment of an alternate head of Council of the County.

- 3.10.3 The council of an area municipality may appoint one of its members as an **alternate member** of County Council to act in place of a person who is a member of the councils of the area municipality and the County when the person is unable to attend a meeting of County Council for any reason.

This subsection does not allow for more than one alternate member during the term of council unless the seat of the member who has been appointed as an alternate member becomes vacant, then another of its members may be appointed; the appointment of an alternate member to act in place of an alternate member appointed under subsection 3.10.1 or 3.10.2; or the appointment of an alternate head of Council of the County.

- 3.10.4 When an alternate member is appointed under subsection 3.10.1, 3.10.2 or 3.10.3, the following rules will apply:

1. The area municipality will advise County Council of any appointment in writing providing a certified appointment resolution.
2. An alternate member shall take the Oath of Office, administered by the Clerk, prior to taking their seat on County Council.
3. An alternate member shall not represent a County Councillor at an Inaugural meeting, or any County board or agency.
4. An alternate member may, in the absence of the County Councillor, participate at meetings of County Council, its committees and information sessions.
5. Upon notice under subsections 3.10.1 and 3.10.2, the County Councillor's compensation and expense reimbursement eligibility will cease and will be provided to the alternate member in the same manner.
6. An alternate member, appointed at the discretion of an area municipality under subsection 3.10.3, shall not receive compensation and expense reimbursement by the County for any meetings of County Council they are required to attend in the absence of the County Councillor.
7. An alternate member, appointed under subsection 3.10.3, shall not be eligible to be reimbursed for attendance at conventions, seminars, or training.
8. An alternate member, appointed under subsections 3.10.1, 3.10.2, and 3.10.3, while acting in their capacity, shall be governed by all applicable policies of the County such as but not limited to the Council Code of Conduct.
9. An alternate member, appointed under subsections 3.10.1 and 3.10.2, shall have access to applicable support resources such as but not limited to the County's Integrity Commissioner.
10. A County Councillor requesting an alternate member, under subsection 3.10.3, to act in their place at a meeting shall make their best effort to advise the County Clerk's office by email forty-eight hours in advance of the meeting to enable the alternate member access to Closed Session items.

3.11 QUORUM AND COMMENCEMENT OF MEETINGS

- 3.11.1 Unless there is a quorum present within fifteen (15) minutes after the time appointed for the meeting of the Council or committee, the Council or committee will stand adjourned until the next meeting date.
- 3.11.2 As soon as there is a quorum present, the Warden or Chair shall call the members to order. In the absence of the Warden or Chair, the Deputy Warden or vice Chair shall act in their place. In the absence of both the Warden or Chair and Deputy Warden or Vice Chair, the Clerk shall call the members to order, and the council or committee shall choose a Chair from the members present and that person shall preside over the meeting or until the arrival of the Warden or Chair or Deputy Warden or vice Chair.
- 3.11.3 If, at any time during a meeting, quorum is lost, the meeting shall automatically be recessed until a quorum is re-established. If the loss of a quorum continues for fifteen (15) minutes, the meeting shall stand adjourned either until the next regular meeting or until a special meeting is called to deal with the matters remaining from the adjourned meeting. This clause shall also apply if quorum is lost during an electronic meeting because of technology issues.

3.12 DISCLOSURES OF PECUNIARY INTEREST

- 3.12.1 Prior to a particular matter being addressed, members shall declare any pecuniary interest they may have, and the general nature thereof, in connection with that matter pursuant to the *Municipal Conflict of Interest Act*, R.S.O. 1990, c. M.50, as amended. Such members shall then be precluded from participating in any way regarding the matter in question.

3.13 MEETING CANCELLATION

- 3.13.1 When it is deemed to be advisable, the Warden is authorized to change the location, date and/or time of, or cancel, the next regular Council meeting subject to agreement of the majority of the members of Council, having been polled by the Clerk, and the provisions of Section 3.1 being met.
- 3.13.2 In the case of a local board or committee, the Chair is authorized to change the location, date and/or time of, or cancel, the next regular meeting subject to agreement of the majority of the members of the local board or committee, having been polled by the Secretary, and the provisions of Section 3.1 being met.

3.14 RECESS

- 3.14.1 When it is deemed to be advisable, the Warden is authorized to call a recess of the Council meeting.

3.15 ADJOURNMENT OF COUNCIL AND SPECIAL MEETINGS

- 3.15.1 Council shall adjourn at 1:30 p.m. during meetings unless otherwise decided before that hour by a majority vote of the members present. If Council is adjourned before the agenda is completed, Council shall establish a time and date for consideration of the balance of the agenda.
- 3.15.2 Only one motion to extend the automatic adjournment beyond the prescribed time shall be permitted per meeting, and the maximum allowable extension shall be one (1) hour.
- 3.15.3 A motion to adjourn may be made by any member who has been recognized by the Warden or Chair. The motion must be moved and seconded. A motion to adjourn shall not be made during a vote on any other motion.
- 3.15.4 Notwithstanding Section 3.15.1, if a motion to extend the automatic adjournment time is required prior to the hearing of all delegates on a matter being considered at the time such motion to adjourn is made, Council shall not adjourn the meeting until all listed delegates on the matter have been heard. Once the listed delegates have been heard, Council shall deal with the matter being considered at the time the motion to adjourn was made, as well as any other time-sensitive issues on the agenda identified by the Clerk.

4. WARDEN

4.1 ELECTION

- 4.1.1 Section 233 of the *Act* requires the Council to appoint the head of Council ("Warden") at its first meeting. No other business of Council shall be conducted until the head of Council is confirmed.

For the appointment of the Warden, the following regulations and procedures shall be followed:

- 4.1.1.1 The Warden shall be elected by open vote during the Inaugural Meeting of Council.
- 4.1.1.2 Each member of Council shall have one vote and shall not abstain from voting.
- 4.1.1.3 The Clerk will preside over the election.
- 4.1.1.4 In advance of accepting any nominations, the Clerk shall announce the name of a person in attendance at the Inaugural Meeting, but not a member of Council, who will draw ballots to decide on any equality of votes. The person may be a local judge.
- 4.1.1.5 Each nomination motion shall be in writing, and duly seconded.
- 4.1.1.6 Where more than one nominee stands for election, a vote shall be taken.

4.1.1.7 To be elected as Warden, a nominee shall obtain a vote of the majority of the members present.

4.1.1.8 In conducting the vote, the Clerk shall call the names of the members at random, and each member shall, after their name is called, verbally indicate the name of the nominee they are supporting.

4.1.1.9 If there are more than two nominees who agree to stand and, if upon the first vote, no nominee receives the majority required for election, the name of the nominee receiving the least number of votes shall be dropped from the ballot. The Council shall proceed to vote anew and so continue until either:

1. a nominee receives the majority required for election at which time such nominee shall be declared elected; or
2. if it becomes apparent by reason of an equality for the least number of votes that one nominee cannot be dropped, then the Clerk shall place the names of the candidates with the least votes on equal size pieces of paper in a box and one name shall be drawn by the person chosen in accordance with Section 4.1.4 and the name of that nominee shall be dropped from the ballot.
3. and further, once the nominee to be dropped has been decided, all the remaining nominees, including the leading candidate(s), will be placed on the next ballot.

4.1.10 In the case of an equality of votes for Warden where only two nominees remain, the successful nominee shall be determined by the Clerk who will place the names of the nominees on equal size pieces of paper in a box and one name shall be drawn by the person chosen in accordance with Section 4.1.4 and that nominee shall be the successful candidate.

4.1.11 When a nominee has received a majority vote of Council, there shall be no further ballots.

4.1.12 The successful nominee, upon being named Warden by the Clerk, shall take an oath of office prior to taking any further action in this capacity as head of Council and Chief Executive Officer. This oath is to be administered by a Judge or the Clerk.

4.2 DUTIES

4.2.1 It shall be the duty of the Warden or other duly appointed presiding officer:

1. to act as Chief Executive Officer of the Municipality;
2. to preside as Chair over Council meetings so that its business can be carried out efficiently and effectively;
3. to provide leadership to the Council;
4. to provide information and recommendations to the members of Council with respect to Council's role to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of Council;

5. to provide information and recommendations to the members of Council with respect to Council's role to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;
6. to represent the municipality at all official functions;
7. to carry out the duties of the head of Council under the *Act* or any other Statute of the Province;
8. to open the meeting of Council by taking the Chair and calling the members to order;
9. to announce the business before the Council in the order in which it is to be acted upon;
10. to receive, in the proper manner, all motions presented by the members of Council and to submit these motions as questions for proper debate;
11. to put to a vote all questions which are duly moved and seconded, or necessarily arise in the course of proceedings and to announce the results;
12. to decline to put to a vote motions which infringe upon the Rules of Procedure;
13. to restrain the members, within the Rules of Procedures, when engaged in debate;
14. to enforce on all occasions the observance of order and decorum among the members and those before Council;
15. to call by name any member persisting in breach of the Rules of Procedure, thereby ordering the member to vacate the meeting place;
16. to receive all messages and other communications and announce them;
17. to authenticate by his or her signature, when necessary, all By-laws and Minutes of the Council;
18. to inform the members of the Council, when necessary or when referred to for the purpose, on any point of order;
19. to represent and support the Council, declaring its will and implicitly obeying its decisions in all matters;
20. to ensure that the decisions of the Council are in conformity with the laws and By-laws governing the activities of the Council;
21. may be ex-officio a member of all committees of the Council;
22. to perform all other duties as defined by Council;
23. to adjourn the meeting without question in the case of grave disorder arising during the meeting, or suspend the sitting of Council, until a time to be named by the Warden; and,
24. to adjourn the meeting when the business of Council is concluded.

4.2.2 The Warden may, without leaving the Chair, speak to any question under consideration and prior to the question being disposed of by Council.

4.2.3 When the Warden is called upon to decide a point of order or procedure, the Warden shall state the rule or authority applicable to the case, and make a ruling, if necessary in consultation with the Clerk; and, if an objection is made to the ruling by at least two members, the Warden shall submit said ruling to a vote of Council, without debate, in the following words:

"SHALL THE RULING OF THE CHAIR BE SUSTAINED?".

and the decision of the Council shall be final.

- 4.2.4 When two or more members concurrently request to speak on an issue, the Warden shall name the member who is first to be heard and the other member(s) shall have the privilege of speaking thereafter in the order named by the Warden.
- 4.2.5 The Warden, except when disqualified to vote by reason of pecuniary interest or any other Statute of the Province, may vote on consideration of a motion for *Division of the Assembly*, and may vote with the other members on all questions.
- 4.2.6 When the Warden sees fit to exercise the right to vote on any question before the Council, the Warden may explain the vote.
- 4.2.7 As Chief Executive Officer of the County, the Warden shall:
 - 1. uphold and promote the purposes of the municipality;
 - 2. promote public involvement in the municipality's activities;
 - 3. act as the representative of the municipality both within and outside the municipality, and promote the municipality locally, nationally and internationally; and
 - 4. participate in and foster activities that enhance the economic, social and environmental well-being of the municipality and its residents.

5. DEPUTY WARDEN

- 5.1 Prior to the appointment of a Deputy Warden, the term of office for Deputy Warden will be decided by open vote during the Inaugural Meeting or a regular Meeting of Council. If the term is decided to be less than the full term of the present Council, nomination dates will be decided by open vote during the Inaugural Meeting of Council.
- 5.2 The appointment of a Deputy Warden will be in accordance with Section 4.1, with the necessary substitutions.
- 5.3 The Warden cannot be nominated or stand for appointment to the position of Deputy Warden.
- 5.4 The duties of the Deputy Warden are the same as noted in Section 4.2 but can only be exercised when the Warden is absent or refuses to act or his/her office is vacant, pursuant to the *Act* or any other Statute of the Province.
- 5.5 The duties of the Deputy Warden may include other duties as defined by Council.

6. ORDER OF BUSINESS

- 6.1 The order of business for the regular meetings of Council shall be as follows:
 - 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
 - 5. Public Meetings
 - 6. Delegations, Presentations and Consideration Thereof

7. Consideration of Correspondence
8. Reports from Departments (including presentations)
9. Unfinished Business
10. Motions
11. Notice of Motions
12. Enquiries
13. Closed Session (agenda shall state the general nature of matters to be dealt with in closed session)
14. Consideration of Matters Arising from the Closed Session
15. By-laws (including Confirming By-law)
16. Adjournment

7. CONDUCT AT MEETINGS

7.1 Council and Committee Members:

- 7.1.1 Council and Committee Members shall govern themselves according to Council's Code of Conduct (Policy No. 9.17).
- 7.1.2 The Warden or Chair shall preserve order and rule on points of order and privilege.
- 7.1.3 Every member desiring to speak shall indicate so in order to be recognized by the Warden or Chair.
- 7.1.4 Every member, on being recognized, shall remain seated in their place and address themselves to the Warden or Chair.
- 7.1.5 Have the right to speak first in debate, if they are the author of the *Question on the Floor* or other motion under consideration.
- 7.1.6 When intending to introduce a motion, do so immediately, but may preface the motion with a few words of explanation, of which such words must not become a speech.
- 7.1.7 A member called to order by the Warden or Chair, shall immediately cease further comment and may appeal the call to order to the Council or Committee. The Council or Committee, if appealed to, shall decide on the case without debate and by way of a majority vote of the members present. If there is no appeal, the decision of the Warden or Chair shall be final.
- 7.1.8 No member shall, without leave of the Council or Committee:
 - 7.1.8.1 Speak to an issue for more than five (5) minutes (cumulative).
 - 7.1.8.2 Use offensive words or speak disrespectfully of the Warden, Members of Council, committee, staff or the public, the Reigning Sovereign, or any member of the Royal Family, of the Governor-General of Canada, of the Lieutenant-Governor of any Province, of any member of the Senate, of any member of the House of Commons of Canada, or any member of the Legislative Assembly of the Province of Ontario.

- 7.1.8.3 Speak on any subject other than the subject under debate.
- 7.1.8.4 Speak in contempt of any decision of the Council or committee;
- 7.1.8.5 Leave his or her seat or make any noise or disturbance while a vote is being taken or until the result is declared; and
- 7.1.8.6 Disobey the rules or decisions of Council or a decision of the Warden or Chair on points of order or privilege, or upon the interpretation of the Rules of Procedure. If a member persists in such disobedience after having been called to order by the Warden or Chair, the member may be ordered by Council or committee to leave his or her seat for the meeting. In the event that a member refuses to vacate their seat, the Warden or Chair may request that the member be removed by the Clerk and/or staff as required. In case of adequate apology being made by the member, they may, by way of majority vote of the members present, be permitted to take their seat.
- 7.1.8.7 A member shall not leave the meeting when they do not intend to return thereto without first advising the Warden or Chair.

8. RULES OF DEBATE IN COUNCIL

- 8.1 Every member present at a meeting of the Council when a question is put to vote (*Putting the Question*), shall vote thereon unless prohibited by any Statute of the Province, in which case the Clerk shall so record in the minutes.
- 8.2 If any member present at a meeting of the Council when a question is put to a vote and a recorded vote is taken, does not vote, he or she shall be deemed as voting in the negative except where he or she is prohibited from voting by any Statute of the Province, pursuant to Sec. 246(2) of the *Act*.
- 8.3 If a member disagrees with the announcement of the Chair that a question is carried or lost the member may, but only immediately after the declaration of the result by the Chair, object to the Chair's declaration and request a recorded vote to be taken or make a motion for *Division of the Assembly*.
- 8.4 When a recorded vote is requested, either before or after the vote, but before proceeding with the next item of business, the Clerk shall call the names of each member at random, and the Clerk shall record the name and vote of every member on any matter or question.
- 8.5 When the Chair calls for the vote on a question, each member shall occupy his or her seat and shall remain in his or her place until the result of the vote has been declared by the Chair, and during such time no member shall speak to any other member or make any noise or disturbance.
- 8.6 When a member is speaking no other member shall pass between the speaker and the Chair or interrupt the speaker except to raise a point of order.

