

## AGENDA

### COUNTY OF OXFORD COUNCIL

Wednesday, April 22, 2026, 9:30 a.m.  
21 Reeve Street, Woodstock and online  
[www.oxfordcounty.ca/livestream](http://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 April 8, 2026
5. **PUBLIC MEETINGS**
  - 5.1 Resolution to go into a Public Meeting pursuant to the Planning Act
    - 5.1.1 Application for Official Plan Amendment OP 26-05-7 - Town of Tillsonburg Non-Profit Housing Corporation  
  
The Official Plan Amendment Application OP 26-05-7, submitted by Town of Tillsonburg Non-Profit Housing Corporation to redesignate lands to Medium Density Residential to facilitate a three storey 30-unit apartment development, in the Town of Tillsonburg.  
  
\*See Report CP 2026-124
  - 5.2 Resolution to Adjourn the Public Meeting
  - 5.3 Consideration of Report CP 2026-124 Application for Official Plan Amendment OP 26-05-7 Town of Tillsonburg Non-Profit Housing Corporation
6. **DELEGATIONS, PRESENTATIONS AND CONSIDERATION THEREOF**
  - 6.1 Oxford County Federation of Agriculture  
Gordon Stock, OCFA Director  
Re: Agricultural Hall of Fame Award
  - 6.2 Annual Stewardship Award Presentation  
  
Presentation of award to a County landowner who has made exemplary contributions to the preservation and enhancement of natural features and areas, such as woodlands, wetlands, streams and meadows.

6.3 Oxford Age Friendly Steering Committee  
Meagan Lichti, Chair, and Maureen Ross  
Re: 2026 Oxford Age Friendly Strategy

6.4 Thomas Woodall  
Resident of Woodstock  
Re: Water / Wastewater Capital Billing Deferral

## 7. CONSIDERATION OF CORRESPONDENCE

7.1 Oxford County Federation of Agriculture  
April 2, 2026  
Re: Agricultural Bus Tour

## 8. REPORTS FROM DEPARTMENTS

### 8.1 COMMUNITY PLANNING

8.1.1 CP 2026-124 Application for Official Plan Amendment OP 26-05-7 - Town of Tillsonburg Non-Profit Housing Corporation

#### RECOMMENDATIONS:

1. That Oxford County Council approve Official Plan Application OP 26-05-7, submitted by Town of Tillsonburg Non-Profit Housing Corporation for the lands described as Lots 48, 48A, 49 and 49A, Plan 500, in the Town of Tillsonburg, to redesignate the lands to Medium Density Residential to facilitate a three storey 30-unit apartment development;
2. And further, that County Council approve the attached Amendment Number 354 to the County of Oxford Official Plan as well as the enacting By-law 6820-2026.

8.1.2 CP 2026-126 Bill 98 - Building Homes and Improving Transportation Infrastructure Act

#### RECOMMENDATIONS:

1. That County Council receive Report CP 2026-126 entitled "Bill 98 – Building Homes and Improving Transportation Infrastructure Act" and endorse the comments, as generally outlined in this report, for the purposes of informing the County's submissions to the Province on the proposed changes.
2. And further, that Report CP 2026-126 be circulated to the Area Municipalities for information.

### 8.2 HUMAN SERVICES

8.2.1 HS 2026-01 2025 Progress Report – 10-Year Housing and Homelessness Plan (Housing for All)

#### RECOMMENDATION:

1. That County Council receive Report HS 2026-01, entitled '2025 Progress Report – 10-Year Housing and Homelessness Plan (Housing for All)' as information.

### 8.3 PUBLIC WORKS

#### 8.3.1 PW 2026-10 All-Way Stop at Oxford Road 8 and Oxford Road 60, Township of East Zorra-Tavistock

##### RECOMMENDATIONS:

1. That County Council endorse the implementation of an all-way stop at the intersection of Oxford Road 8 and Oxford Road 60 in the Township of East Zorra-Tavistock, as outlined in Report PW 2026-10;
2. And further, that County Council authorize the transfer of \$25,000 from the Corporate General Reserve to implement the all-way stop control measures;
3. And further, that a by-law be presented to County Council at the April 22, 2026 Council meeting to amend the Through Highways By-law 3741-98 to designate an all-way stop at the intersection of Oxford Road 8 and Oxford Road 60.

#### 8.3.2 PW 2026-11 All-Way Stops at Oxford Road 6 and Oxford Road 17 and Oxford Road 119 and Road 74, Township of Zorra

##### RECOMMENDATIONS:

1. That County Council endorse the implementation of all-way stops at the intersections of Oxford Road 6 and Oxford Road 17 and Oxford Road 119 and Road 74 in the Township of Zorra, as outlined in Report PW 2026-11;
2. And further, that County Council authorize the transfer of \$50,000 from the Corporate General Reserve to implement these all-way stop control measures;
3. And further, that a by-law be presented to County Council at the April 22, 2026 Council meeting to amend the Through Highways By-law 3741-98 to designate all-way stops at the intersections of Oxford Road 6 and Oxford Road 17 and Oxford Road 119 and Road 74.

#### 8.3.3 PW 2026-12 Request for Additional Funds and Single Source Approval – Tillsonburg Wastewater Treatment Plant Odour Control Construction

##### RECOMMENDATIONS:

1. That County Council authorize the transfer of \$250,000 from the Wastewater – Tillsonburg Reserve to fund the construction of the Tillsonburg Wastewater Treatment Plant Odour Control project;
2. And further, that County Council approve single source award for the construction component to Jackson Electric Incorporated, for \$187,000 (excluding HST), as outlined in Report PW 2026-12, and pursuant to Section 7.3 of the County's Purchasing Policy 6.07;
3. And further, that County Council authorize the Chief Administrative Officer and Director of Public Works to sign all documents related hereto.

#### 8.3.4 PW 2026-13 2025 Annual Transportation and Storm Water System Performance

##### RECOMMENDATION:

1. That County Council receive Report PW 2026-13 entitled “2025 Annual Transportation and Storm Water System Performance” as information, including the 2025 Storm Water Consolidated Linear Infrastructure Summary Report in accordance with the reporting requirements established in the Environmental Compliance Approval and the requirements of the *Ontario Environmental Protection Act*.

#### 8.3.5 PW 2026-14 2025 Annual Energy Report

##### RECOMMENDATION:

1. That County Council receive Report PW 2026-14 entitled “2025 Annual Energy Report” as information.

#### 8.3.6 PW 2026-15 Oxford Road 119 (Harris Street) and Clarke Road Intersection Improvements and Oxford Road 119 Widening, Ingersoll, Class Environmental Assessment Study – Notice of Completion

##### RECOMMENDATIONS:

1. That County Council authorize staff to proceed with the preferred alternative solution and preferred alternative design concept (Alternative 3), which includes construction of a single-lane roundabout with a right-turn exit lane and widening of Oxford Road 119, for the Oxford Road 119 (Harris Street) and Clarke Road Intersection Improvements and Oxford Road 119 Widening Class Environmental Assessment Study as summarized in Report PW 2026-15;
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 119 (Harris Street) and Clarke Road Intersection Improvements and Oxford Road 119 Widening in the public record for 30 days in accordance with the requirements of the Municipal Class Environmental Assessment process;
3. And further, that County Council authorize the transfer of \$407,773 from the Development Charges – Roads reserve, and \$142,227 from the Roads reserve to fund the 2026 budget shortfall for this project.

#### 8.4 WOODINGFORD LODGE

##### 8.4.1 WDFL 2026-03 Long-Term Care Committee of Management Quarterly Report April 2026

##### RECOMMENDATION:

1. That Oxford County Council receive the Committee of Management Updates from Woodingford Lodge as information as per the requirements under the *Fixing Long-Term Care Act* (FLTCA), 2021, Section 135.

#### 8.5 FINANCIAL SERVICES

##### 8.5.1 FS 2026-08 Development Charges Annual Report - 2025

##### RECOMMENDATIONS:

1. That County Council receive Report FS 2026-08, prepared in accordance

with Section 12 of O.Reg.82/98 of the *Development Charges Act*, 1997;

2. And further, that County Council endorse using the Statistics Canada Non-residential Business Price Index for London under O. Reg 164/25, for the purpose of indexing Oxford County Development Charges.

## 9. UNFINISHED BUSINESS

### 9.1 Pending Items List

## 10. MOTIONS

## 11. NOTICE OF MOTIONS

### 11.1 Deputy Warden Martin

Whereas a well-functioning and up-to-date assessment system supports strong communities and makes the province an attractive place to invest; and,

Whereas property assessments in Ontario have not been updated in over a decade, making them the most outdated in Canada, while provinces such as Alberta and British Columbia update assessments annually to reflect current market conditions; and,

Whereas the prolonged pause in the reassessment cycle has created significant distortions in assessed values, resulting in inequities among property classes; and,

Whereas outdated assessments negatively impact investment decisions, economic competitiveness, municipal planning, and disproportionately affect independent small businesses; and,

Whereas reassessments are designed to be revenue neutral for the municipality, ensure fairness in taxation, maintain public confidence in the property tax system, and support long-term municipal financial planning; and,

Whereas a coalition of municipalities, chambers of commerce, tourism organizations, small businesses, and major property owners have called upon the Government of Ontario to update property assessments;

Now therefore be it resolved that the Council of County of Oxford hereby calls upon the Premier of Ontario and the Minister of Finance to direct the Municipal Property Assessment Corporation to promptly resume the regular property assessment cycle; and,

Be it further resolved that a copy of this resolution be forwarded to the Honourable Doug Ford, Premier of Ontario; the Honourable Peter Bethlenfalvy, Minister of Finance; the Honourable Rob Flack, Minister of Municipal Affairs and Housing; the Association of Municipalities of Ontario; and the Municipal Property Assessment Corporation for their consideration and timely action.

## 12. ENQUIRIES

## 13. CLOSED SESSION

To consider Confidential Correspondence, Briefing Note BN FS (CS) 2026-02 and Reports HS (CS) 2026-02 and PW (CS) 2026-16 regarding 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 and proposed or pending acquisition or disposition of land by the County or local board.

- 13.1 Closed Session Begins
  - 13.1.1 Confidential Correspondence
  - 13.1.2 BN FS (CS) 2026-02
  - 13.1.3 HS (CS) 2026-02
  - 13.1.4 PW (CS) 2026-16

13.2 Closed Session Ends

**14. CONSIDERATION OF MATTERS ARISING FROM THE CLOSED SESSION**

- 14.1 Confidential Correspondence
- 14.2 BN FS (CS) 2026-02
- 14.3 HS (CS) 2026-02
- 14.4 PW (CS) 2026-16

**15. BY-LAWS**

- 15.1 By-law No. 6820-2026  
Being a By-Law to adopt Amendment Number 354 to the County of Oxford Official Plan.
- 15.2 By-law No. 6821-2026  
Being a By-law to amend By-law No. 3741-98, as amended, to establish all way stop conditions at the intersections of Oxford Road 8 and Oxford Road 60 in the Township of East Zorra-Tavistock, Oxford Road 6 and Oxford Road 17 in the Township of Zorra and Oxford Road 119 and Road 74 in the Township of Zorra.
- 15.3 By-law No. 6822-2026  
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**

**April 8, 2026**

Council Present	Deputy Warden Bernia Martin Councillor Jerry Acchione Councillor Deb Gilvesy Councillor David Mayberry Councillor Jim Palmer Councillor Mark Peterson Councillor Phil Schaefer Councillor Deborah Tait Alternate Councillor Lindsay Wilson Alternate Councillor Katie Grigg
Council Absent	Warden Marcus Ryan Councillor Brian Petrie
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, Director of Financial Services L. Mansbridge, Clerk P. Michiels, Director of Community Planning A. Smith, Director of Human Resources and Corporate Services R. Smith, Director of Human Services

**1. CALL TO ORDER**

Oxford County Council meets in regular session this eight day of April, 2026 in the Council Chamber, County Administration Building, Woodstock at 9:30 a.m. with Deputy Warden Martin in the chair.