- 8.7 Any member may require the *Question on the Floor* or motion under discussion to be read at any time during the debate but not so as to interrupt a member while speaking.
- 8.8 No member shall speak more than once to the same question without leave of the Council, except that a reply shall be allowed to be made only by a member who has presented the motion to the Council, but not by any member who has moved an amendment or a procedural motion.
- 8.9 No member shall speak to the same question, or in reply, for longer than four (4) minutes, without leave of Council.
- 8.10 A member may ask a question only for the purpose of obtaining information relating to the matter under discussion and such question must be stated concisely and asked only through the Chair.
- 8.11 Notwithstanding Section 8.10, when a member has been recognized as the next speaker, then immediately before speaking, such member may ask a question of or through the Chair on the *Question on the Floor* or matter under discussion but only for the purpose of obtaining information, following which the member may speak.
- 8.12 The following matters and motions with respect thereto may be introduced orally without written notice and without leave, except as otherwise provided by these Rules of Procedure:
1. a point of order;
 2. a privileged question;
 3. presentation of a petition;
 4. to adjourn;
 5. to lay on the table;
 6. to put the *Question on the Floor* to a vote.
- 8.13 The following matters and motions with respect thereto may be introduced without notice and without leave, but such motions shall be in writing signed by the mover and seconder, except as otherwise provided by these Rules of Procedure:
1. to amend;
 2. to suspend the Rules of Procedure;
 3. to postpone indefinitely;
 4. to postpone to a certain time;
 5. to go into the Committee of the Whole.
- 8.14 In all cases not listed in Sections 8.12 and 8.13, during the proceedings of the Council or in the Committee of the Whole, the matter or motion shall be decided by the Chair who may, if necessary, consult with the Clerk, subject to an appeal to the Council upon a point of order, in accordance with Section 4.2.3.

9. MOTIONS AND AMENDMENTS

9.1 NOTICE(S) OF MOTION

- 9.1.1 Notice of all new motions, except motions listed in Sections 8.12 and 8.13, shall be given in writing and duly signed at a meeting of Council or Committee, but shall not be debated until the next regular meeting of Council or Committee unless such motion is delivered to the Clerk or Committee Secretary at least six (6) days preceding the date of the meeting at which such motion is to be introduced; and such motion shall be printed in full on the Agenda for that meeting of the Council or Committee and each succeeding meeting until the motion is considered or otherwise disposed.
- 9.1.2 Notwithstanding Section 9.1.1, during Council's review and consideration of annual business plans and budgets, all amending motions shall be tabled in writing and duly signed as Notices of Motion to be debated at the Budget meeting specifically identified for budget debate. The Clerk will ensure that all such motions are printed in full on the agenda for the meeting when debate is scheduled to occur.
- 9.1.3 When a member's *Notice of Motion* has been called from the Chair for two (2) successive meetings and not duly considered or otherwise disposed, it shall be dropped from the agenda unless the Council or Committee otherwise decides.
- 9.1.4 If, at the third meeting, such *Notice of Motion* is put to a question by the Chair and not considered or otherwise disposed, it shall be deemed to have been withdrawn.
- 9.1.5 Any motion may be introduced without notice if the Council, without debate, dispenses with the notice requirements of Section 9.1, on the affirmative vote of at least two-thirds of the members present and voting.

9.2 MOTION TO BE SECONDED

- 9.2.1 A motion must be formally seconded before the Chair *States the Question* and can put the *Question* to a vote, or before the Clerk can record the motion and its result in the minutes.

9.3 STATING THE QUESTION

- 9.3.1 When a motion is presented in Council in writing, it shall be read aloud by the Chair.
- 9.3.2 Notwithstanding Section 9.3.1, at his or her discretion, the Chair may choose not to read the motion aloud.
- 9.3.3 When a motion is presented in Council orally, it shall be stated by the Chair and recorded by the Clerk before debate can occur.

9.4 MOTION ULTRA VIRES

- 9.4.1 A motion in respect of a matter which is beyond the jurisdiction of the Council or Committee shall not be in order.

9.5 QUESTION ON THE FLOOR

- 9.5.1 After a motion is stated by the Chair it shall be deemed to be in the possession of the Council or Committee, but the motion may, with the permission of the Council, be withdrawn by the mover and seconder at any time before the Question is put or any amendment(s) made thereto.
- 9.5.2 A *Question on the Floor* for decision must duly be considered or otherwise disposed before any other motion can be received, except motions in respect of matters listed in Section 8.12.
- 9.5.3 A motion to refer a *Question on the Floor* to Committee of the Whole, a Committee of Council or an Advisory Body shall preclude all amendments of the main question until the motion to refer is duly considered or otherwise disposed.

9.6 PREVIOUS QUESTION

- 9.6.1 A motion for the *Previous Question* is the motion used to bring the Council to an immediate vote on one or more pending *Questions*. It has the effect of closing debate and preventing any further amendment of the *Question on the Floor*. It does not prevent the making of any *Privileged Question*, nor does it prevent a special-order set for a particular hour from interrupting the pending business.
- 9.6.2 A motion for the *Previous Question* only can be moved using the following words:
“THAT THE QUESTION NOW BE PUT.”
- 9.6.3 A motion for the *Previous Question* cannot be proposed when an amendment, pursuant to Section 9.7, is under consideration.
- 9.6.4 A motion for the *Previous Question* is not allowed in Committees.

9.7 AMENDMENTS

- 9.7.1 A motion to *Amend* shall adhere to the following rules:
1. be presented in writing (*Primary Amendment*) and duly seconded;
 2. be relevant or germane to the *Question On the Floor*;
 3. not be used to amend something previously adopted;
 4. not be worded such as to propose a direct negative of the *Question on the Floor*;
 5. be duly considered or otherwise disposed of by Council or Committee before a previous amendment of the same question;
 6. be amended only once (*Secondary Amendment*), and any further amendment must be to the main question;
 7. be put to a vote in the reverse order to that in which it is so moved; and,
 8. may be used to separate and dispose of distinct parts of a question.

9.8 PRIVILEGED MOTION

9.8.1 A *Privileged Motion* shall receive the immediate consideration of the Chair and when resolved the *Question on the Floor*, so interrupted, shall be resumed at the point where it was suspended.

9.9 DIVISION OF A QUESTION

9.9.1 A motion to *Divide* the *Question on the Floor*:

1. can be applied only when the main *Question* can be divided properly into parts that can be considered and acted upon if none of the other parts is adopted, and where the effect of adopting all the other parts will be exactly the same – no more, no less – as adoption of the main *Question*;
2. takes precedence over the main *Question*, or related amendments, but it cannot be made while an amendment to the main *Question* is pending;
3. is out of order when another member has the floor;
4. must be seconded;
5. is not debatable; and,
6. cannot be reconsidered.

9.10 MOTION TO ADJOURN

9.10.1 A motion to *Adjourn* shall always be in order, except as provided in Section 9.10.2.

9.10.2 A motion to *Adjourn* is not in order when:

1. a member is speaking to the *Question on the Floor*;
2. a member has already indicated to the Chair that he or she desires to speak to the *Question on the Floor*;
3. proposed during a vote or during the verification of a vote; or,
4. proposed immediately following the affirmative resolution for the *Previous Question*.

9.10.3 A motion to *Adjourn* a regular meeting of Council must state the time at which the next session or meeting of Council is to be held.

9.10.4 A motion to *Adjourn* the final regular meeting of Council's term, wherein unfinished business remains at the time of adjournment, has the effect of causing said unfinished business to fall to the ground. Such business may be introduced at the next session of Council, however, the same as if it had never been brought up.

9.11 RECONSIDERATION OF A COUNCIL DECISION

9.11.1 Council may reconsider an entire resolution that was decided upon during any term of Council. A reconsideration of a portion of a resolution shall not be permitted. Such reconsideration can either amend the previous decision or rescind it.

- 9.11.1.1 No resolution shall be reconsidered more than once during the term of Council.
- 9.11.1.2 A motion to reconsider shall not be reconsidered.
- 9.11.2 A resolution that was decided by Council cannot be reconsidered if the action has been taken in implementing the resolution resulting in legally binding commitments that are in place on the date the motion to reconsider is considered by Council.
- 9.11.3 If Council passes a resolution and adopts the same matter by by-law, only the resolution may be reconsidered. If the decision resulting from the reconsideration warrants, the by-law will be amended or repealed accordingly.
- 9.11.4 A motion to reconsider shall be introduced by way of a notice of motion to Council pursuant to Section 9.1.
- 9.11.5 No delegations shall be permitted to speak on a notice of motion to reconsider.
- 9.11.6 Only a Member of Council who voted with the majority in respect of a previous decision or who was absent from the vote or was not a Member of Council at the time may move or second a motion for reconsideration.
- 9.11.7 A motion to reconsider must be carried in the affirmative by a vote of two thirds of the entire Council.
- 9.11.8 Any revision to the budget in budget confirmation years shall not be deemed a reconsideration.
- 9.11.9 If a motion to reconsider is decided in the affirmative:
 - 9.11.9.1 The reconsideration effectively returns Council to just prior to the original Council decision.
 - 9.11.9.2 Reconsideration of the original motion shall then be the next order of business unless the motion specifies a future date.
- 9.11.10 A notice of reconsideration received from the Local Planning Appeals Tribunal shall not be deemed a reconsideration of a Council decision.

10. VOTING ON MOTIONS

- 10.1 Immediately preceding the taking of the vote, the Chair shall state the *Question on the Floor* in the form introduced, in the precise form in which it will be recorded in the minutes.
- 10.2 After a *Question on the Floor* is stated by the Chair, no member shall speak to the question, nor shall any other motion be made until after the vote is taken and the result has been declared.

- 10.3 Only members present when the *Question on the Floor* is stated by the Chair shall be entitled to vote on the question.
- 10.4 The manner of determining the decision of the Council or Committee on a *Question on the Floor* shall be decided prior to the vote being taken and at the discretion of the Chair, unless otherwise decided by Council or Committee, and may be by voice, show of hands, rising or otherwise, but shall never be by secret ballot, pursuant to Section 244 of the *Act*.
- 10.5 Whenever the vote in consideration of the *Question on the Floor* results in a tie, the question shall be deemed to have been resolved in the negative, except in the election of the Warden or Deputy Warden, whereupon the provisions of Section 4.1.9 shall apply.

11. BY-LAWS, PRESENTATIONS, DELEGATIONS, WRITTEN SUBMISSIONS AND MINUTES

11.1 BY-LAWS

- 11.1.1 The Clerk shall submit to Council a summary of all by-laws proposed for adoption that includes the by-law numbers and titles.
- 11.1.2 A complete copy of every proposed by-law shall be attached in electronic format to the agenda.
- 11.1.3 Every By-law, previous to it being adopted by Council, shall receive three readings.
- 11.1.4 The Clerk shall be responsible for their correctness should they be amended at a Council meeting.
- 11.1.5 Every by-law passed by Council shall:
 - 11.1.5.1 Be signed by the Warden, or the presiding officer;
 - 11.1.5.2 Be signed by the Clerk or designate;
 - 11.1.5.3 Be sealed with the County seal; and
 - 11.1.5.4 Indicate the date of passage.

11.2 PUBLIC PRESENTATIONS

- 11.2.1 A request from an outside organization or individual to make a presentation to Council or committee shall only appear on an agenda upon approval of the CAO or designate.
- 11.2.2 Public presentations are for information only.
- 11.2.3 Public presentations at a meeting shall be limited to a maximum of fifteen (15) minutes and shall be heard at the beginning of a Council or committee meeting.

11.2.4 Presentations by outside organizations or individuals shall not be permitted for the sole purpose of generating publicity or promotion.

11.2.5 Outside organizations or individuals shall provide the Clerk with written material for inclusion on the agenda six (6) days prior to the meeting date.

11.2.6 Presentations by outside organizations or individuals shall not be added on the revised agenda.

11.3 COUNTY STAFF PRESENTATIONS

11.3.1 Presentations by County staff at meetings shall endeavor to be a maximum of fifteen (15) minutes.

11.3.1.1 Third parties hired on behalf of the County fall under Section 11.3.

11.3.2 Presentations by staff providing information with no accompanying report shall be heard at the beginning of a regular Council or Council Planning meeting.

11.3.3 Where a staff or third-party presentation accompanies an item on an agenda, the item shall be placed under items for discussion with the report and shall be brought forward for consideration immediately after the presentation has been made. If delegates wish to speak on an item with a presentation, the item shall not be considered until all delegates on the item have been heard.

11.4 DELEGATIONS

11.4.1 A delegate may address Council or committee for a period of time not exceeding fifteen (15) minutes. Council or committee may extend the time period by a majority vote of the members present. Such a motion shall be decided without debate.

11.4.2 For the purpose of Council and committee meeting agendas, delegates have up to 24 hours prior to the meeting time to notify the Clerk that they wish to delegate or to submit written submissions on items on the agenda.

11.4.3 A delegate may only address Council or committee with respect to an item on the agenda.

11.4.4 Delegates shall only be permitted at Council budget meetings designated for the explicit purpose of receiving budget delegations.

11.4.5 No delegation shall be made to Council or committee on matters relating to litigation or potential litigation, including those matters which are before and under the jurisdiction of any court or administrative tribunals unless such matter is referred to Council by the said administrative tribunal or court.

11.4.6 No delegate shall speak on a matter that is not within the jurisdiction of the Council or committee. The Warden and committee Chairs in consultation with the CAO (or designate) will determine if a matter is within the jurisdiction of the Council or committee.

- 11.4.7 No delegations shall be made to notices of motion on a Council or committee agenda. Delegations will have an opportunity to speak at a subsequent Council or committee meeting when that item will be discussed.
- 11.4.8 No delegations shall be permitted to speak on a notice of motion to reconsider.
- 11.4.9 No delegations shall be made at workshops.
- 11.4.10 A delegate may not address Council or committee with respect to a by-law on the agenda.
- 11.4.11 Delegates shall not be permitted to appear before Council or committee for the sole purpose of generating publicity for an event.
- 11.4.12 No delegations shall be permitted to speak to presentations at Council.
- 11.4.13 No delegations shall be permitted to closed Agenda items.
- 11.4.14 A delegate shall only register themselves to speak and may not register other delegates.
- 11.4.15 If a delegate is unable to attend the meeting for which they are registered they may provide their written submission to the Clerk.
- 11.4.16 Delegates wishing to speak to a matter not on the agenda:
 - 11.4.16.1 Shall provide the Clerk in writing a request outlining the subject matter of the delegation and the action being requested to be taken by Council.
 - 11.4.16.2 The Clerk will advise the Warden or appropriate Chair and CAO of the request.
 - 11.4.16.3 The Clerk will advise the requestor that the Warden, appropriate Chair and CAO have been made aware of the request.
 - 11.4.16.4 The requestor will be advised of the actions taken or when the item is coming forward to Council or committee.
- 11.4.17 For Special Council meetings called under Section 3.6.1, delegations may be permitted at the discretion of the Warden or Chair in consultation with the CAO (or delegate). If delegations are not permitted, a note to that effect will be posted on the County website and/or included on the meeting agenda.

11.5 WRITTEN SUBMISSIONS

- 11.5.1 Individuals may submit written correspondence on matters listed on the agenda by the timelines specified in Section 11.4.2 and 11.4.17 for inclusion on the agenda and revised agenda.