**2. APPROVAL OF AGENDA**

RESOLUTION NO. 1

Moved By: Lindsay Wilson  
Seconded By: Mark Peterson

Resolved that the Agenda be approved.

DISPOSITION: Motion Carried

April 8, 2026

**3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

NIL

**4. ADOPTION OF COUNCIL MINUTES OF PREVIOUS MEETING**

4.1 March 25, 2026

RESOLUTION NO. 2

Moved By: Mark Peterson

Seconded By: David Mayberry

Resolved that the Council Minutes of March 25, 2026 be adopted.

DISPOSITION: Motion Carried

**5. PUBLIC MEETINGS**

NIL

**6. DELEGATIONS, PRESENTATIONS AND CONSIDERATION THEREOF**

NIL

**7. CONSIDERATION OF CORRESPONDENCE**

7.1 Township of Oro-Medonte

March 13, 2026

Re: Association of Ontario Road Supervisors (AORS) request for Provincial Legislation Amendments, Health and Safety

RESOLUTION NO. 3

Moved By: Phil Schaefer

Seconded By: Mark Peterson

Resolved that Correspondence Item 7.1 on the Open meeting Agenda of April 8, 2026 be received;

And further, be it resolved that Oxford County Council supports the resolution from Township of Oro-Medonte regarding the Association of Ontario Road Supervisors request for Provincial Legislation Amendments to strengthen protections for municipal workers and contractors.

And that a copy of this Resolution be sent to:

1. The Premier of Ontario
2. Michael Kerzner, Solicitor General of Ontario
3. Jill Dunlop, Minister of Emergency Preparedness and Response
4. Rob Flack, Minister of Municipal Affairs and Housing

April 8, 2026

5. Prabmeet Sakaria, Minister of Transportation
6. MPP Ernie Hardeman
7. Association of Municipalities of Ontario (AMO)
8. Association of Ontario Roads Supervisors (AORS)
9. Ontario municipalities

DISPOSITION: Motion Carried

7.2 Township of South-West Oxford

March 25, 2026

Re: Resolution of Support for Township of Blandford-Blenheim and Township of Zorra and Rural Oxford Economic Development Corporation re: Tax Class Advocacy

RESOLUTION NO. 4

Moved By: David Mayberry

Seconded By: Lindsay Wilson

Resolved that Correspondence Item 7.2 on the Open meeting Agenda of April 8, 2026 be received.

DISPOSITION: Motion Carried

**8. REPORTS FROM DEPARTMENTS**

8.1 COMMUNITY PLANNING

8.1.1 CP 2026-41 New Official Plan: Project Framework and Work Plan

RECOMMENDATIONS:

1. That County Council receive the report regarding the proposed project framework and work plan for the preparation of a New Official Plan, as generally outlined in Report CP 2026-41 for information;
2. And further, that Report CP 2026-41 be circulated to the Area Municipalities for their information.

RESOLUTION NO. 5

Moved By: Phil Schaefer

Seconded By: David Mayberry

Resolved that the recommendations contained in Report CP 2026-41 titled "New Official Plan: Project Framework and Work Plan ", be adopted.

DISPOSITION: Motion Carried

April 8, 2026

## 8.2 FINANCIAL SERVICES

### 8.2.1 FS 2026-07 2026 Tax Policy and Rates By-Laws

#### RECOMMENDATIONS:

1. That By-Law 6817-2026, being a by-law to adopt optional subclass small-scale on-farm business subclass, be presented to Council for enactment;
2. And further, that By-Law 6818-2026, being a by-law to establish tax policy and levy tax rates for upper-tier purposes for the year 2026, be presented to Council for enactment.

#### RESOLUTION NO. 6

Moved By: Deborah Tait

Seconded By: Phil Schaefer

Resolved that the recommendations contained in Report FS 2026-07 titled "2026 Tax Policy and Rates By-Laws", be adopted.

DISPOSITION: Motion Carried

## 8.3 CAO

### 8.3.1 CAO 2026-07 Oxford County Archives 2025 Community Impact Report

#### RECOMMENDATION:

1. That Report CAO 2026-07 entitled "Oxford County Archives 2025 Community Impact Report" be received as information.

#### RESOLUTION NO. 7

Moved By: Jim Palmer

Seconded By: Mark Peterson

Resolved that the recommendation contained in Report CAO 2026-07 titled "Oxford County Archives 2025 Community Impact Report", be adopted.

DISPOSITION: Motion Carried

### 8.3.2 CAO 2026-08 Oxford Tourism 2025 Annual Review

#### RECOMMENDATION:

1. That Oxford County Council receive Report CAO 2026-08 entitled "Oxford Tourism 2025 Annual Review" as information.

April 8, 2026

RESOLUTION NO. 8

Moved By: Deb Gilvesy

Seconded By: Jerry Acchione

Resolved that the recommendation contained in Report CAO 2026-08 titled "Oxford Tourism Annual Review ", be adopted.

DISPOSITION: Motion Carried

**9. UNFINISHED BUSINESS**

9.1 Pending Items List

No discussion takes place regarding the Pending Items List.

9.2 FS 2026-05 Grants Program Policy Review and Update

Deferred March 25, 2026

To defer the [Report](#) to allow an updated policy to be presented to Council that separates funding requests by organizations defined under "Area Municipal or Area Municipalities' Economic Development Offices" through service agreements.

RESOLUTION NO. 9

Moved By: Jerry Acchione

Seconded By: Deborah Tait

Resolved that the recommendation contained in Report FS 2026-05 titled "Grants Program Policy Review and Update", be adopted as amended to include the revised Attachment 1, as attached to Unfinished Business Item 9.2 on the Open meeting Agenda of April 8, 2026.

DISPOSITION: Motion Carried

**10. MOTIONS**

NIL

**11. NOTICE OF MOTIONS**

NIL

**12. ENQUIRIES**

NIL

**13. CLOSED SESSION**

RESOLUTION NO. 10

Moved By: Lindsay Wilson

Seconded By: Jim Palmer

April 8, 2026

That Council rise and go into a Closed Session to consider Reports HRCS (CS) 2026-02 and CAO (CS) 2026-09 regarding labour relations or employee negotiations and personal matters about an identifiable individual, including County or local board employees.

DISPOSITION: Motion Carried at 10:03 a.m.

Oxford County Council meets in Closed Session in Room 129 as part of a regular meeting, this eighth day of April, 2026.

10:05 a.m. with Deputy Warden Martin in the chair.

Council Present Deputy Warden Bernia Martin  
 Councillor Jerry Acchione  
 Councillor Deb Gilvesy  
 Councillor David Mayberry  
 Councillor Jim Palmer  
 Councillor Mark Peterson  
 Councillor Phil Schaefer  
 Councillor Deborah Tait  
 Alternate Councillor Lindsay Wilson  
 Alternate Councillor Katie Grigg

Council Absent Warden Marcus Ryan  
 Councillor Brian Petrie

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, Director of Financial Services  
 L. Mansbridge, Clerk  
 P. Michiels, Director of Community Planning  
 A. Smith, Director of Human Resources and Corporate Services  
 R. Smith, Director of Human Services

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

NIL

**DELEGATIONS AND PRESENTATIONS:**

NIL

**CONSIDERATION OF CORRESPONDENCE:**

April 8, 2026

NIL

**UNFINISHED BUSINESS:**

NIL

**ENQUIRIES:**

NIL

**REPORTS FROM DEPARTMENTS:**

13.1.1 HRCS (CS) 2026-02

13.1.2 CAO (CS) 2026-09

RESOLUTION NO. 11

Moved By: Katie Grigg

Seconded By: Deb Gilvesy

Resolved that Council reconvene in Open Session.

DISPOSITION: Motion Carried at 10:09 a.m.

All Members of Council and Staff return to the Council Chamber at 10:11 a.m.

**14. CONSIDERATION OF MATTERS ARISING FROM THE CLOSED SESSION**

14.1 HRCS (CS) 2026-02

RESOLUTION NO. 11

Moved By: Deb Gilvesy

Seconded By: Phil Schaefer

Resolved that the recommendations contained in Report HRCS (CS) 2026-02, be adopted.

DISPOSITION: Motion Carried

14.2 CAO (CS) 2026-09 Recommendation of the Striking Committee - Lay Member Appointments to the Oxford County Accessibility Advisory Committee

RECOMMENDATIONS:

1. That Cathy Smiley and Marianne Park be appointed as a lay members to the Oxford County Accessibility Advisory Committee;
2. And further, that Report CAO (CS) 2026-09 be publicly released.

April 8, 2026

RESOLUTION NO. 12

Moved By: David Mayberry

Seconded By: Deborah Tait

Resolved that the recommendations contained in Report CAO (CS) 2026-09, be adopted.

DISPOSITION: Motion Carried**15. BY-LAWS**

15.1 By-law No. 6813-2026

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

15.2 By-law No. 6814-2026

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

15.3 By-law No. 6815-2026

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

15.4 By-law No. 6816-2026

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

15.5 By-law No. 6817-2026

Being a By-law to create a new small-scale-on-farm business subclass.

15.6 By-law No. 6818-2026

Being a By-law to establish Tax Policy and Levy Tax Rates for Upper-Tier purposes for the year 2026.

15.7 By-law No. 6819-2026

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. 13

Moved By: Katie Grigg

Seconded By: Jerry Acchione

Resolved that the following By-laws be read a first and second time: 6813-2026 to 6819-2026 inclusive.

DISPOSITION: Motion Carried

April 8, 2026

RESOLUTION NO. 14

Moved By: Katie Grigg  
Seconded By: Jerry Acchione

Resolved that the following By-laws be given a third and final reading: 6813-2026 to 6819-2026 inclusive.

DISPOSITION: Motion Carried

**16. ADJOURNMENT**

Moved By: Mark Peterson  
Seconded By: David Mayberry

Resolved that the Council Meeting of April 8, 2026 be adjourned until the next meeting scheduled for April 22, 2026.

DISPOSITION: Motion Carried at 10:13 a.m.

Minutes adopted on April 22, 2026 by Resolution No. \_\_\_\_.

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MARCUS RYAN, WARDEN

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LINDSEY A. MANSBRIDGE, CLERK



Monday, March 30, 2026

# 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:

<b>Organization’s Name (if applicable)</b>	Oxford County Federation of Agriculture
<b>Name and Title of Primary Contact / Main Presenter</b>	June Nussey, Administrator
<b>Street Address</b>	P.O. Box 14
<b>Daytime Contact Number</b>	519-964-8828
<b>Email</b>	oxfordcountyag@gmail.com
<b>Name and Title of Other Presenter (if applicable)</b>	Gordon Stock, OCFA Director

## Presentation Details:

<b>Date you wish to present to Council</b>	Wednesday, April 22, 2026
<b>How would you like to attend the Council meeting?</b>	<input type="button" value="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?** NA

**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**

Presentation of the Agricultural Hall of Fame recipient - George Gilvesy.  
Induction into the Hall of Fame  
OCFA will have a small reception in the room off Council Chambers prior to the Council meeting with coffee and refreshments for Council members and friends of George Gilvesy.  
We have George's picture that will hang in the hall. There will be a slidedeck that I will email but it doesn't need to be part of the public agenda.

**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.

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

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

## Council Delegation Request Form

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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:

<b>Organization's Name (if applicable)</b>	Oxford Age Friendly Committee
<b>Name and Title of Primary Contact / Main Presenter</b>	Meagan Lichti chair (PHN with Southwestern Public Health)
<b>Street Address</b>	410 Buller St
<b>Daytime Contact Number</b>	519 719 0436
<b>Email</b>	mlichti@swpublichealth.ca
<b>Name and Title of Other Presenter (if applicable)</b>	Maureen Ross

### Presentation Details:

<b>Date you wish to present to Council</b>	Wednesday, April 22, 2026
<b>How would you like to attend the Council meeting?</b>	<input type="button" value="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

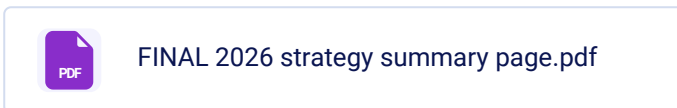
**Use the space below to clearly outline the purpose for your presentation to council. Provide a brief outline of your subject matter including your suggested outcome**

We would like to present a summary of our 2026 Oxford Age Friendly Strategy, along with the Oxford Needs Assessment which is the local data that informed this strategy. We would like to seek municipal endorsement for the strategy.