- 11.5.2 Written submissions shall not contain any obscene or defamatory content or language.
- 11.5.3 The individual or group initiating or submitting the written submission to the Clerk must provide a key contact name, mailing address and telephone contact information.
- 11.5.4 Personal information will be redacted from the information published in the agenda.
- 11.5.5 Submissions that relate to a matter listed on the agenda should be submitted in accordance with the timelines specified in the public notice section to ensure inclusion on the agenda and revised agenda.
- 11.5.6 Submissions not relating to a matter listed on the agenda will be included on the subsequent information items in accordance with a petition policy approved by County Council.
- 11.5.7 No written submissions shall be accepted with respect to a by-law on the agenda.
- 11.5.8 Written submissions for Council budget meetings shall only be accepted for those budget meetings designated for receiving written submissions.

11.6 MINUTES

- 11.6.1 The minutes of the Council or Committee shall consist of:
 - 11.6.1.1 A record of the place, date and time of meeting;
 - 11.6.1.2 The name of the Chair, a record of all members present, and the names of those absent;
 - 11.6.1.3 The reading, if requested, correction and adoption of the Minutes of prior meetings;
 - 11.6.1.4 All other proceedings of the meeting without note or comment.
- 11.6.2 At the close of each meeting or session, the Clerk or Committee Secretary will transcribe the proceedings of such meeting in the minute book and immediately after the Approval of the Agenda at the next meeting of Council or Committee, the minutes of the previous meeting shall be considered so that any errors therein may be corrected, and the Chair shall then sign such minutes in open Council or Committee. The Clerk or Committee Secretary shall ensure that a copy of the minutes of each meeting is delivered to each member of the Council or Committee at least forty-eight (48) hours prior to the next meeting of Council or Committee.
- 11.6.3 When a matter of Question on the Floor is referred from one meeting to the next, the Clerk or Committee Secretary shall record it as unfinished business and

ensure the matter is brought forward as Unfinished Business before the Council or Committee at its next meeting.

11.6.4 The Clerk or Committee Secretary and/or their designate shall attend all Closed Meetings and record the proceedings, including procedural motions and direction given to staff, without note or comment.

11.6.5 The Clerk may delegate the Clerk's duties with respect to recording minutes in a Closed Meeting of Council or committee to a staff person. For Closed Meetings of Committee or Council where the CAO's performance or contract is addressed, the Clerk may delegate the Clerk's duties with instructions to a third party.

12. PUBLIC ACCESS TO MEETINGS

12.1 Except as otherwise provided in this Section, all Meetings shall be open to the public.

12.2 As per the Canadian Charter of Rights and Freedoms, meetings shall be conducted to respect the freedom of thought, belief, opinion and expression, including freedom of the press and other media of communication.

12.3 When determined by the County Clerk, security personnel (third party, by-law enforcement officer, or Sergeant-at-Arms) shall be present to oversee the media and public areas of the gallery.

12.4 If a member of the public or media is determined to be disruptive by the Warden or presiding officer, the Warden or presiding officer will ask the person to stop being disruptive. In the event that the disruptive behaviour continues, the Warden or presiding officer will direct the security personnel, who shall provide the person with a warning. If the warning is not adhered to by the person, the security personnel shall advise the Chair, Warden or presiding officer.

12.5 When advised by security personnel that the disruptive behaviour is continuing, or if the Warden or presiding officer deems the person to exhibit improper conduct, the person may be expelled from the meeting. If the decision is made to expel the person from the meeting, security personnel will request the person to leave the meeting room. If the person is noncompliant to the request to leave the room, security personnel will contact local police services for assistance.

12.6 In the absence of security personnel, the County Clerk (or designate), shall assume the role of security personnel.

12.7 A meeting or part of a meeting may be closed to the public if the subject matter being considered is:

12.7.1 the security of the property of the County or a local board;

12.7.2 personal matters about an identifiable individual, including County or local board employees;

12.7.3 a proposed or pending acquisition or disposition of land by the County or local board;

- 12.7.4 labour relations or employee negotiations;
 - 12.7.5 litigation or potential litigation, including matters before administrative tribunals, affecting the County or local board;
 - 12.7.6 the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
 - 12.7.7 a matter in respect of which Council, a board, a committee or other body may hold a closed meeting under another Act;
 - 12.7.8 information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them;
 - 12.7.9 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;
 - 12.7.10 a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value; or
 - 12.7.11 a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.
- 12.8 A meeting or part of a meeting shall be closed to the public if the subject matter being considered is:
- 12.8.1 A request under the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.M.56, if Council is designated as head of the Institution for the purposes of that Act; or
 - 12.8.2 an ongoing investigation respecting the County, a local board or a municipally controlled corporation by the Ombudsman appointed under *Ombudsman of Ontario Act*, an Ombudsman referred to in subsection 223.13(1) of the *Municipal Act, 2001*, or the Investigator referred to in subsection 239.2(1) of the *Municipal Act, 2001*.
- 12.9 A Meeting of Council or of a committee may be closed to the public if the following conditions are **both** satisfied:
- 12.9.1 The meeting is held for the purpose of educating or training the members; and that;
 - 12.9.2 At the meeting, no Member discusses or otherwise deals with any matter in a way that materially advances the business or decision making of Council or Committees.

- 12.10 Before holding a Meeting or part of a Meeting that is to be closed to the public, Council or Committee shall state by resolution:
- 12.10.1 The fact of the holding of the Closed Session and the general nature of the matter to be considered at the Closed Session; or
 - 12.10.2 In the case of a meeting under Section 12.9, the fact of the holding of the Closed Session, the general nature of its subject matter and that it is to be closed under that Section.
- 12.11 Only items contained in the resolution provided for in Section 12.10 shall be considered by the Council or Committee in Closed Session.
- 12.12 A meeting shall not be closed to the public during the taking of a vote except where:
- 12.12.1 The provisions of this By-law or the *Act* permit or require the meeting to be closed to the public; and
 - 12.12.2 The vote is for procedural matter or for giving directions or instructions to officers, employees or agents of the County or persons retained by or under a contract with the County.
- 12.13 After the Council agenda has been adopted by resolution, a motion to move into Closed Session is only in order if the motion relates to an item already on the approved agenda and a Closed Session is permitted in accordance with the provisions of this by-law.
- 12.14 After the motion to move into Closed Session has been adopted, the Warden or presiding officer shall remind all persons of the public and media (and designated staff) that are vacating the room to ensure all of their personal belongings and equipment are also removed, **or**;
- 12.14.1 Council will leave the Council Chamber and reconvene in Room 129 or other designated meeting place.
- 12.15 The Warden or presiding officer shall provide sufficient time to accommodate the public and media (and designated staff) to orderly vacate the room, up to a maximum of five minutes.
- 12.16 In the event there is heavy or bulky media equipment, and upon the discretion of the County Clerk (or designate), the equipment may be left in the meeting room if the equipment is verified by the Clerk to be powered off, unplugged, and pointed away from the Council seating areas.
- 12.17 If an emergency occurs during a Closed Session meeting, the meeting will be automatically deemed suspended in order for staff to manage the emergency.
- 12.18 If a non-emergency event occurs during a Closed Session meeting, the Warden or presiding officer will openly declare the meeting suspended in order for staff to manage the event.

- 12.19 If an unauthorized recording device is located during a Closed Session meeting, the Warden or presiding officer will openly declare the meeting suspended in order for staff to manage the event. The County Clerk (or designate) shall attempt to locate the owner of the device. The owner will be asked to demonstrate that the device did not record the Closed Session meeting to the satisfaction of the Clerk. If the device inadvertently recorded during the Closed Session meeting, the Clerk will request that the owner of the device erase the recording to the satisfaction of the Clerk. If the owner of the device is non-compliant to the request of the Clerk, local police services may be called for assistance.
- 12.20 After the Closed Session has concluded, the Warden or presiding officer shall provide sufficient time for the media and public to return to the media table.
- 12.21 All deliberations while in Closed Session shall remain confidential unless otherwise agreed upon by a Majority vote of Council. Only the final results of deliberations may be made public when such disclosure is authorized by Council.
- 12.22 Electronic mobile devices, personal or municipal are not permitted in Closed Session unless prior permission has been granted by the Warden and CAO.
 - 12.22.1 Only municipally supplied computers are permitted to be used during Closed Session unless prior permission has been granted by the Warden and CAO.

13. COMPOSITION AND DUTIES OF COMMITTEES OF COUNCIL

- 13.1 Council may at any time, on motion of a member duly considered and agreed to in the affirmative, strike a Committee, Quasi-Judicial Board, Ad Hoc Committee or Steering Committee, as the case may be, to consider and report on any matter or to perform any special service within the spheres of jurisdiction of the County, pursuant to Section 11 of the *Act*. Unless specifically provided for in the striking resolution and/or by-law, such committee shall dissolve as soon as the services for which that committee was appointed are performed.
- 13.2 For every Committee and Quasi-Judicial Board established by Council, Council shall adopt a terms of reference, and this terms of reference shall be reviewed with each term of Council and prior to any new committee appointments.
- 13.3 The terms of reference adopted by Council under 13.2 above must include the:
 - 13.3.1 Composition of the committee, including term of office for lay appointments if the term does not coincide with the term of Council;
 - 13.3.2 Committee mandate;
 - 13.3.3 Specific duties, including delegated duties (if any); and
 - 13.3.4 Requirement for a term report to provide a status update on the activities and accomplishments of the committee.
- 13.4 The powers and duties of Committees, Quasi-Judicial Boards, Ad Hoc Committees and Steering Committees shall be pursuant to the striking resolution and/or by-law of Council

as adopted, giving direction, but shall not include the decision-making authority of Council, pursuant to Section 11 of the Act, except in the case of a Quasi-Judicial Board, or as otherwise explicitly provided for in the striking resolution and/or by-law.

- 13.5 Unless Council specifically sets out in the striking resolution and/or by-law, or unless legislation provides otherwise, the term of office for member appointments to committees shall coincide with the term of Council.
- 13.6 Unless the terms of reference provide otherwise, or unless legislation provides otherwise, the term of office for lay appointments to committees shall coincide with the term of Council or until their successors are appointed.
- 13.7 Lay appointments to Committees, Quasi-Judicial Boards, Ad Hoc Committees and Steering Committees shall be in accordance with the following procedure:
 - 13.7.1 Where non-elected members (lay persons) are required to serve on any Committee, Quasi-Judicial Board, Ad Hoc Committee or Steering Committee, Council shall instruct the Clerk to publicly advertise these positions in consultation with the Manager of Strategic Communication and Engagement or designate.
 - 13.7.2 If an interview(s) with the applicant(s) is required with the Council or Striking Committee, said interview(s) will take place in a *Closed Session* of Council or the Striking Committee. A recommendation to the Council will be brought forward in a timely manner to ensure the composition of the Committee, Quasi-Judicial Board, Ad Hoc Committee or Steering Committee, as the case may be, is established by resolution and/or by-law.
- 13.8 A majority of the members of a committee is necessary to constitute a quorum.
- 13.9 The provisions of Section 3.9 apply if no quorum is present, with the necessary substitutions.
- 13.10 The *Order of Business* of meetings of Committees, Quasi-Judicial Boards, Ad Hoc Committees and Steering Committees shall be pursuant to Section 6 with the necessary substitutions and omissions.
- 13.11 The *Rules of Conduct* of the members of Committees, Quasi-Judicial Boards, Ad Hoc Committees and Steering Committees shall be pursuant to Section 7.
- 13.12 The *Rules of Debate* for Committees, Quasi-Judicial Boards, Ad Hoc Committees and Steering Committees shall be pursuant to Section 8, with the necessary substitutions, except Sections 8.8 and 8.9 shall not apply to limit the ability of or time allowed for any member to speak to a question or item under discussion.
- 13.13 Motions and Amendments thereto shall be considered in accordance with Section 9.
- 13.14 All decisions of the Committees, Ad Hoc Committees and Steering Committees shall be in the form of recommendations to Council, except as otherwise explicitly provided by Council resolution and/or by-law striking the committee and shall be forwarded by the Secretary to the Clerk for inclusion in the agenda of the next meeting of Council.

- 13.15 An employee of the County shall be the Secretary of the Committee, Quasi-Judicial Board, Ad Hoc Committee or Steering Committee and shall act as a resource person in a non-voting capacity.

14. REPEAL OR AMENDMENT OF THIS BY-LAW

- 14.1 This By-law is not to be amended or repealed except by a majority of all members of Council present.
- 14.2 No amendment or repeal of this By-law is to be considered at any meeting of the Council unless notice of the proposed amendment or repeal has been given at a previous regular meeting of the Council.

15. MISCELLANEOUS

- 15.1 For the purposes of this By-law, words used in the present tense include the future tense; words in singular number include the plural and words in the plural include the singular number; and the word "shall" is mandatory.

BY-LAW NO. 6268-2020**Schedule "B"**

as amended by Resolution of Council November 24, 2021, and August 9, 2023

ELECTRONIC MEETING PROTOCOL

Procedure By-Law No. 6268-2020 shall continue to apply to an Electronic Meeting held pursuant to this Electronic Meeting Protocol (hereinafter, "Protocol"). Amendments to this Protocol may be permitted to be made by simple majority vote of Council to accommodate an effective and efficient meeting, so long as any such amendments are not contrary to prevailing Provincial legislation or orders.

Prior to Electronic Meeting

The method and technology used for an Electronic Meeting in Open or Closed Session will be determined by the Chief Administrative Officer based on the resources available.

General

Where an Electronic Meeting is held, Council Members, Staff, Delegates and Registered Members of the Public may attend by Electronic means.

Staff will ensure that the general public are able to watch and/or hear the business to be carried out at meetings which are held in Open Session by using an online streaming service in order to ensure that the meeting is open and transparent.

Conduct

- i. Members of Council participating in a meeting electronically must use both video and audio.
- ii. Staff and members of the public participating in a meeting electronically must use both video and audio when their agenda item is being considered.
- iii. When participating in a meeting electronically, the manner of voting shall be by show of hands unless otherwise stated by the Chair. Failure to show a hand shall be considered a negative vote.
- iv. Staff shall mute their microphone and turn off their camera unless they are presenting or responding to a Member.
- v. Each Member shall mute their microphone and remain attentive to the proceeding when not assigned the floor by Chair.
- vi. When participating electronically in Closed Session discussions, Members and Staff must ensure confidentiality is maintained at all times.

Internet and Other IT Disruptions

In the event of an internet or other IT disruption compromises the ability of participants or the public to participate or stream in the Electronic Meeting, in the opinion of the Chair, the Chair shall call a recess and take such steps as necessary to address the issue and reconvene the meeting in a timely manner or, where this is not possible, adjourn the meeting to a later date.

The Oxford County Electronic Meeting Protocol shall continue to apply for Public Meetings, Boards and Committees.

BY-LAW NO. 6268-2020
Schedule "C"
PUBLIC HEARING PROTOCOL

Amendments to this Schedule may be permitted to be made by majority vote of Council to accommodate an effective and efficient meeting, so long as any such amendments are not contrary to prevailing Provincial legislation, orders or the Statutory Power Procedure Act.

General

Notice shall be given to the parties in accordance with the applicable legislation, County by-law, or policy. The notice must include the date, time, and location of the hearing, the nature of the matter being heard, the by-law or regulation under which the hearing is conducted and contact information for submitting representations or requesting documents.

Staff will ensure that the general public are able to watch and/or hear the matter to be carried out at Public Hearing using online streaming in order to ensure that the meeting is open and transparent.

Order of Business

The order of business for the Public Hearing shall be as follows:

1. Opening of the Hearing and Approval of the Agenda
2. Disclosures of Pecuniary Interest
3. Staff Presentations
4. Delegations
5. Correspondence
6. Staff Reports
7. Deliberation and Decision
8. Closing of Hearing
9. Adjournment

Opening of the Hearing and Approval of the Agenda

The Warden shall open the Hearing by taking the Chair, calling the meeting to order and announcing the business before Council and that the members shall not enter into discussion or debate on the subject until the Deliberation and Decision portion of the meeting.