**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)**



**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.



## Local Needs Assessment Data

**402**

Surveys Completed

**10**

Focus Groups

**8**

Caregiver Interviews

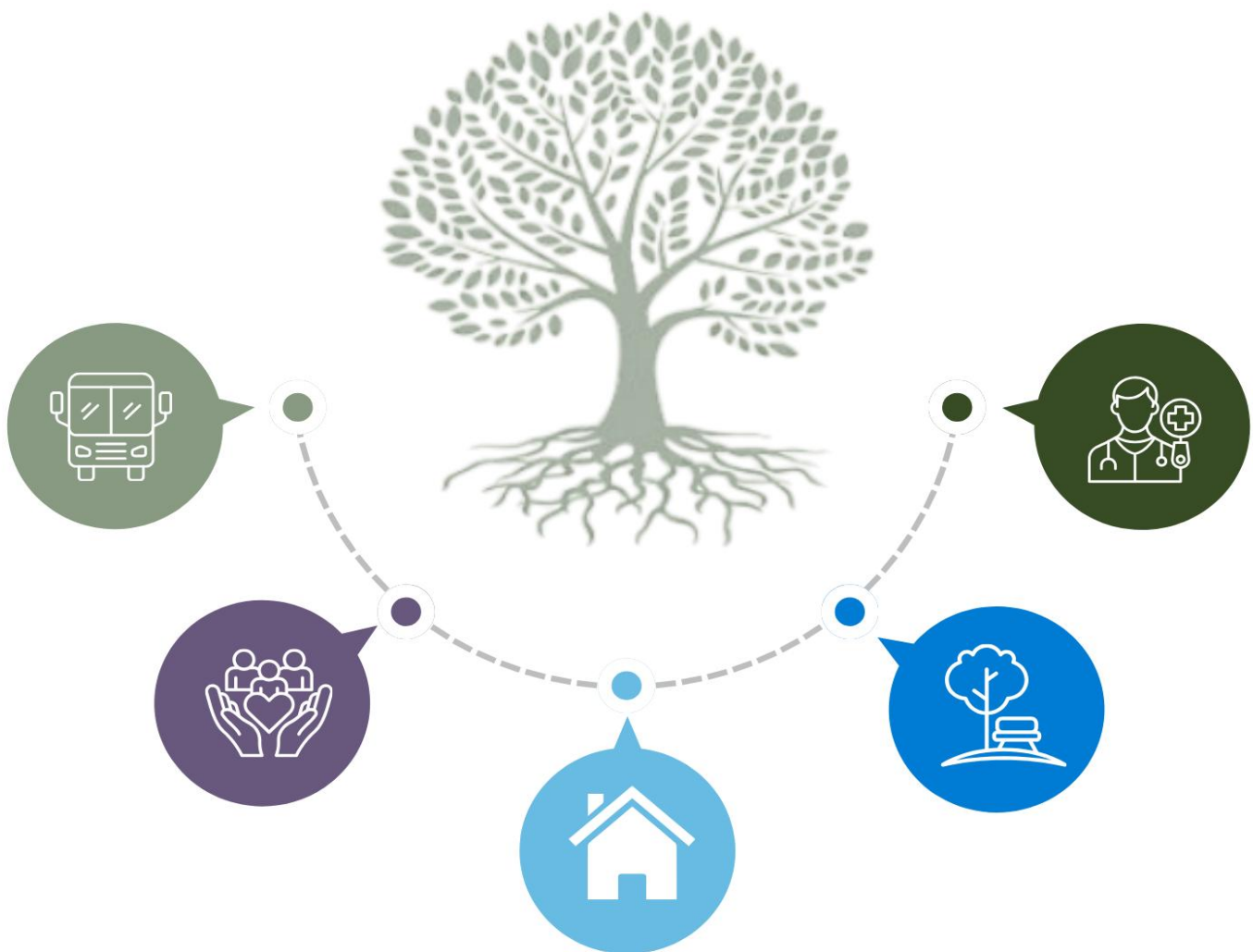
### Key Barriers Identified

- Lack of awareness of programs and services
- Transportation challenges
- Access to healthcare
- Social isolation and loneliness
- Caregiver strain and burnout
- Appropriate and affordable housing options

### Key Initiatives Identified

- ✓ Increase awareness of resources
- ✓ Affordable and accessible transportation solutions
- ✓ Share data to support advocacy
- ✓ Reduce ageism
- ✓ Support aging in place

# Oxford Age Friendly Strategy



## Background

Partners working with older adults across Oxford County recognized the need for a coordinated and community wide approach to support healthy aging and aging in place in our community. This led to the formation of a steering committee and the sharing of local data to deepen understanding of the experiences, strengths, and challenges faced by local older adults. Together partners committed to developing a comprehensive and collaborative Age Friendly Strategy to guide local planning, strengthen partnerships, and ensure that policies, programs, and community spaces reflect the diverse needs and abilities of Oxford County’s aging population.

## Steering Committee Members

We gratefully acknowledge the contributions, commitment, and expertise of all steering committee members, whose collective effort was essential to the development of this strategy.