Staff Presentations

Staff will provide background information, context for the issue under consideration and relevant analysis and considerations to assist Council on the deliberations of the matter.

Delegation

Representations shall be allowed at the hearings as prescribed by the applicable legislation, County by-law or policy. Parties who wish to speak at the Hearing, must submit a delegation request in advance in accordance with the Notice of Hearing. Only one delegation shall be permitted on a Public Hearing agenda per person, per group or per organization. Any party to the hearing may be represented at the public hearing by a representative.

Correspondence

Parties may submit written submissions in advance, in accordance with the Notice of Hearing. All submissions must include the name and contact information of the individual or group making the submission. Written submission will form part of the public hearing agenda, will be circulated to Council for consideration, and will form part of the Hearing.

Staff Report

The Staff Report for the Public Hearing shall be prepared and made available to members of Council and the public in advance of the Hearing, in accordance with the notice provisions set out in this By-Law.

Deliberation and Decision

After hearing the evidence and submissions of all parties, the Chair shall adjourn the public portion of the meeting. Council will deliberate in the absence of the public and the parties. At the conclusion of its deliberations, the final decision on the matter will be provided in the presence of the parties and the public.

Written notice of the decision shall be given to the parties in accordance with the applicable legislation.

REPORT TO COUNTY COUNCIL

Oxford Road 2 Road Diet Analysis and Oxford Road 59 Post-Construction Analysis

To: Warden and Members of County Council

From: Director of Public Works

RECOMMENDATION

1. That County Council receive Report PW 2025-58 regarding a Road Diet Analysis for Oxford Road 2 (Dundas Street), and a Post-Construction Analysis for Oxford Road 59 (Wilson Street), both located in the City of Woodstock, as information.

REPORT HIGHLIGHTS

- The purpose of this report is to present the findings of the Road Diet Analysis completed on Oxford Road 2 (Dundas Street) between the overhead CPKC railway crossing and Oxford Road 12 (Mill Street), as well as the Post-Construction Analysis completed on Oxford Road 59 (Wilson Street) from Dundas Street to Henry Street; this is in response to Council's call to motion on August 13, 2025.
- In 2023, staff completed design and re-construction of Oxford Road 59 (Wilson Street), from Dundas Street to Henry Street, changing the roadway cross-section from 4-lanes to a 3-lane cross-section with 2 bike lanes to promote increased traffic calming along the corridor to improve safety for all road users.
- A detailed design for Oxford Road 2 (Dundas Street) Reconstruction, from the overhead CPKC rail bridge to Oxford Road 12 (Mill Street) is currently being finalized with construction anticipated in 2026, pending budget approval.
- In November 2024, the Province of Ontario passed Bill 212, *Reducing Gridlock, Saving You Time Act, 2024*, restricting the authority of prescribed municipalities in Ontario to install bicycle lanes that reduce the number of motor vehicle lanes without the Minister of Transportation's approval. At this time, there are no prescribed municipalities in Ontario.

IMPLEMENTATION POINTS

Following Council's review of this report, staff will review possible mitigation measures (such as adjusting signal timing/coordination) along Oxford Road 59 (Wilson Street) to reduce northbound traffic backups at Oxford Road 2 (Dundas Street) and will continue to monitor traffic conditions to inform future improvements.

For the scheduled reconstruction of Oxford Road 2 (Dundas Street), staff will proceed to complete the design and implement a 3-lane cross section with two bike lanes from the overhead CPKC railway crossing to Oxford Road 9 (Ingersoll Road) and maintain the existing 4-lane cross section between Oxford Road 9 (Ingersoll Road) and Oxford Road 12 (Mill Street).

Financial Impact

There are no financial impacts at this time related to the review of this report, and any costs associated to adjustments in signal timings can be absorbed within the 2025 Operational Budget for Transportation.

Communications

In advance of Oxford Road 2 (Dundas Street) Reconstruction in 2026, a Public Information Center (PIC) will be held to inform the public about the upcoming changes. Local residents and businesses will also receive a handout with information on the upcoming construction schedule and how construction will affect them and their property access.

A copy of Report PW 2025-58 will be shared with the City of Woodstock.

2023-2026 STRATEGIC PLAN

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

The recommendation in this report supports the following strategic goals:

Strategic Plan Pillars and Goals

PILLAR 1	PILLAR 2	PILLAR 3
		
Promoting community vitality	Enhancing environmental sustainability	Fostering progressive government
Goal 1.3 – Community health, safety and well-being Goal 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

Council directed staff on August 13, 2025 to complete two separate studies: one for Oxford Road 59 (Wilson Street), from Dundas Street to Henry Street, and another for Oxford Road 2 (Dundas Street), from the overhead CPKC rail crossing to Oxford Road 12 (Mill Street).

The Oxford Road 59 (Wilson Street) study is a review of traffic conditions and operations post-construction. This reconstruction took place in 2023, which implemented a Road Diet reducing the road cross section from 4 lanes to 3 lanes. The decision to pursue a reduction in lanes on Oxford Road 59 (Wilson Street) was to improve traffic movements, reduce accidents and increase safety for all modes of transportation. These improvements were outlined in, and guidance for decision making was based on the recommendations of, an engineering consultant's report. The Road Diet also aligned with the County of Oxford 2021 Cycling Master Plan by providing dedicated bike lanes along Oxford Road 59 (Wilson Street) Street within the City of Woodstock.

The Oxford Road 2 (Dundas Street) study provides a forecasted opinion of how a potential Road Diet may impact the corridor and traffic operations. This project is currently in the detailed design stage, and there is consideration to implement a Road Diet cross section. The reconstruction is scheduled for tendering and construction in 2026.

Comments

For the studies recently completed, traffic data was collected from each study area during the second week of September 2025 to ensure peak volumes were considered for the analysis. In addition to road capacity, wait times, queue lengths and level of service, the Oxford Road 59 (Wilson Street) study also reviewed and compared collision data before and after construction in terms of frequency, severity, location and impact type.

Oxford Road 59 (Wilson Street) Study (Post Construction Analysis)

The Oxford Road 59 (Wilson Street) study provides a comprehensive review of the following findings:

Traffic Volumes:

Overall traffic volumes in 2025 were higher than anticipated when previously forecasted back in 2022, except for the Dundas Street intersection, which showed lower volumes likely due to ongoing construction west of the study area. In addition, midblock traffic did not exceed 650 vehicles per hour per direction, remaining within the capacity of a single lane.

Intersection Capacity and Level of Service:

Intersections along Oxford Road 59 (Wilson Street) were observed to operate at reasonable levels of service overall. In terms of capacity, northbound movements at Dundas Street approach critical capacity during the PM peak due to higher volumes, suboptimal signal timing, and the reduction to a single lane, and westbound left turns at Main Street have increased delays in the PM peak.

Traffic Queuing:

Most queues are accommodated within available storage (capacity); however, northbound queues between Dundas Street and Peel Street exceed storage, extending 97 metres in the PM peak (85 metres of storage available) due to lane reduction, higher volumes, and signal timing.

Collision History:

While the average number of collisions per year, when comparing pre-construction and post-construction conditions, is generally similar, collision severity has decreased overall. The proportion of collisions resulting in injury was reduced from 20% pre-construction to 9% post-construction.

Oxford Road 2 (Dundas Street) Study (Road Diet Feasibility)

Oxford Road 2 (Dundas Street), currently a 4-lane cross-section between the westerly overhead CPKC rail crossing and Oxford Road 12 (Mill Street), is approximately 800 metres long. A Road Diet would convert the segment to a 3-lane cross section with a centre two way left turn lane and exclusive bicycle lanes. Appropriate adjustments to traffic signals at Oxford Road 12 (Mill Street) would need to accompany any such implementation.

Report PW 2025-58
PUBLIC WORKS
Council Date: October 22, 2025

At the western end of the project limits, there is currently a 100 metres section between the overhead CPKC rail crossing and the Charlie Tatham Peace Park parking lot that tapers from 4 lanes down to 2. This is an ideal opportunity to re-utilize the existing taper area for transitioning from 3 lanes to 2 before the road width narrows under the overhead CPKC rail bridge.

Moving eastward, when transitioning from 4 lanes to 3, it is generally smoother to facilitate at an intersection where lane terminations and lane additions can align with turning lanes. For a transition at the Oxford Road 9 (Ingersoll Road) intersection, the proposed design would convert the inner westbound lane into a dedicated left-turn lane, and the northbound right turn lane would become the outer eastbound lane. Appropriate warning and regulatory signage will be in place to provide advance notification to drivers as needed.

As part of the overall Oxford Road 2 (Dundas Street) Reconstruction project, at the request of the City of Woodstock, staff are designing and implementing a Level 2, Type B Pedestrian Crossover (PXO) to connect the parking lot at the Charlie Tatham Peace Park on the north side of Oxford Road 2 (Dundas Street) and the start of the Youth Start Trail to the south. This PXO will also provide connection of the Youth Start Trail to the Millenium Trail System located at the north end of Bexley Street. The addition of this PXO will fit seamlessly into the transition from 2 lanes to 3 lanes as the centre shared left turn lane begins/ends. All site preparation, including civil and electrical components for the PXO will be completed as part of the construction in 2026, with the PXO equipment purchase and installation planned for 2027.

The findings from the Oxford Road 2 (Dundas Street) Road Diet Feasibility Study are provided below:

Traffic Volumes:

Annual Average Daily Traffic (AADT) counts on Oxford Road 2 (Dundas Street) are ranging from 15,562 to 16,360 vehicles per day on the segment west of Oxford Road 9 (Ingersoll Road), and 15,754 to 18,012 vehicles per day on the segment east of Oxford Road 9 (Ingersoll Road), which suggests these segments are a candidate for a Road Diet. Current counts east of Oxford Road 9 (Ingersoll Road) are approaching the upper threshold of 20,000 vehicles per day, making lane reductions potentially unsustainable as traffic increases in the future.

Intersection Capacity and Level of Service:

The Oxford Road 9 (Ingersoll Road) intersection would generally improve from a Road Diet implementation, with the northbound right turn lane receiving the most benefit. The Oxford Road 12 (Mill Street) intersection level of service would decrease overall from a Road Diet implementation.

Traffic Queuing:

Occasional at-grade train events would not significantly affect operations under a Road Diet scenario. During data collection, the observed train crossings were a maximum of 2 per day and ranged from 45 seconds to 1 minute and 36 seconds each.

Active Transportation

With respect to the City of Woodstock's Official Bicycle Routes, implementing the Road Diet scenario to the section of Oxford Road 2 (Dundas Street) west of Oxford Road 9 (Ingersoll Road) would connect the "Sharrow" bike path along Oxford Road 2 (Dundas Street) between Oxford Road 30 (11th Line) and Bexley Street, and the dedicated bike lanes recently installed along Oxford Road 9 (Ingersoll Road) between Anderson Street and the Cedar Creek Bridge. These additions will enhance cycling network connectivity with the City of Woodstock and support safer, more continuous routes for all cyclists.

CONCLUSIONS

The Oxford Road 59 (Wilson Street) study found that while northbound congestion and queuing occurs between Oxford Road 2 (Dundas Street) and Peel Street during the PM peak, traffic flows well at other times of the day. Collision severity has decreased, and overall safety has improved for multi modal transportation users. The Road Diet has made the corridor safer for cyclists by providing dedicated bike lanes, and pedestrians now benefit from an additional 1.5 metre buffer between moving vehicles and the sidewalk, reducing the risk of collisions and improving the walking environment.

For Oxford Road 2 (Dundas Street), the Road Diet Feasibility study identified the section as a possible lane reduction candidate; however, current traffic volumes east of Oxford Road 9 (Ingersoll Road) are approaching the upper threshold of 20,000 vehicles per day, making a reduction potentially unsustainable with future growth. This section is not identified in the 2021 County of Oxford Cycling Master Plan to accommodate cycling facilities. West of Oxford Road 9, traffic volumes are lower and there is a two-lane restriction at the overhead CPKC rail bridge. With lower traffic volumes, this allows for cycling facilities and a PXO to be installed that will connect to the existing routes in the City of Woodstock's Cycling Master Plan. Staff are proceeding with Oxford Road 2 (Dundas Street) reconstruction design and will implement a Road Diet between the overhead CPKC rail crossing and Oxford Road 9 (Ingersoll Road) and maintain the existing 4-lane configuration between Oxford Road 9 (Ingersoll Road) and Oxford Road 12 (Mill Street).

SIGNATURES

Report author:

Original signed by

Noah Brister, P.Eng., PMP
 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

PENDING ITEMS

Copied for Council Meeting of November 12, 2025

Council Meeting Date	Issue	Pending Action	Lead Dept.	Status
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
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	TBA
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
06-25-25	Purchasing Policy Amendment	Staff return with a report on the impact of Amending 5.5 of Oxford County Policy 6.07 Purchasing Policy, so that competitive procurements that are of an amount of \$1,000,000 or greater have the same approval authority as the competitive procurements that are currently more than \$100,000 and less than a \$1,000,000.	CS	Q3
09/10/25	Southwestern Public Health Food Insecurity Presentation	Resolved the Correspondence Item 7.1 on the Open Agenda of September 10, 2025, be received; And further that Oxford County Council direct staff to return with a report on the status of activity on each of the Nine (9) recommendations contained in the Food Insecurity Presentation.	CAO	TBA
09/10/25	Building Healthier Communities Together	Resolved that the Correspondence Item 7.2 on the Open Agenda of September 10, 2024, be received; And further that Oxford County Council direct Oxford Staff to work with SWPH Staff on how the SWPH Public Health & the Build Environment report could be implemented to the benefit of all Oxford residents.	CP	TBA

COUNTY OF OXFORD

BY-LAW NO. 6771-2025

BEING a By-law to amend By-law No. 6268-2020, a By-law establishing County Council Procedures for governing the proceedings of the Council of the County of Oxford.

WHEREAS, Section 238 of the *Municipal Act, 2001*, S.O. 2001, C. 25, provides that every municipality and local board shall pass a procedure by-law for governing the calling, place and proceedings of meetings.

AND WHEREAS, County Council is desirous of amending Procedure By-law No. 6268-2020 and on November 12, 2025 adopted CAO Report CAO 2025-08 which outlined proposed amendments.

NOW THEREFORE, the Council of the County of Oxford enacts as follows:

1. That By-law No. 6268-2020, be amended by implementing the proposed amendments as outlined in Report CAO 2025-08, adopted by County Council on November 12, 2025, including Schedule "A" amendments and the inclusion of Schedule "C".
2. That Amended Schedule "A" and Schedule "C" is attached hereto and forms part of this By-law.

READ a first and second time this 12th day of November, 2025.

READ a third time and finally passed this 12th day of November, 2025.