Meagan Lichti (chair) Rebecca Wallace Malaysia Sandhu	Southwestern Public Health
Kelly Gilson Lindsay Wilson	United Way Oxford
Kristy Van Kooten-Bossence	Ingersoll Services for Seniors
Diana Handsaeme	Tillsonburg and District Multi Service Centre
Emily Porchak	Oxford Ontario Health Team
Maureen Ross Karen Devolin	Community Members
Rebekah Lindsay	Alzheimer Society Southwest Partners
Robin Kish	VON
Cheryl McDonald	Regional Geriatric Program of Southwestern Ontario
Chris Cunningham	Southgate Centre
Jamie Walter	Oxford County Paramedic Services – Community Paramedicine
Doug Ellis	City of Woodstock
Jillian Stephenson	Woodstock Hospital
Jeffrey Davis	Ontario Health at Home

## About our Community

- The population in **Oxford County is growing and aging:**
  - According to the 2021 Census, Oxford County’s population reached 121,781 in 2021, growing 9.9% compared to Ontario’s 5.8%.
  - Adults 65+ in Southwestern Public Health (SWPH) region (which includes Oxford County as well as Elgin County and St Thomas) rose from 16.1% to 20.2% between 2011 and 2021. Tillsonburg has the highest proportion of seniors in the region at 29.3% (1).
  - The working age population in SWPH of 15 to 64 years has also never been older. In 2021, the baby boomer generation included people aged 57 to 75 and by 2029 this whole generation will be of retirement age (1).
- In 2021, **12% of the population in Oxford County are immigrants** with 7.41% being new immigrants in the last 4 years (2). In SWPH’s region, almost half of recent immigrants (44%) lived in Woodstock with most newcomers coming from India (1).
- The proportion of seniors living with low income is increasing. **In Oxford County, 25% of the 65+ population are living with a low income.**
  - The highest proportion of seniors living with a low income in Oxford County is in Tillsonburg at 37%, followed by East Zorra Tavistock at 28%, and Woodstock with 25% (3).
- **One in five seniors lives alone**, with women more likely to be widowed (4).
- Climate change poses emerging risks, as extreme heat days are expected to rise and **older adults are more susceptible to health harms related to heat** (5).
- **Falls among seniors are a major concern.** SWPH is significantly higher than Ontario for emergency department visits and hospitalizations for injuries related to falls (6).

*Table 1. 2023 Data on Emergency Department Visits and Hospital Admissions Related to Falls in Seniors in Southwestern Public Health Region vs Ontario*

2024 Data	Emergency department visits for injuries related to falls (rate per 100,000)		Admissions to hospital for injuries related to falls (rate per 100,000)	
	SWPH	ON	SWPH	ON
Ages 65-74	4729.8	3611.5	818.5	581.1
Ages 75+	11,144.4*	8898.3	3205.2	2588.6

\*highest region in Ontario

## Aging in Place and Equity Considerations

Aging in place was a key priority identified by our partners. Most seniors want to remain in their homes for as long as possible. Aging in place is the ability for older adults to access services and the health and social supports they need to live safely, independently, and comfortably in their home or community of choice for as long as they wish or are able, regardless of age, income, or capacity (7). Anyone can experience barriers to aging in place, but they can be more prevalent in some groups. These groups experience disproportionate risks and structural barriers, and must be intentionally considered to ensure our strategies promote health equity:

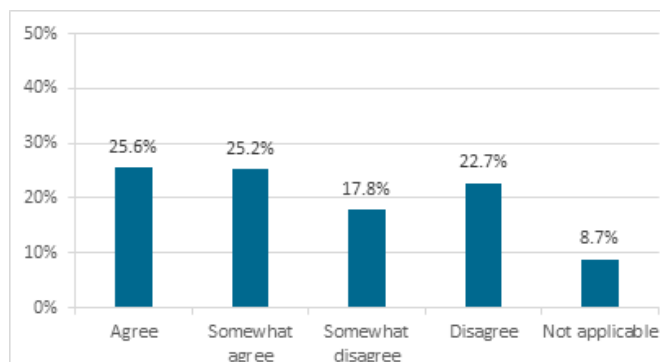


Figure 1: Proportion of adults 50+ who can afford to make changes to their home to continue living in their home if needed (12)

**Senior women** face greater financial vulnerability than senior men because they are more likely to have spent their careers in part-time or lower-paid work, had fewer opportunities to contribute to pensions, and experienced interruptions in employment due to caregiving responsibilities (8). They are also more likely to live alone at older ages (4).

**Older adults living in rural communities** are over 50% more likely to be admitted to long-term care when they could have been cared for at home compared to older adults in urban areas (9). Our local needs assessment highlights the challenges rural communities face such as fewer home and healthcare services being offered, and transportation service gaps which can increase social isolation.

**Low-income older adults** are less likely to report having a higher level of social support than their high-income counterparts. Lack of social support is a key barrier to aging in place and low-income older adults are more likely to be lonely and isolated (10, 11).

**Older adults experiencing mental illness** are at increased risk of disability, poor physical health, dementia, and reduced quality of life and are more likely to be placed in long-term care facilities (7). They are also vulnerable to low social support, with 1 in 10 reporting a low level of social support compared to 1 in 20 without mental health conditions (10).

## Systemic inequities also affect people including:

**Indigenous older adults** are more likely to experience poorer health, social isolation, and low income. Indigenous older adults in Canada have higher rates of chronic disease and other health conditions compared to non-Indigenous older adults. The rate of dementia is 34% higher among First Nations populations, with the age of onset being approximately 10 years younger than the general population (8). Due to historical experiences, ongoing discrimination, and lack of culturally safe services, mistrust of mainstream institutions may prevent Indigenous older adults from seeking support (8, 13).

**Newcomer older adults** face greater challenges because language barriers, cultural differences, discrimination, and lower income make it harder to access services and supports. Limited eligibility for government benefits often results in financial insecurity and dependence on family. These factors, along with language barriers, also increase the risk of social isolation (8, 14).

**Older adults living with a disability** face challenges due to financial insecurity, lack of accessible housing and transportation, inadequate social or family support, and lack of specialized healthcare. Older adults living with a disability, especially those who have lived with a disability most of their lives, are more likely to experience low income and financial insecurity as they age than those without a disability (8).

**Older adults who are members of the 2SLGBTQIA+ community** face increased barriers due to higher rates of social isolation, the long-term impacts of historical discrimination and internalized stigma, and a greater likelihood of living alone with limited informal caregiving supports (15, 16). They also experience disproportionately higher rates of physical and mental health challenges (17).