MARCUS RYAN,

WARDEN

LINDSEY A. MANSBRIDGE

CLERK

**By-Law No. 6268-2020 Schedule “A”
As amended by Resolution of Council November 24, 2021
And by By-law 6417-2022
And by Resolution of Council August 9, 2023**

**Rules of Order and Procedures Governing Oxford County Council
and Its Committees, the Calling of Meetings
and the Conduct of Its Members**

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1. DEFINITIONS

- 1.1 “Act” means the Municipal Act, 2001 S.O. 2001, Chapter 25, as amended from time to time.
- 1.2 “Ad Hoc Committee” means a committee, sub-committee or similar entity of which at least 50 per cent of the members are also members of Council, appointed by Council to review and report on a specific issue. Once the final report is delivered and a resolution of the Council is adopted concerning the specific issue, the Ad Hoc Committee is automatically dissolved.
- 1.3 “Business day” means the days of the week in which the Council or Committee shall conduct its business transactions and hold its meetings, excluding Saturday and Sunday or statutory holidays.
- 1.4 “Chair” means the position of the person appointed to preside, or presiding at, a meeting, whether that person is the regular presiding officer or not.
- 1.5 “Clerk” means the person duly appointed, by By-law pursuant to Section 228 of the *Act*, as the Clerk of the County.
- 1.6 “Closed Session” means a meeting of the Council or Committee that is not open to the public, pursuant to Section 239 of the *Act*.
- 1.7 “Committee” means any advisory or other committee created by Council, of which at least one member is also a member of Council, which is established under any Act with respect to the affairs or purposes of one or more municipalities.
- 1.8 “Confidential matter” means those items of business discussed in *Closed Session*.
- 1.9 “Council” means the elected members of the County when they sit in deliberative assembly.
- 1.10 “County” means the County of Oxford.
- 1.11 “Deputy Warden” means the member of Council appointed, by By-law or resolution, pursuant to Section 242 of the *Act*, to act in the place of the head of Council (Warden) when the head of Council is absent or refuses to act or, when the office of the head of Council is vacant, and while so acting such member has all the powers and duties of the head of Council.
- 1.12 “Electronic Meeting” means a meeting called and held in full or in part via electronic means (including, but not limited to, audio teleconference, video teleconference, or via means of the internet), and with or without in-person attendance.
- 1.13 “Emergency” means a situation or impending situation caused by the forces of nature, an accident, an international act or otherwise constitutes a danger of major proportions of life or property.
- 1.14 “Enclosure” means the part of the Council Chamber that is physically separate from the public gallery that accommodates Council members, staff and media seating.

- 1.15 “Ex-officio Committee Member” means a member has the right, but not the obligation, to participate in the proceedings of the committee, and is not counted in determining the number required for a quorum or whether a quorum is present at a meeting. Cannot attend a committee meeting if by attending a quorum of Council is created.
- 1.16 “Meeting” means an event wherein business is transacted for any regular or special purpose by the Council or local board, or a committee or sub-committee of either of them, as the case may be, where:
- (a) a quorum of members is present, and
 - (b) members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of the Council, local board or committee.
- 1.17 “Member” means a candidate duly elected to hold office with the County of Oxford, pursuant to the Municipal Elections Act, 1996, S.O. Chap. 32, as amended; or a person appointed by the Council to a Committee.
- 1.18 “Motion for Division of the Assembly” means a motion made after the Chair has stated the *Question*, requiring a vote, either about to be taken on a *Question*, or any other motion under consideration, or a vote previously taken, and the results announced by the Chair, to be taken again by rising of each member present, and does not include a vote by show of hands.
- 1.19 “Personal Privilege” means a motion to *Raise a Question of Privilege*, of an urgent nature, that affects a right or privilege of the Council, Committee or of an individual member.
- 1.20 “Point of order” means a statement made by a member during a meeting, drawing to the attention of the Chair a breach of the rules of procedure.
- 1.21 “Privileged Motion” means a motion that does not relate to pending business, but that does relate to special matters of immediate and overriding importance which, without debate, should be allowed to interrupt the consideration of anything else. A Privileged Motion involves one of the five following motions, listed in ascending order of precedence: *Call for the Orders of the Day*, *Raise a Question of Privilege*, *Recess*, *Adjourn*, and *Fix the Time to Which to Adjourn*.
- 1.22 “Public Hearing” means a special meeting of Council held specifically to consider a matter as required by applicable legislation, in accordance with Schedule “C” of this By-Law. Notwithstanding anything in this bylaw, where Council convenes to hold a public hearing as required by any statute, the provisions of the statute and the *Statutory Powers Procedure Act*, as applicable, will govern the proceedings.
- 1.23 “Quasi-Judicial Board” means a local board or committee that has been delegated Council’s decision-making powers, for example, the Land Division Committee.
- 1.24 “Question” means a motion that has been appropriately placed before the Council or Committee. Only once duly recognized by the Chair and “on the floor” can a motion be debated and put to a question of the members for proper resolution (*Question On the Floor*).

- 1.25 “Quorum” means, in the case of Council, a majority of members (6) representing at least one-half of the lower-tier municipalities (4), pursuant to Section 237 of the *Act*. In the case of a Committee of Council, a majority of the whole number of members of the Committee, including the Chair.
- 1.26 “Rules of Procedure” means the rules and regulations provided in this By-law and, where necessary, Robert’s Rules of Order (Newly Revised).
- 1.27 “Recorded vote” means a vote taken on a matter of business, whereupon the Clerk duly notes the name of each member present and their vote in the minutes, as provided for in Section 246 of the *Act*. Section 246(2) specifically notes that a failure to vote by a member who is present at the meeting at the time of the vote and who is qualified to vote shall be deemed to be a negative vote.
- 1.28 “Secretary” means the person responsible for recording the Minutes of Council or committee meetings, the preparation of the agenda and the preparation of any resulting correspondence, as delegated by the Clerk.
- 1.29 “Steering Committee” means any advisory body, roundtable or other body Council establishes to advise on specific areas of interest, with members of the public and staff making up more than 50 per cent of the membership and Council members or other elected officials making up the rest.
- 1.30 “Substantive Motion” means any original main motion that introduces a substantive question as a new subject for the consideration of the Council, except one of the following:
1. to refer;
 2. to amend;
 3. to lay on the table;
 4. to postpone indefinitely or to another day certain; or,
 5. to adjourn.
- 1.31 “Warden” means the head of Council and the Chief Executive Officer of the County of Oxford, pursuant to Section 225 of the *Act*.

2. GENERAL PROVISIONS

- 2.1 The short title of this By-law is the “County of Oxford Procedure By-law.”
- 2.2 The rules and regulations contained in this By-law shall be observed in all proceedings of the Council and Committees appointed by Council. The rules and regulations contained herein that are discretionary and not mandatory under Statute may be temporarily suspended by a majority vote of the Council or Committee members present.
- 2.3 In respect to questions or concerns regarding these rules and regulations, the decision of the Chair presiding shall be final, subject to only an appeal to the Council, pursuant to Section 4.2.3. In the case of a conflict concerning the application of these rules, “Robert’s Rules of Order (Newly Revised)” may be consulted as an interpretative aid.
- 2.4 All meetings of the Council of the County of Oxford and all meetings of the Committees of Council shall be open for attendance by the public, except in the case of a *Closed Session*, as noted in Section 12, Public Access to Meetings.

3. COUNCIL MEETINGS

3.1 PUBLIC NOTICE OF MEETINGS

The Clerk shall give public notice of all regular open and closed Council and committee meetings by inclusion on the website at least 72 hours prior to the meeting.

3.1.1 The Clerk may, at their discretion, publish notice of Council and committee meetings in a local newspaper or other local media source.

3.1.2 Public notice shall include:

3.1.2.1.1 Date;

3.1.2.1.2 Time;

3.1.2.1.3 Location of meeting; and

3.1.2.1.4 Method of participation for Council, the public and staff (in-person, electronic or a combination of both)

3.1.2.1.5 The Clerk shall give public notice of all special open and closed meetings of Council and committee by inclusion on the County website as soon as possible after the meeting is called and no later than 48 hours prior to the meeting.

3.1.2.1.6 Section 3.1.2.5 shall not apply to emergency meetings called under Section 3.6.4. The Clerk shall give public notice for emergency meetings called under Section 3.6.4 by inclusion on the County website as soon as possible after the meeting is called.

3.1.2.1.7 County Council may approve a meeting calendar outlining all meetings of Council and committee to be held within a specific timeframe.

3.2 PLACE

3.2.1 The meetings of the Council of the County of Oxford shall be held at the Council Chamber, located at 21 Reeve Street, Woodstock, Ontario. Closed Session may be held in an adjacent room to Council Chamber, pursuant to Section 236 of the *Act*. Meetings may be held at another location, within or outside of the County, in case of emergency or under other provisions contained in the *Act*.

3.3 REVISED AGENDA

3.3.1 The Clerk shall prepare a revised agenda advising Council or committee of the names of the registered delegates and written submissions relating to matters on the agenda and endeavor to provide the revised agenda to council or committee 18 hours prior to the meeting.

- 3.3.2 Items or matters will not be added to the agenda after distribution to Council or committee unless directed by the Warden, Committee Chair or CAO and if the urgent nature of the matter requires a decision prior to the next Council or committee meeting. Following addition, Council or Committee will be notified by the Clerk of such additions.

3.4 INAUGURAL MEETING

- 3.4.1 The Inaugural Meeting of the municipal Council of the County of Oxford after a regular election held pursuant to Sections 3, 4 and 5 of the Municipal Elections Act, S.O. 1996, Chap. 32, shall be held on the fourth Wednesday of November at 4:00 p.m. This Inaugural Meeting will be only for the purposes of Filing of Certificates, presenting Declarations of Office and Oaths of Allegiance, and electing the Warden and Deputy Warden pursuant to the provisions of Sections 4.1 and 5.1.

3.5 REGULAR COUNCIL MEETINGS

- 3.5.1 After the Inaugural Meeting, the Council shall meet in regular session on the second and fourth Wednesday of every month, commencing at 9:30 a.m., unless otherwise provided for by resolution of the Council.
- 3.5.2 Notwithstanding Section 3.5.1, the Council shall not meet in regular session on the fourth Wednesday for each of the months of July, August, and December, unless otherwise provided for by resolution of the Council.
- 3.5.3 If such Council meeting day is Remembrance Day, a public or civic holiday, the Council shall meet at the same hour the next following business day which is not a public or civic holiday unless otherwise provided for by resolution of Council.
- 3.5.4 As soon after the time appointed for a meeting of the Council as a quorum is present, the Warden shall assume the Chair and call the meeting to order.

3.6 CALLING OF SPECIAL COUNCIL MEETINGS

- 3.6.1 The Warden or Chair may at any time summon a special meeting of Council within 48 hours. The Warden or Chair shall also summon a special meeting of Council when so requested in writing by a majority of Members of Council.
- 3.6.2 Upon receipt of a written petition of the majority of the Members of Council, the Clerk shall summon a special meeting for the purpose mentioned in the petition.
- 3.6.3 Upon the calling of a special meeting, the Clerk shall give notice to all members, not less than 48 hours prior to the time fixed for the meeting of the:
- Time;
 - Place; and
 - Business to be considered

- 3.6.4 On emergency or extraordinary occasions, the Warden or Chair may call a special Council meeting without the notice provided in Section 3.1.2.1.5.
- 3.6.5 Only items disclosed on the meeting agenda may be considered by Council. Items will not be added to the special meeting on a revised agenda.

3.7 ELECTRONIC MEETINGS

- 3.7.1 Electronic participation in meetings shall be permitted during any period of time. For further clarity, Council and committee meetings may be conducted as a hybrid meeting with provisions for Council, committee members, staff, presentations or delegations to participate.

All such meetings shall be open to the public unless the meeting is closed to the public pursuant to Section 239 of the *Municipal Act* and Section 12, Public Access to Meetings. The Clerk, in consultation with the Warden or Chair and CAO, may direct that a Council or committee meeting may be conducted electronically or as a hybrid meeting.

- 3.7.2 Council and committee members shall be permitted to participate by electronic means in any Council or committee meeting. Any Member participating by electronic means shall have the ability to:
 - 3.7.2.1 Register a vote;
 - 3.7.2.2 Be counted towards determining quorum for both open and closed session; and
 - 3.7.2.3 Participate in a meeting that is closed to the public.
- 3.7.3 The Council or committee member who wishes to participate by electronic means shall provide the Clerk a minimum of 48 hours' notice, or as much time that is practically required to ensure appropriate preparations for a hybrid meeting.
- 3.7.4 All participants attending a meeting by electronic means that is closed to the public shall declare at the start of the closed session that they will maintain the confidentiality of the closed session through ensuring that they are alone and that any discussions cannot be overheard.
- 3.7.5 External stakeholders and the members of the public may participate by electronic means in any meeting. Those wishing to participate in the meeting by electronic means shall provide the Clerk with a minimum of 48 hours' notice, or as much time as is practically required to ensure appropriate preparations for a hybrid meeting.
- 3.7.6 Electronic meetings shall be conducted in a manner which will ensure the adequate communications during the meeting and allow members of the public to hear and observe meetings open to the public. Procedures will not be contrary to prevailing Provincial legislation.
- 3.7.7 All meetings of Council and committee will be livestreamed, and all meetings shall be recorded. Meeting recordings shall be made publicly available for later viewing, except:

3.7.7.1 In times of technological failure (e.g., Internet outage, system crash). Failure to livestream or produce a recording does not call the meeting into question.

3.7.7.2 If meetings are closed to the public under Section 239 of *the Act*.

3.7.8 While voting is taking place, the members must use both video and audio.

3.7.9 Staff and members participating in a meeting electronically must use both video and audio when addressing Council.

3.8 ABSENCE OF COUNCIL MEMBER INCLUDING WARDEN AND/OR DEPUTY WARDEN

3.8.1 A member's seat will become vacant if the member is absent from the meetings of council for three successive months without being authorized to do so by a resolution of council.

3.9 ABSENCE OF WARDEN AND/OR DEPUTY WARDEN

3.9.1 In case the Warden does not attend within fifteen (15) minutes after the time appointed for a meeting of Council, the Deputy Warden shall call the meeting to order and preside as Chair.

3.9.2 In case the Deputy Warden is unable to attend the meeting, the members will, by resolution duly moved and seconded, appoint a Chair. While so presiding, the Chair shall have all the powers of the head of Council.

3.9.3 Should the Warden or Deputy Warden, as the case may be, arrive after the meeting has been called to order, the presiding officer shall relinquish the position of the Chair to the Warden, or Deputy Warden as the case may be, immediately after the current item of business on the Council Orders of the Day is considered or otherwise disposed.

3.10 ABSENCE OF A COUNCIL MEMBER OTHER THAN THE WARDEN OR DEPUTY WARDEN

3.10.1 If a person who is a member of the council of an area municipality and a member of County Council is **unable to act** as a member of those councils **for a period exceeding one month**, the council of the respective area municipality may appoint one of its members as an alternate member of County Council to act in place of the member until the member is able to resume acting as a member of those councils. This subsection does not authorize the appointment of an alternate head of Council of the County.

3.10.2 If the offices of a person who is a member of council of both an area municipality and the County **becomes vacant** and the vacancies will not be filled for a period exceeding one month, the council of the respective area municipality may appoint one of its members as an alternate member of County Council until the vacancies are filled permanently. This subsection does not authorize the appointment of an alternate head of Council of the County.

- 3.10.3 The council of an area municipality may appoint one of its members as an **alternate member** of County Council to act in place of a person who is a member of the councils of the area municipality and the County when the person is unable to attend a meeting of County Council for any reason.

This subsection does not allow for more than one alternate member during the term of council unless the seat of the member who has been appointed as an alternate member becomes vacant, then another of its members may be appointed; the appointment of an alternate member to act in place of an alternate member appointed under subsection 3.10.1 or 3.10.2; or the appointment of an alternate head of Council of the County.

- 3.10.4 When an alternate member is appointed under subsection 3.10.1, 3.10.2 or 3.10.3, the following rules will apply:

1. The area municipality will advise County Council of any appointment in writing providing a certified appointment resolution.
2. An alternate member shall take the Oath of Office, administered by the Clerk, prior to taking their seat on County Council.
3. An alternate member shall not represent a County Councillor at an Inaugural meeting, or any County board or agency.
4. An alternate member may, in the absence of the County Councillor, participate at meetings of County Council, its committees and information sessions.
5. Upon notice under subsections 3.10.1 and 3.10.2, the County Councillor's compensation and expense reimbursement eligibility will cease and will be provided to the alternate member in the same manner.
6. An alternate member, appointed at the discretion of an area municipality under subsection 3.10.3, shall not receive compensation and expense reimbursement by the County for any meetings of County Council they are required to attend in the absence of the County Councillor.
7. An alternate member, appointed under subsection 3.10.3, shall not be eligible to be reimbursed for attendance at conventions, seminars, or training.
8. An alternate member, appointed under subsections 3.10.1, 3.10.2, and 3.10.3, while acting in their capacity, shall be governed by all applicable policies of the County such as but not limited to the Council Code of Conduct.
9. An alternate member, appointed under subsections 3.10.1 and 3.10.2, shall have access to applicable support resources such as but not limited to the County's Integrity Commissioner.
10. A County Councillor requesting an alternate member, under subsection 3.10.3, to act in their place at a meeting shall make their best effort to advise the County Clerk's office by email forty-eight hours in advance of the meeting to enable the alternate member access to Closed Session items.