Some older adults experience overlapping identities that compound barriers to aging in place. When these factors intersect, challenges like financial insecurity, limited access to services, discrimination, and social isolation are amplified, resulting in greater health and social impacts. To advance health equity, we must consider how systemic factors affect these groups and ensure that our policies and programs respond to their unique needs and experiences.

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*“The immigrant population has a different perspective of aging and housing. The language issues and how do you find them a place that is comfortable for them. It is hard enough for people who can speak the language.”*

Quote from the 2025 needs assessment (12)

## Age Friendly Communities

An age friendly community (AFC) supports older adults to live safely in their community, enjoy good health, and stay involved. It recognizes both the strengths and needs related to the older adult population and works towards creating a safe and healthy environment where everyone can thrive. The AFC framework includes eight key domains: outdoor spaces and buildings, transportation, housing, social participation, respect and social inclusion, civic participation and employment, communication and information, and community support and health services (18). Creating a local age friendly strategy, informed by our community with local considerations and health equity embedded throughout, can allow all of Oxford County's older adults to live in supportive communities that ensure healthy aging is possible for everyone.

## Creating our Local Age Friendly Strategy

The steering committee followed the guidance document and supporting toolkits from the Ontario Government (19) with the support of the Ontario Age Friendly Outreach Program. A project plan (20) and ethics approval was completed with the support of SWPH. The steering committee members participated in a workshop to develop a vision and guiding principles for the strategy. The needs assessment was themed using five domain areas our steering committee members felt were most relevant to the region to keep the size of the assessment and strategy recommendations feasible.

The data used in this report is based on the 65+ age group which is defined as seniors for this work. The age 50+ aligns with the funding and programs that many of the partners follow and this age group was used for the needs assessment and is defined as older adults. Although age-based thresholds were needed for the assessment, it is acknowledged that age is only a number and does not place people into fixed categories or reflect the diverse strengths and experiences of older adults. Age Friendly Communities support the diverse skills and abilities of older adults to create environments that ultimately make the community more inclusive, accessible, and supportive for people of all ages.



## The Local Needs Assessment

A local needs assessment was completed in 2025. The data collection included a community survey, focus groups, and one on one interviews. Details around eligibility requirements, recruitment strategies, and the questions used can be found in the project plan (20) which is available from SWPH or by contacting the Oxford Age Friendly committee chair at [mlichti@swpublichealth.ca](mailto:mlichti@swpublichealth.ca).

The needs assessment included data from 402 survey responses, ten focus groups, and eight one-on-one interviews. It was analyzed with support from SWPH and provided a comprehensive understanding of the experiences, challenges, and priorities of adults 50+ in the community. Participants highlight both strengths and critical gaps across the five domains of Healthcare, Housing, Social Participation & Inclusion, Transportation, and Outdoor Spaces & Buildings. Gaps in one domain often create barriers in others. The full report *Age Friendly Needs Assessment Qualitative and Quantitative Findings - Oxford County* (12) is available from SWPH or by contacting the Oxford Age Friendly committee chair at [mlichti@swpublichealth.ca](mailto:mlichti@swpublichealth.ca).

While the needs assessment provided valuable insights from a broad range of older adults, findings should be interpreted with consideration of potential limitations. Participation was voluntary and may underrepresent individuals experiencing the highest levels of isolation, digital exclusion, language barriers, or cognitive impairment although efforts were made to communicate the availability of a translator to support our newcomer population. Quantitative data was primarily drawn from self-reported survey responses, and not all municipalities or demographic groups were equally represented. Despite these limitations, the consistency of themes across data sources strengthens confidence in the findings.

### Priority Setting and Action Planning:

The steering committee participated in two workshops to review the needs and strengths of our region and create local recommendations. Using the Ontario Age Friendly toolkit, three questions were asked to support which initiatives should be explored for prioritization.

1. What is already being addressed in our community?
2. What priorities (needs) do we still think need attention?
3. What can we address with our resources, time, and budget?

The group then looked at the ideas and potential interventions and used an impact effort grid to support the group with prioritization.

## The Vision for Oxford County:

**A community where you can live with ease and thrive through connection and dignity.**

### Guiding Principles:

**Inclusivity-** Creating a community where everyone feels welcomed, represented, and able to take part in programs, services, and daily life.

**Respect-** Honouring the wisdom, dignity, and experiences of older adults, and ensuring their voices and choices are valued in decision-making.

**Accessibility-** Designing safe spaces, affordable services, and easy-to-use information so people can participate and move through the community without barriers.

**Equity-** Recognizing that different people have different needs, and removing financial, geographic, and systemic barriers so supports are distributed fairly.

**Connection-** Fostering belonging through relationships, intergenerational opportunities, and community spaces where people look out for and support one another.

### Ageism

Ageism was discussed by the steering committee as a mental model and a root cause that needs attention across all domains. Ageism is a form of discrimination and stereotyping based on age, which predominantly affects older individuals. While age-based prejudice can affect anyone, research shows that older adults are the age group that endures its most harmful effects (21).

Discriminatory policies, at all levels, create avoidable barriers that compromise older adults' mental, physical, and social well-being. Ageism has been linked to poorer health outcomes, including depression, increased chronic disease, reduced life expectancy, and disengagement from health-promoting behaviours (22). Through policy change, education, and intergenerational initiatives, it is possible to reduce the prevalence of ageism and its harmful effects on older adults (22, 23). Utilizing these strategies will be prioritized throughout these recommendations as they work towards reducing the underlying issue of ageism.

# Healthcare



- Access to healthcare remains one of the greatest challenges.
- While 77.9% of survey respondents reported having a local family doctor or nurse practitioner, only 35.4% felt they could easily access them when ill.
- Wait times, inconsistent home care, and staffing shortages were major concerns.
- Caregivers highlighted the fragmentation of services, poor communication, and limited follow-up, which added to their burden.
- Transportation, affordability, and knowledge gaps further restricted access.
- Programs such as community paramedicine and the Geriatric Emergency Management program initiative were praised and can make a significant difference.

The steering committee recognized local efforts and initiatives but also acknowledged the system level issues that all have a great impact.