3.11 QUORUM AND COMMENCEMENT OF MEETINGS

- 3.11.1 Unless there is a quorum present within fifteen (15) minutes after the time appointed for the meeting of the Council or committee, the Council or committee will stand adjourned until the next meeting date.
- 3.11.2 As soon as there is a quorum present, the Warden or Chair shall call the members to order. In the absence of the Warden or Chair, the Deputy Warden or vice Chair shall act in their place. In the absence of both the Warden or Chair and Deputy Warden or Vice Chair, the Clerk shall call the members to order, and the council or committee shall choose a Chair from the members present and that person shall preside over the meeting or until the arrival of the Warden or Chair or Deputy Warden or vice Chair.
- 3.11.3 If, at any time during a meeting, quorum is lost, the meeting shall automatically be recessed until a quorum is re-established. If the loss of a quorum continues for fifteen (15) minutes, the meeting shall stand adjourned either until the next regular meeting or until a special meeting is called to deal with the matters remaining from the adjourned meeting. This clause shall also apply if quorum is lost during an electronic meeting because of technology issues.

3.12 DISCLOSURES OF PECUNIARY INTEREST

- 3.12.1 Prior to a particular matter being addressed, members shall declare any pecuniary interest they may have, and the general nature thereof, in connection with that matter pursuant to the *Municipal Conflict of Interest Act*, R.S.O. 1990, c. M.50, as amended. Such members shall then be precluded from participating in any way regarding the matter in question.

3.13 MEETING CANCELLATION

- 3.13.1 When it is deemed to be advisable, the Warden is authorized to change the location, date and/or time of, or cancel, the next regular Council meeting subject to agreement of the majority of the members of Council, having been polled by the Clerk, and the provisions of Section 3.1 being met.
- 3.13.2 In the case of a local board or committee, the Chair is authorized to change the location, date and/or time of, or cancel, the next regular meeting subject to agreement of the majority of the members of the local board or committee, having been polled by the Secretary, and the provisions of Section 3.1 being met.

3.14 RECESS

- 3.14.1 When it is deemed to be advisable, the Warden is authorized to call a recess of the Council meeting.

3.15 ADJOURNMENT OF COUNCIL AND SPECIAL MEETINGS

- 3.15.1 Council shall adjourn at 1:30 p.m. during meetings unless otherwise decided before that hour by a majority vote of the members present. If Council is adjourned before the agenda is completed, Council shall establish a time and date for consideration of the balance of the agenda.
- 3.15.2 Only one motion to extend the automatic adjournment beyond the prescribed time shall be permitted per meeting, and the maximum allowable extension shall be one (1) hour.
- 3.15.3 A motion to adjourn may be made by any member who has been recognized by the Warden or Chair. The motion must be moved and seconded. A motion to adjourn shall not be made during a vote on any other motion.
- 3.15.4 Notwithstanding Section 3.15.1, if a motion to extend the automatic adjournment time is required prior to the hearing of all delegates on a matter being considered at the time such motion to adjourn is made, Council shall not adjourn the meeting until all listed delegates on the matter have been heard. Once the listed delegates have been heard, Council shall deal with the matter being considered at the time the motion to adjourn was made, as well as any other time-sensitive issues on the agenda identified by the Clerk.

4. WARDEN

4.1 ELECTION

- 4.1.1 Section 233 of the *Act* requires the Council to appoint the head of Council ("Warden") at its first meeting. No other business of Council shall be conducted until the head of Council is confirmed.

For the appointment of the Warden, the following regulations and procedures shall be followed:

- 4.1.1.1 The Warden shall be elected by open vote during the Inaugural Meeting of Council.
- 4.1.1.2 Each member of Council shall have one vote and shall not abstain from voting.
- 4.1.1.3 The Clerk will preside over the election.
- 4.1.1.4 In advance of accepting any nominations, the Clerk shall announce the name of a person in attendance at the Inaugural Meeting, but not a member of Council, who will draw ballots to decide on any equality of votes. The person may be a local judge.
- 4.1.1.5 Each nomination motion shall be in writing, and duly seconded.
- 4.1.1.6 Where more than one nominee stands for election, a vote shall be taken.

4.1.1.7 To be elected as Warden, a nominee shall obtain a vote of the majority of the members present.

4.1.1.8 In conducting the vote, the Clerk shall call the names of the members at random, and each member shall, after their name is called, verbally indicate the name of the nominee they are supporting.

4.1.1.9 If there are more than two nominees who agree to stand and, if upon the first vote, no nominee receives the majority required for election, the name of the nominee receiving the least number of votes shall be dropped from the ballot. The Council shall proceed to vote anew and so continue until either:

1. a nominee receives the majority required for election at which time such nominee shall be declared elected; or
2. if it becomes apparent by reason of an equality for the least number of votes that one nominee cannot be dropped, then the Clerk shall place the names of the candidates with the least votes on equal size pieces of paper in a box and one name shall be drawn by the person chosen in accordance with Section 4.1.4 and the name of that nominee shall be dropped from the ballot.
3. and further, once the nominee to be dropped has been decided, all the remaining nominees, including the leading candidate(s), will be placed on the next ballot.

4.1.10 In the case of an equality of votes for Warden where only two nominees remain, the successful nominee shall be determined by the Clerk who will place the names of the nominees on equal size pieces of paper in a box and one name shall be drawn by the person chosen in accordance with Section 4.1.4 and that nominee shall be the successful candidate.

4.1.11 When a nominee has received a majority vote of Council, there shall be no further ballots.

4.1.12 The successful nominee, upon being named Warden by the Clerk, shall take an oath of office prior to taking any further action in this capacity as head of Council and Chief Executive Officer. This oath is to be administered by a Judge or the Clerk.

4.2 DUTIES

4.2.1 It shall be the duty of the Warden or other duly appointed presiding officer:

1. to act as Chief Executive Officer of the Municipality;
2. to preside as Chair over Council meetings so that its business can be carried out efficiently and effectively;
3. to provide leadership to the Council;
4. to provide information and recommendations to the members of Council with respect to Council's role to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of Council;

5. to provide information and recommendations to the members of Council with respect to Council's role to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;
6. to represent the municipality at all official functions;
7. to carry out the duties of the head of Council under the *Act* or any other Statute of the Province;
8. to open the meeting of Council by taking the Chair and calling the members to order;
9. to announce the business before the Council in the order in which it is to be acted upon;
10. to receive, in the proper manner, all motions presented by the members of Council and to submit these motions as questions for proper debate;
11. to put to a vote all questions which are duly moved and seconded, or necessarily arise in the course of proceedings and to announce the results;
12. to decline to put to a vote motions which infringe upon the Rules of Procedure;
13. to restrain the members, within the Rules of Procedures, when engaged in debate;
14. to enforce on all occasions the observance of order and decorum among the members and those before Council;
15. to call by name any member persisting in breach of the Rules of Procedure, thereby ordering the member to vacate the meeting place;
16. to receive all messages and other communications and announce them;
17. to authenticate by his or her signature, when necessary, all By-laws and Minutes of the Council;
18. to inform the members of the Council, when necessary or when referred to for the purpose, on any point of order;
19. to represent and support the Council, declaring its will and implicitly obeying its decisions in all matters;
20. to ensure that the decisions of the Council are in conformity with the laws and By-laws governing the activities of the Council;
21. may be ex-officio a member of all committees of the Council;
22. to perform all other duties as defined by Council;
23. to adjourn the meeting without question in the case of grave disorder arising during the meeting, or suspend the sitting of Council, until a time to be named by the Warden; and,
24. to adjourn the meeting when the business of Council is concluded.

4.2.2 The Warden may, without leaving the Chair, speak to any question under consideration and prior to the question being disposed of by Council.

4.2.3 When the Warden is called upon to decide a point of order or procedure, the Warden shall state the rule or authority applicable to the case, and make a ruling, if necessary in consultation with the Clerk; and, if an objection is made to the ruling by at least two members, the Warden shall submit said ruling to a vote of Council, without debate, in the following words:

"SHALL THE RULING OF THE CHAIR BE SUSTAINED?".

and the decision of the Council shall be final.

- 4.2.4 When two or more members concurrently request to speak on an issue, the Warden shall name the member who is first to be heard and the other member(s) shall have the privilege of speaking thereafter in the order named by the Warden.
- 4.2.5 The Warden, except when disqualified to vote by reason of pecuniary interest or any other Statute of the Province, may vote on consideration of a motion for *Division of the Assembly*, and may vote with the other members on all questions.
- 4.2.6 When the Warden sees fit to exercise the right to vote on any question before the Council, the Warden may explain the vote.
- 4.2.7 As Chief Executive Officer of the County, the Warden shall:
 - 1. uphold and promote the purposes of the municipality;
 - 2. promote public involvement in the municipality's activities;
 - 3. act as the representative of the municipality both within and outside the municipality, and promote the municipality locally, nationally and internationally; and
 - 4. participate in and foster activities that enhance the economic, social and environmental well-being of the municipality and its residents.

5. DEPUTY WARDEN

- 5.1 Prior to the appointment of a Deputy Warden, the term of office for Deputy Warden will be decided by open vote during the Inaugural Meeting or a regular Meeting of Council. If the term is decided to be less than the full term of the present Council, nomination dates will be decided by open vote during the Inaugural Meeting of Council.
- 5.2 The appointment of a Deputy Warden will be in accordance with Section 4.1, with the necessary substitutions.
- 5.3 The Warden cannot be nominated or stand for appointment to the position of Deputy Warden.
- 5.4 The duties of the Deputy Warden are the same as noted in Section 4.2 but can only be exercised when the Warden is absent or refuses to act or his/her office is vacant, pursuant to the *Act* or any other Statute of the Province.
- 5.5 The duties of the Deputy Warden may include other duties as defined by Council.

6. ORDER OF BUSINESS

- 6.1 The order of business for the regular meetings of Council shall be as follows:
 - 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
 - 5. Public Meetings
 - 6. Delegations, Presentations and Consideration Thereof

7. Consideration of Correspondence
8. Reports from Departments (including presentations)
9. Unfinished Business
10. Motions
11. Notice of Motions
12. Enquiries
13. Closed Session (agenda shall state the general nature of matters to be dealt with in closed session)
14. Consideration of Matters Arising from the Closed Session
15. By-laws (including Confirming By-law)
16. Adjournment

7. CONDUCT AT MEETINGS

7.1 Council and Committee Members:

- 7.1.1 Council and Committee Members shall govern themselves according to Council's Code of Conduct (Policy No. 9.17).
- 7.1.2 The Warden or Chair shall preserve order and rule on points of order and privilege.
- 7.1.3 Every member desiring to speak shall indicate so in order to be recognized by the Warden or Chair.
- 7.1.4 Every member, on being recognized, shall remain seated in their place and address themselves to the Warden or Chair.
- 7.1.5 Have the right to speak first in debate, if they are the author of the *Question on the Floor* or other motion under consideration.
- 7.1.6 When intending to introduce a motion, do so immediately, but may preface the motion with a few words of explanation, of which such words must not become a speech.
- 7.1.7 A member called to order by the Warden or Chair, shall immediately cease further comment and may appeal the call to order to the Council or Committee. The Council or Committee, if appealed to, shall decide on the case without debate and by way of a majority vote of the members present. If there is no appeal, the decision of the Warden or Chair shall be final.
- 7.1.8 No member shall, without leave of the Council or Committee:
 - 7.1.8.1 Speak to an issue for more than five (5) minutes (cumulative).
 - 7.1.8.2 Use offensive words or speak disrespectfully of the Warden, Members of Council, committee, staff or the public, the Reigning Sovereign, or any member of the Royal Family, of the Governor-General of Canada, of the Lieutenant-Governor of any Province, of any member of the Senate, of any member of the House of Commons of Canada, or any member of the Legislative Assembly of the Province of Ontario.

- 7.1.8.3 Speak on any subject other than the subject under debate.
- 7.1.8.4 Speak in contempt of any decision of the Council or committee;
- 7.1.8.5 Leave his or her seat or make any noise or disturbance while a vote is being taken or until the result is declared; and
- 7.1.8.6 Disobey the rules or decisions of Council or a decision of the Warden or Chair on points of order or privilege, or upon the interpretation of the Rules of Procedure. If a member persists in such disobedience after having been called to order by the Warden or Chair, the member may be ordered by Council or committee to leave his or her seat for the meeting. In the event that a member refuses to vacate their seat, the Warden or Chair may request that the member be removed by the Clerk and/or staff as required. In case of adequate apology being made by the member, they may, by way of majority vote of the members present, be permitted to take their seat.
- 7.1.8.7 A member shall not leave the meeting when they do not intend to return thereto without first advising the Warden or Chair.

8. RULES OF DEBATE IN COUNCIL

- 8.1 Every member present at a meeting of the Council when a question is put to vote (*Putting the Question*), shall vote thereon unless prohibited by any Statute of the Province, in which case the Clerk shall so record in the minutes.
- 8.2 If any member present at a meeting of the Council when a question is put to a vote and a recorded vote is taken, does not vote, he or she shall be deemed as voting in the negative except where he or she is prohibited from voting by any Statute of the Province, pursuant to Sec. 246(2) of the *Act*.
- 8.3 If a member disagrees with the announcement of the Chair that a question is carried or lost the member may, but only immediately after the declaration of the result by the Chair, object to the Chair's declaration and request a recorded vote to be taken or make a motion for *Division of the Assembly*.
- 8.4 When a recorded vote is requested, either before or after the vote, but before proceeding with the next item of business, the Clerk shall call the names of each member at random, and the Clerk shall record the name and vote of every member on any matter or question.
- 8.5 When the Chair calls for the vote on a question, each member shall occupy his or her seat and shall remain in his or her place until the result of the vote has been declared by the Chair, and during such time no member shall speak to any other member or make any noise or disturbance.
- 8.6 When a member is speaking no other member shall pass between the speaker and the Chair or interrupt the speaker except to raise a point of order.

- 8.7 Any member may require the *Question on the Floor* or motion under discussion to be read at any time during the debate but not so as to interrupt a member while speaking.
- 8.8 No member shall speak more than once to the same question without leave of the Council, except that a reply shall be allowed to be made only by a member who has presented the motion to the Council, but not by any member who has moved an amendment or a procedural motion.
- 8.9 No member shall speak to the same question, or in reply, for longer than four (4) minutes, without leave of Council.
- 8.10 A member may ask a question only for the purpose of obtaining information relating to the matter under discussion and such question must be stated concisely and asked only through the Chair.
- 8.11 Notwithstanding Section 8.10, when a member has been recognized as the next speaker, then immediately before speaking, such member may ask a question of or through the Chair on the *Question on the Floor* or matter under discussion but only for the purpose of obtaining information, following which the member may speak.
- 8.12 The following matters and motions with respect thereto may be introduced orally without written notice and without leave, except as otherwise provided by these Rules of Procedure:
1. a point of order;
 2. a privileged question;
 3. presentation of a petition;
 4. to adjourn;
 5. to lay on the table;
 6. to put the *Question on the Floor* to a vote.
- 8.13 The following matters and motions with respect thereto may be introduced without notice and without leave, but such motions shall be in writing signed by the mover and seconder, except as otherwise provided by these Rules of Procedure:
1. to amend;
 2. to suspend the Rules of Procedure;
 3. to postpone indefinitely;
 4. to postpone to a certain time;
 5. to go into the Committee of the Whole.
- 8.14 In all cases not listed in Sections 8.12 and 8.13, during the proceedings of the Council or in the Committee of the Whole, the matter or motion shall be decided by the Chair who may, if necessary, consult with the Clerk, subject to an appeal to the Council upon a point of order, in accordance with Section 4.2.3.

9. MOTIONS AND AMENDMENTS

9.1 NOTICE(S) OF MOTION

- 9.1.1 Notice of all new motions, except motions listed in Sections 8.12 and 8.13, shall be given in writing and duly signed at a meeting of Council or Committee, but shall not be debated until the next regular meeting of Council or Committee unless such motion is delivered to the Clerk or Committee Secretary at least six (6) days preceding the date of the meeting at which such motion is to be introduced; and such motion shall be printed in full on the Agenda for that meeting of the Council or Committee and each succeeding meeting until the motion is considered or otherwise disposed.
- 9.1.2 Notwithstanding Section 9.1.1, during Council's review and consideration of annual business plans and budgets, all amending motions shall be tabled in writing and duly signed as Notices of Motion to be debated at the Budget meeting specifically identified for budget debate. The Clerk will ensure that all such motions are printed in full on the agenda for the meeting when debate is scheduled to occur.
- 9.1.3 When a member's *Notice of Motion* has been called from the Chair for two (2) successive meetings and not duly considered or otherwise disposed, it shall be dropped from the agenda unless the Council or Committee otherwise decides.
- 9.1.4 If, at the third meeting, such *Notice of Motion* is put to a question by the Chair and not considered or otherwise disposed, it shall be deemed to have been withdrawn.
- 9.1.5 Any motion may be introduced without notice if the Council, without debate, dispenses with the notice requirements of Section 9.1, on the affirmative vote of at least two-thirds of the members present and voting.

9.2 MOTION TO BE SECONDED

- 9.2.1 A motion must be formally seconded before the Chair *States the Question* and can put the *Question* to a vote, or before the Clerk can record the motion and its result in the minutes.

9.3 STATING THE QUESTION

- 9.3.1 When a motion is presented in Council in writing, it shall be read aloud by the Chair.
- 9.3.2 Notwithstanding Section 9.3.1, at his or her discretion, the Chair may choose not to read the motion aloud.
- 9.3.3 When a motion is presented in Council orally, it shall be stated by the Chair and recorded by the Clerk before debate can occur.

9.4 MOTION ULTRA VIRES

- 9.4.1 A motion in respect of a matter which is beyond the jurisdiction of the Council or Committee shall not be in order.

9.5 QUESTION ON THE FLOOR

- 9.5.1 After a motion is stated by the Chair it shall be deemed to be in the possession of the Council or Committee, but the motion may, with the permission of the Council, be withdrawn by the mover and seconder at any time before the Question is put or any amendment(s) made thereto.
- 9.5.2 A *Question on the Floor* for decision must duly be considered or otherwise disposed before any other motion can be received, except motions in respect of matters listed in Section 8.12.
- 9.5.3 A motion to refer a *Question on the Floor* to Committee of the Whole, a Committee of Council or an Advisory Body shall preclude all amendments of the main question until the motion to refer is duly considered or otherwise disposed.

9.6 PREVIOUS QUESTION

- 9.6.1 A motion for the *Previous Question* is the motion used to bring the Council to an immediate vote on one or more pending *Questions*. It has the effect of closing debate and preventing any further amendment of the *Question on the Floor*. It does not prevent the making of any *Privileged Question*, nor does it prevent a special-order set for a particular hour from interrupting the pending business.
- 9.6.2 A motion for the *Previous Question* only can be moved using the following words:
“THAT THE QUESTION NOW BE PUT.”
- 9.6.3 A motion for the *Previous Question* cannot be proposed when an amendment, pursuant to Section 9.7, is under consideration.
- 9.6.4 A motion for the *Previous Question* is not allowed in Committees.

9.7 AMENDMENTS

- 9.7.1 A motion to *Amend* shall adhere to the following rules:
1. be presented in writing (*Primary Amendment*) and duly seconded;
 2. be relevant or germane to the *Question On the Floor*;
 3. not be used to amend something previously adopted;
 4. not be worded such as to propose a direct negative of the *Question on the Floor*;
 5. be duly considered or otherwise disposed of by Council or Committee before a previous amendment of the same question;
 6. be amended only once (*Secondary Amendment*), and any further amendment must be to the main question;
 7. be put to a vote in the reverse order to that in which it is so moved; and,
 8. may be used to separate and dispose of distinct parts of a question.

9.8 PRIVILEGED MOTION

9.8.1 A *Privileged Motion* shall receive the immediate consideration of the Chair and when resolved the *Question on the Floor*, so interrupted, shall be resumed at the point where it was suspended.

9.9 DIVISION OF A QUESTION

9.9.1 A motion to *Divide* the *Question on the Floor*:

1. can be applied only when the main *Question* can be divided properly into parts that can be considered and acted upon if none of the other parts is adopted, and where the effect of adopting all the other parts will be exactly the same – no more, no less – as adoption of the main *Question*;
2. takes precedence over the main *Question*, or related amendments, but it cannot be made while an amendment to the main *Question* is pending;
3. is out of order when another member has the floor;
4. must be seconded;
5. is not debatable; and,
6. cannot be reconsidered.

9.10 MOTION TO ADJOURN

9.10.1 A motion to *Adjourn* shall always be in order, except as provided in Section 9.10.2.

9.10.2 A motion to *Adjourn* is not in order when:

1. a member is speaking to the *Question on the Floor*;
2. a member has already indicated to the Chair that he or she desires to speak to the *Question on the Floor*;
3. proposed during a vote or during the verification of a vote; or,
4. proposed immediately following the affirmative resolution for the *Previous Question*.

9.10.3 A motion to *Adjourn* a regular meeting of Council must state the time at which the next session or meeting of Council is to be held.

9.10.4 A motion to *Adjourn* the final regular meeting of Council's term, wherein unfinished business remains at the time of adjournment, has the effect of causing said unfinished business to fall to the ground. Such business may be introduced at the next session of Council, however, the same as if it had never been brought up.

9.11 RECONSIDERATION OF A COUNCIL DECISION

9.11.1 Council may reconsider an entire resolution that was decided upon during any term of Council. A reconsideration of a portion of a resolution shall not be permitted. Such reconsideration can either amend the previous decision or rescind it.

- 9.11.1.1 No resolution shall be reconsidered more than once during the term of Council.
- 9.11.1.2 A motion to reconsider shall not be reconsidered.
- 9.11.2 A resolution that was decided by Council cannot be reconsidered if the action has been taken in implementing the resolution resulting in legally binding commitments that are in place on the date the motion to reconsider is considered by Council.
- 9.11.3 If Council passes a resolution and adopts the same matter by by-law, only the resolution may be reconsidered. If the decision resulting from the reconsideration warrants, the by-law will be amended or repealed accordingly.
- 9.11.4 A motion to reconsider shall be introduced by way of a notice of motion to Council pursuant to Section 9.1.
- 9.11.5 No delegations shall be permitted to speak on a notice of motion to reconsider.
- 9.11.6 Only a Member of Council who voted with the majority in respect of a previous decision or who was absent from the vote or was not a Member of Council at the time may move or second a motion for reconsideration.
- 9.11.7 A motion to reconsider must be carried in the affirmative by a vote of two thirds of the entire Council.
- 9.11.8 Any revision to the budget in budget confirmation years shall not be deemed a reconsideration.
- 9.11.9 If a motion to reconsider is decided in the affirmative:
 - 9.11.9.1 The reconsideration effectively returns Council to just prior to the original Council decision.
 - 9.11.9.2 Reconsideration of the original motion shall then be the next order of business unless the motion specifies a future date.
- 9.11.10 A notice of reconsideration received from the Local Planning Appeals Tribunal shall not be deemed a reconsideration of a Council decision.

10. VOTING ON MOTIONS

- 10.1 Immediately preceding the taking of the vote, the Chair shall state the *Question on the Floor* in the form introduced, in the precise form in which it will be recorded in the minutes.
- 10.2 After a *Question on the Floor* is stated by the Chair, no member shall speak to the question, nor shall any other motion be made until after the vote is taken and the result has been declared.

- 10.3 Only members present when the *Question on the Floor* is stated by the Chair shall be entitled to vote on the question.
- 10.4 The manner of determining the decision of the Council or Committee on a *Question on the Floor* shall be decided prior to the vote being taken and at the discretion of the Chair, unless otherwise decided by Council or Committee, and may be by voice, show of hands, rising or otherwise, but shall never be by secret ballot, pursuant to Section 244 of the *Act*.
- 10.5 Whenever the vote in consideration of the *Question on the Floor* results in a tie, the question shall be deemed to have been resolved in the negative, except in the election of the Warden or Deputy Warden, whereupon the provisions of Section 4.1.9 shall apply.

11. BY-LAWS, PRESENTATIONS, DELEGATIONS, WRITTEN SUBMISSIONS AND MINUTES

11.1 BY-LAWS

- 11.1.1 The Clerk shall submit to Council a summary of all by-laws proposed for adoption that includes the by-law numbers and titles.
- 11.1.2 A complete copy of every proposed by-law shall be attached in electronic format to the agenda.
- 11.1.3 Every By-law, previous to it being adopted by Council, shall receive three readings.
- 11.1.4 The Clerk shall be responsible for their correctness should they be amended at a Council meeting.
- 11.1.5 Every by-law passed by Council shall:
 - 11.1.5.1 Be signed by the Warden, or the presiding officer;
 - 11.1.5.2 Be signed by the Clerk or designate;
 - 11.1.5.3 Be sealed with the County seal; and
 - 11.1.5.4 Indicate the date of passage.

11.2 PUBLIC PRESENTATIONS

- 11.2.1 A request from an outside organization or individual to make a presentation to Council or committee shall only appear on an agenda upon approval of the CAO or designate.
- 11.2.2 Public presentations are for information only.
- 11.2.3 Public presentations at a meeting shall be limited to a maximum of fifteen (15) minutes and shall be heard at the beginning of a Council or committee meeting.

11.2.4 Presentations by outside organizations or individuals shall not be permitted for the sole purpose of generating publicity or promotion.

11.2.5 Outside organizations or individuals shall provide the Clerk with written material for inclusion on the agenda six (6) days prior to the meeting date.

11.2.6 Presentations by outside organizations or individuals shall not be added on the revised agenda.

11.3 COUNTY STAFF PRESENTATIONS

11.3.1 Presentations by County staff at meetings shall endeavor to be a maximum of fifteen (15) minutes.

11.3.1.1 Third parties hired on behalf of the County fall under Section 11.3.

11.3.2 Presentations by staff providing information with no accompanying report shall be heard at the beginning of a regular Council or Council Planning meeting.

11.3.3 Where a staff or third-party presentation accompanies an item on an agenda, the item shall be placed under items for discussion with the report and shall be brought forward for consideration immediately after the presentation has been made. If delegates wish to speak on an item with a presentation, the item shall not be considered until all delegates on the item have been heard.

11.4 DELEGATIONS

11.4.1 A delegate may address Council or committee for a period of time not exceeding fifteen (15) minutes. Council or committee may extend the time period by a majority vote of the members present. Such a motion shall be decided without debate.

11.4.2 For the purpose of Council and committee meeting agendas, delegates have up to 24 hours prior to the meeting time to notify the Clerk that they wish to delegate or to submit written submissions on items on the agenda.

11.4.3 A delegate may only address Council or committee with respect to an item on the agenda.

11.4.4 Delegates shall only be permitted at Council budget meetings designated for the explicit purpose of receiving budget delegations.

11.4.5 No delegation shall be made to Council or committee on matters relating to litigation or potential litigation, including those matters which are before and under the jurisdiction of any court or administrative tribunals unless such matter is referred to Council by the said administrative tribunal or court.

11.4.6 No delegate shall speak on a matter that is not within the jurisdiction of the Council or committee. The Warden and committee Chairs in consultation with the CAO (or designate) will determine if a matter is within the jurisdiction of the Council or committee.

- 11.4.7 No delegations shall be made to notices of motion on a Council or committee agenda. Delegations will have an opportunity to speak at a subsequent Council or committee meeting when that item will be discussed.
- 11.4.8 No delegations shall be permitted to speak on a notice of motion to reconsider.
- 11.4.9 No delegations shall be made at workshops.
- 11.4.10 A delegate may not address Council or committee with respect to a by-law on the agenda.
- 11.4.11 Delegates shall not be permitted to appear before Council or committee for the sole purpose of generating publicity for an event.
- 11.4.12 No delegations shall be permitted to speak to presentations at Council.
- 11.4.13 No delegations shall be permitted to closed Agenda items.
- 11.4.14 A delegate shall only register themselves to speak and may not register other delegates.
- 11.4.15 If a delegate is unable to attend the meeting for which they are registered they may provide their written submission to the Clerk.
- 11.4.16 Delegates wishing to speak to a matter not on the agenda:
 - 11.4.16.1 Shall provide the Clerk in writing a request outlining the subject matter of the delegation and the action being requested to be taken by Council.
 - 11.4.16.2 The Clerk will advise the Warden or appropriate Chair and CAO of the request.
 - 11.4.16.3 The Clerk will advise the requestor that the Warden, appropriate Chair and CAO have been made aware of the request.
 - 11.4.16.4 The requestor will be advised of the actions taken or when the item is coming forward to Council or committee.
- 11.4.17 For Special Council meetings called under Section 3.6.1, delegations may be permitted at the discretion of the Warden or Chair in consultation with the CAO (or delegate). If delegations are not permitted, a note to that effect will be posted on the County website and/or included on the meeting agenda.

11.5 WRITTEN SUBMISSIONS

- 11.5.1 Individuals may submit written correspondence on matters listed on the agenda by the timelines specified in Section 11.4.2 and 11.4.17 for inclusion on the agenda and revised agenda.

- 11.5.2 Written submissions shall not contain any obscene or defamatory content or language.
- 11.5.3 The individual or group initiating or submitting the written submission to the Clerk must provide a key contact name, mailing address and telephone contact information.
- 11.5.4 Personal information will be redacted from the information published in the agenda.
- 11.5.5 Submissions that relate to a matter listed on the agenda should be submitted in accordance with the timelines specified in the public notice section to ensure inclusion on the agenda and revised agenda.
- 11.5.6 Submissions not relating to a matter listed on the agenda will be included on the subsequent information items in accordance with a petition policy approved by County Council.
- 11.5.7 No written submissions shall be accepted with respect to a by-law on the agenda.
- 11.5.8 Written submissions for Council budget meetings shall only be accepted for those budget meetings designated for receiving written submissions.

11.6 MINUTES

- 11.6.1 The minutes of the Council or Committee shall consist of:
 - 11.6.1.1 A record of the place, date and time of meeting;
 - 11.6.1.2 The name of the Chair, a record of all members present, and the names of those absent;
 - 11.6.1.3 The reading, if requested, correction and adoption of the Minutes of prior meetings;
 - 11.6.1.4 All other proceedings of the meeting without note or comment.
- 11.6.2 At the close of each meeting or session, the Clerk or Committee Secretary will transcribe the proceedings of such meeting in the minute book and immediately after the Approval of the Agenda at the next meeting of Council or Committee, the minutes of the previous meeting shall be considered so that any errors therein may be corrected, and the Chair shall then sign such minutes in open Council or Committee. The Clerk or Committee Secretary shall ensure that a copy of the minutes of each meeting is delivered to each member of the Council or Committee at least forty-eight (48) hours prior to the next meeting of Council or Committee.
- 11.6.3 When a matter of Question on the Floor is referred from one meeting to the next, the Clerk or Committee Secretary shall record it as unfinished business and

ensure the matter is brought forward as Unfinished Business before the Council or Committee at its next meeting.

11.6.4 The Clerk or Committee Secretary and/or their designate shall attend all Closed Meetings and record the proceedings, including procedural motions and direction given to staff, without note or comment.

11.6.5 The Clerk may delegate the Clerk's duties with respect to recording minutes in a Closed Meeting of Council or committee to a staff person. For Closed Meetings of Committee or Council where the CAO's performance or contract is addressed, the Clerk may delegate the Clerk's duties with instructions to a third party.

12. PUBLIC ACCESS TO MEETINGS

12.1 Except as otherwise provided in this Section, all Meetings shall be open to the public.

12.2 As per the Canadian Charter of Rights and Freedoms, meetings shall be conducted to respect the freedom of thought, belief, opinion and expression, including freedom of the press and other media of communication.

12.3 When determined by the County Clerk, security personnel (third party, by-law enforcement officer, or Sergeant-at-Arms) shall be present to oversee the media and public areas of the gallery.

12.4 If a member of the public or media is determined to be disruptive by the Warden or presiding officer, the Warden or presiding officer will ask the person to stop being disruptive. In the event that the disruptive behaviour continues, the Warden or presiding officer will direct the security personnel, who shall provide the person with a warning. If the warning is not adhered to by the person, the security personnel shall advise the Chair, Warden or presiding officer.

12.5 When advised by security personnel that the disruptive behaviour is continuing, or if the Warden or presiding officer deems the person to exhibit improper conduct, the person may be expelled from the meeting. If the decision is made to expel the person from the meeting, security personnel will request the person to leave the meeting room. If the person is noncompliant to the request to leave the room, security personnel will contact local police services for assistance.

12.6 In the absence of security personnel, the County Clerk (or designate), shall assume the role of security personnel.

12.7 A meeting or part of a meeting may be closed to the public if the subject matter being considered is:

12.7.1 the security of the property of the County or a local board;

12.7.2 personal matters about an identifiable individual, including County or local board employees;

12.7.3 a proposed or pending acquisition or disposition of land by the County or local board;

- 12.7.4 labour relations or employee negotiations;
 - 12.7.5 litigation or potential litigation, including matters before administrative tribunals, affecting the County or local board;
 - 12.7.6 the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
 - 12.7.7 a matter in respect of which Council, a board, a committee or other body may hold a closed meeting under another Act;
 - 12.7.8 information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them;
 - 12.7.9 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;
 - 12.7.10 a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value; or
 - 12.7.11 a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.
- 12.8 A meeting or part of a meeting shall be closed to the public if the subject matter being considered is:
- 12.8.1 A request under the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.M.56, if Council is designated as head of the Institution for the purposes of that Act; or
 - 12.8.2 an ongoing investigation respecting the County, a local board or a municipally controlled corporation by the Ombudsman appointed under *Ombudsman of Ontario Act*, an Ombudsman referred to in subsection 223.13(1) of the *Municipal Act, 2001*, or the Investigator referred to in subsection 239.2(1) of the *Municipal Act, 2001*.
- 12.9 A Meeting of Council or of a committee may be closed to the public if the following conditions are **both** satisfied:
- 12.9.1 The meeting is held for the purpose of educating or training the members; and that;
 - 12.9.2 At the meeting, no Member discusses or otherwise deals with any matter in a way that materially advances the business or decision making of Council or Committees.

- 12.10 Before holding a Meeting or part of a Meeting that is to be closed to the public, Council or Committee shall state by resolution:
 - 12.10.1 The fact of the holding of the Closed Session and the general nature of the matter to be considered at the Closed Session; or
 - 12.10.2 In the case of a meeting under Section 12.9, the fact of the holding of the Closed Session, the general nature of its subject matter and that it is to be closed under that Section.
- 12.11 Only items contained in the resolution provided for in Section 12.10 shall be considered by the Council or Committee in Closed Session.
- 12.12 A meeting shall not be closed to the public during the taking of a vote except where:
 - 12.12.1 The provisions of this By-law or the Act permit or require the meeting to be closed to the public; and
 - 12.12.2 The vote is for procedural matter or for giving directions or instructions to officers, employees or agents of the County or persons retained by or under a contract with the County.
- 12.13 After the Council agenda has been adopted by resolution, a motion to move into Closed Session is only in order if the motion relates to an item already on the approved agenda and a Closed Session is permitted in accordance with the provisions of this by-law.
- 12.14 After the motion to move into Closed Session has been adopted, the Warden or presiding officer shall remind all persons of the public and media (and designated staff) that are vacating the room to ensure all of their personal belongings and equipment are also removed, **or**;
 - 12.14.1 Council will leave the Council Chamber and reconvene in Room 129 or other designated meeting place.
- 12.15 The Warden or presiding officer shall provide sufficient time to accommodate the public and media (and designated staff) to orderly vacate the room, up to a maximum of five minutes.
- 12.16 In the event there is heavy or bulky media equipment, and upon the discretion of the County Clerk (or designate), the equipment may be left in the meeting room if the equipment is verified by the Clerk to be powered off, unplugged, and pointed away from the Council seating areas.
- 12.17 If an emergency occurs during a Closed Session meeting, the meeting will be automatically deemed suspended in order for staff to manage the emergency.
- 12.18 If a non-emergency event occurs during a Closed Session meeting, the Warden or presiding officer will openly declare the meeting suspended in order for staff to manage the event.

- 12.19 If an unauthorized recording device is located during a Closed Session meeting, the Warden or presiding officer will openly declare the meeting suspended in order for staff to manage the event. The County Clerk (or designate) shall attempt to locate the owner of the device. The owner will be asked to demonstrate that the device did not record the Closed Session meeting to the satisfaction of the Clerk. If the device inadvertently recorded during the Closed Session meeting, the Clerk will request that the owner of the device erase the recording to the satisfaction of the Clerk. If the owner of the device is non-compliant to the request of the Clerk, local police services may be called for assistance.
- 12.20 After the Closed Session has concluded, the Warden or presiding officer shall provide sufficient time for the media and public to return to the media table.
- 12.21 All deliberations while in Closed Session shall remain confidential unless otherwise agreed upon by a Majority vote of Council. Only the final results of deliberations may be made public when such disclosure is authorized by Council.
- 12.22 Electronic mobile devices, personal or municipal are not permitted in Closed Session unless prior permission has been granted by the Warden and CAO.
 - 12.22.1 Only municipally supplied computers are permitted to be used during Closed Session unless prior permission has been granted by the Warden and CAO.

13. COMPOSITION AND DUTIES OF COMMITTEES OF COUNCIL

- 13.1 Council may at any time, on motion of a member duly considered and agreed to in the affirmative, strike a Committee, Quasi-Judicial Board, Ad Hoc Committee or Steering Committee, as the case may be, to consider and report on any matter or to perform any special service within the spheres of jurisdiction of the County, pursuant to Section 11 of the *Act*. Unless specifically provided for in the striking resolution and/or by-law, such committee shall dissolve as soon as the services for which that committee was appointed are performed.
- 13.2 For every Committee and Quasi-Judicial Board established by Council, Council shall adopt a terms of reference, and this terms of reference shall be reviewed with each term of Council and prior to any new committee appointments.
- 13.3 The terms of reference adopted by Council under 13.2 above must include the:
 - 13.3.1 Composition of the committee, including term of office for lay appointments if the term does not coincide with the term of Council;
 - 13.3.2 Committee mandate;
 - 13.3.3 Specific duties, including delegated duties (if any); and
 - 13.3.4 Requirement for a term report to provide a status update on the activities and accomplishments of the committee.
- 13.4 The powers and duties of Committees, Quasi-Judicial Boards, Ad Hoc Committees and Steering Committees shall be pursuant to the striking resolution and/or by-law of Council

as adopted, giving direction, but shall not include the decision-making authority of Council, pursuant to Section 11 of the Act, except in the case of a Quasi-Judicial Board, or as otherwise explicitly provided for in the striking resolution and/or by-law.

- 13.5 Unless Council specifically sets out in the striking resolution and/or by-law, or unless legislation provides otherwise, the term of office for member appointments to committees shall coincide with the term of Council.
- 13.6 Unless the terms of reference provide otherwise, or unless legislation provides otherwise, the term of office for lay appointments to committees shall coincide with the term of Council or until their successors are appointed.
- 13.7 Lay appointments to Committees, Quasi-Judicial Boards, Ad Hoc Committees and Steering Committees shall be in accordance with the following procedure:
 - 13.7.1 Where non-elected members (lay persons) are required to serve on any Committee, Quasi-Judicial Board, Ad Hoc Committee or Steering Committee, Council shall instruct the Clerk to publicly advertise these positions in consultation with the Manager of Strategic Communication and Engagement or designate.
 - 13.7.2 If an interview(s) with the applicant(s) is required with the Council or Striking Committee, said interview(s) will take place in a *Closed Session* of Council or the Striking Committee. A recommendation to the Council will be brought forward in a timely manner to ensure the composition of the Committee, Quasi-Judicial Board, Ad Hoc Committee or Steering Committee, as the case may be, is established by resolution and/or by-law.
- 13.8 A majority of the members of a committee is necessary to constitute a quorum.
- 13.9 The provisions of Section 3.9 apply if no quorum is present, with the necessary substitutions.
- 13.10 The *Order of Business* of meetings of Committees, Quasi-Judicial Boards, Ad Hoc Committees and Steering Committees shall be pursuant to Section 6 with the necessary substitutions and omissions.
- 13.11 The *Rules of Conduct* of the members of Committees, Quasi-Judicial Boards, Ad Hoc Committees and Steering Committees shall be pursuant to Section 7.
- 13.12 The *Rules of Debate* for Committees, Quasi-Judicial Boards, Ad Hoc Committees and Steering Committees shall be pursuant to Section 8, with the necessary substitutions, except Sections 8.8 and 8.9 shall not apply to limit the ability of or time allowed for any member to speak to a question or item under discussion.
- 13.13 Motions and Amendments thereto shall be considered in accordance with Section 9.
- 13.14 All decisions of the Committees, Ad Hoc Committees and Steering Committees shall be in the form of recommendations to Council, except as otherwise explicitly provided by Council resolution and/or by-law striking the committee and shall be forwarded by the Secretary to the Clerk for inclusion in the agenda of the next meeting of Council.

- 13.15 An employee of the County shall be the Secretary of the Committee, Quasi-Judicial Board, Ad Hoc Committee or Steering Committee and shall act as a resource person in a non-voting capacity.

14. REPEAL OR AMENDMENT OF THIS BY-LAW

- 14.1 This By-law is not to be amended or repealed except by a majority of all members of Council present.
- 14.2 No amendment or repeal of this By-law is to be considered at any meeting of the Council unless notice of the proposed amendment or repeal has been given at a previous regular meeting of the Council.

15. MISCELLANEOUS

- 15.1 For the purposes of this By-law, words used in the present tense include the future tense; words in singular number include the plural and words in the plural include the singular number; and the word "shall" is mandatory.

BY-LAW NO. 6268-2020
Schedule "B"
as amended by Resolution of Council November 24, 2021, and August 9, 2023

ELECTRONIC MEETING PROTOCOL

Procedure By-Law No. 6268-2020 shall continue to apply to an Electronic Meeting held pursuant to this Electronic Meeting Protocol (hereinafter, "Protocol"). Amendments to this Protocol may be permitted to be made by simple majority vote of Council to accommodate an effective and efficient meeting, so long as any such amendments are not contrary to prevailing Provincial legislation or orders.

Prior to Electronic Meeting

The method and technology used for an Electronic Meeting in Open or Closed Session will be determined by the Chief Administrative Officer based on the resources available.

General

Where an Electronic Meeting is held, Council Members, Staff, Delegates and Registered Members of the Public may attend by Electronic means.

Staff will ensure that the general public are able to watch and/or hear the business to be carried out at meetings which are held in Open Session by using an online streaming service in order to ensure that the meeting is open and transparent.

Conduct

- i. Members of Council participating in a meeting electronically must use both video and audio.
- ii. Staff and members of the public participating in a meeting electronically must use both video and audio when their agenda item is being considered.
- iii. When participating in a meeting electronically, the manner of voting shall be by show of hands unless otherwise stated by the Chair. Failure to show a hand shall be considered a negative vote.
- iv. Staff shall mute their microphone and turn off their camera unless they are presenting or responding to a Member.
- v. Each Member shall mute their microphone and remain attentive to the proceeding when not assigned the floor by Chair.
- vi. When participating electronically in Closed Session discussions, Members and Staff must ensure confidentiality is maintained at all times.

Internet and Other IT Disruptions

In the event of an internet or other IT disruption compromises the ability of participants or the public to participate or stream in the Electronic Meeting, in the opinion of the Chair, the Chair shall call a recess and take such steps as necessary to address the issue and reconvene the meeting in a timely manner or, where this is not possible, adjourn the meeting to a later date.

The Oxford County Electronic Meeting Protocol shall continue to apply for Public Meetings, Boards and Committees.

BY-LAW NO. 6268-2020
Schedule “C”
PUBLIC HEARING PROTOCOL

Amendments to this Schedule may be permitted to be made by majority vote of Council to accommodate an effective and efficient meeting, so long as any such amendments are not contrary to prevailing Provincial legislation, orders or the Statutory Power Procedure Act.

General

Notice shall be given to the parties in accordance with the applicable legislation, County by-law, or policy. The notice must include the date, time, and location of the hearing, the nature of the matter being heard, the by-law or regulation under which the hearing is conducted and contact information for submitting representations or requesting documents.

Staff will ensure that the general public are able to watch and/or hear the matter to be carried out at Public Hearing using online streaming in order to ensure that the meeting is open and transparent.

Order of Business

The order of business for the Public Hearing shall be as follows:

1. Opening of the Hearing and Approval of the Agenda
2. Disclosures of Pecuniary Interest
3. Staff Presentations
4. Delegations
5. Correspondence
6. Staff Reports
7. Deliberation and Decision
8. Closing of Hearing
9. Adjournment

Opening of the Hearing and Approval of the Agenda

The Warden shall open the Hearing by taking the Chair, calling the meeting to order and announcing the business before Council and that the members shall not enter into discussion or debate on the subject until the Deliberation and Decision portion of the meeting.

Staff Presentations

Staff will provide background information, context for the issue under consideration and relevant analysis and considerations to assist Council on the deliberations of the matter.

Delegation

Representations shall be allowed at the hearings as prescribed by the applicable legislation, County by-law or policy. Parties who wish to speak at the Hearing, must submit a delegation request in advance in accordance with the Notice of Hearing. Only one delegation shall be permitted on a Public Hearing agenda per person, per group or per organization. Any party to the hearing may be represented at the public hearing by a representative.

Correspondence

Parties may submit written submissions in advance, in accordance with the Notice of Hearing. All submissions must include the name and contact information of the individual or group making the submission. Written submission will form part of the public hearing agenda, will be circulated to Council for consideration, and will form part of the Hearing.

Staff Report

The Staff Report for the Public Hearing shall be prepared and made available to members of Council and the public in advance of the Hearing, in accordance with the notice provisions set out in this By-Law.

Deliberation and Decision

After hearing the evidence and submissions of all parties, the Chair shall adjourn the public portion of the meeting. Council will deliberate in the absence of the public and the parties. At the conclusion of its deliberations, the final decision on the matter will be provided in the presence of the parties and the public.

Written notice of the decision shall be given to the parties in accordance with the applicable legislation.

COUNTY OF OXFORD

BY-LAW NO. 6772-2025

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 November 2025.

READ a third time and finally passed this 12th day of November, 2025.

MARCUS RYAN,

WARDEN

LINDSEY A. MANSBRIDGE,

CLERK