- Research indicates home care services are 40-75% less costly than providing the same care in a long-term care home (24) and preferred by older adults
- Local services such as [Central Intake through VON](#) and [211](#) were seen as great assets that could be promoted more locally.
- Navigator roles were seen as fragmented and do not follow through on family needs.
- Caregiver strain and burnout was a concern.
- Dementia care and assessment was also highlighted as an area for improvement as access to a memory clinic in Oxford County has declined which has created delays in diagnosis and increased pressure on specialists while the number of people being diagnosed with dementia continues to grow (25).

## Recommendations

Increase awareness for community supports and services with a focus on rural areas, low-income older adults, and caregivers.

Explore ways to reinstate local memory clinics and cognitive assessment services to strengthen early identification and support cognitive health.

Create coordinated access for specialized intra-collaborative geriatric services.

Share our needs assessment and relevant evidence to support advocacy.

## Housing



- Appropriate and affordable housing options are scarce, especially in rural areas.
- Only 24.9% of survey respondents agreed that their community offered smaller or alternative housing options.
- Caregivers reinforced these concerns, highlighting high retirement home costs, long waitlists for long-term care, and gaps in communication and leadership within facilities.
- Many emphasized the value of safe, supportive housing that enables independence and keeps families engaged in care.

The steering committee discussed the importance of housing. Approximately 65% of older adults in Canada are part of the missing middle which includes low to middle income older adults who need low to moderate levels of support to age in their communities, but who have few or no housing options that meet their financial, medical, functional, or personal preferences and needs (24, 26). The design of homes influences how likely people are to feel lonely or isolated. Socially connected neighbours are healthier, more resilient, and are often able to stay in their home and community longer as they age. The [Building Social Connections: Toolbox of design actions to nurture wellbeing in multi-unit housing - Hey Neighbour Collective](#) resource was highlighted as a great toolkit to support age friendly senior buildings.

- Important local initiatives such as Indwell and the Housing Stability Program were discussed as a strength.
- Improvements around building more senior friendly affordable housing options that include one floor living and accessible community spaces in buildings are needed.
- Programs such as [Canada HomeShare](#) could be promoted locally to support intergenerational living.
- Educating younger older adults about housing considerations as they age so people start to think about aging in place at an earlier age was also highlighted.

### Recommendations

Increase awareness and education for aging in place considerations and financial literacy.

Explore and promote alternative living arrangements such as intergenerational housing and home-share opportunities using inclusive approaches.

Share our local needs assessment to support advocacy for more seniors focused housing, with particular attention to rural housing gaps.

## Social Inclusion and Participation



- Participants highlighted the importance of social gatherings, volunteer opportunities, and programs offered through churches, community centres, and local organizations.
- Older adults expressed both a desire for and barriers to participation in community activities.
- Survey results indicated that 33.2% of respondents agreed that they attend local social gatherings and another 35.2% stated they somewhat agreed.
- Technology, transportation, and cost often limited access.

Loneliness and social isolation are associated with an increased risk of death and higher rates of depression, dementia, stroke, coronary artery disease, disability from chronic diseases, reduced quality of life, and an increased number of falls (24, 27). Members noted that seniors remain the backbone of volunteerism in Oxford County, yet this aging volunteer base is at risk of burnout, highlighting the need to encourage younger volunteers and support employer-supported volunteerism.

- Discussions emphasized the importance of culturally inclusive programming and municipal policies that reflect the diversity of the community,
- Need for reducing stigma around dementia and ageism.
- Opportunities included developing policies that promote inclusive participation across cultures, ages, and abilities.
- Offering education and awareness events on ageism, dementia, and inclusion.
- Leading public campaigns that elevate the contributions of older adults.
- Expanding programming grounded in DEI and cultural humility.
- Advocating for stronger social and recreational supports that reduce isolation and strengthen community connectedness.

### Recommendations

Reduce ageism through education, policy recommendations, and promoting intergenerational opportunities (22).

Raise public and health provider awareness about the risks of social isolation and loneliness (24).

Prioritize equity, accessibility and inclusion-based approaches to addressing social isolation and loneliness with particular attention to rural communities, low-income older adults.

Reduce isolation through thoughtful technology solutions that are paired with digital literacy training and affordable access to devices and internet services.

## Transportation

- Transportation emerged as a significant barrier to participation in community life and healthcare access.
- Only 25.3% of respondents agreed that community transportation services were available to them and cost was frequently cited as a barrier.
- Rural inaccessibility, limited scheduling, and lack of inter-community transit reinforced dependence on personal vehicles or family support.



A lack of transportation options can limit social participation, leading to social isolation and loneliness which negatively impacts health and well-being. Research has shown that lack of transportation services plays a critical role in older adults having to move into long term care (24). Our rural areas are specifically impacted by this due to the longer distances and no organized transit in most rural municipalities.

- Steering committee members all agreed that transportation is the largest barrier for older adults to age in place.
- Accessible and affordable options, especially for return trips from hospital were highlighted as a local concern.
- Sustainable and affordable options are needed as fixed route bus service in rural areas does not meet the needs of many residents and it is expensive.
- Volunteer driver programs were seen as potentially sustainable options that could be enhanced and supported
- Discussed exploring an app-based booking system where multiple providers could be connected.
- Steering committee members learned of neighbouring transportation services such as [St Marys & Area Mobility Service](#) that provides some accessible transportation options in the north area of Oxford, that many committee members were not aware of.

### Recommendations

Explore innovative transportation solutions while prioritizing affordability and accessibility in transportation systems, particularly in rural areas.

Increase awareness and education about existing transportation options.

Expand and support volunteer driver programs.

Strengthen coordination between local transportation providers.

## Outdoor Spaces and Buildings



- Participants described a strong interest in ensuring outdoor spaces were planned with accessibility at the forefront.
- The role of the Accessibility Committees was emphasized for this work.
- Only 15.6% of survey respondents agreed that snow and ice removal considered the needs of older adults.
- Sidewalk maintenance, accessible washrooms, and safe pedestrian crossings were recurring concerns in focus groups.
- Trails were perceived as being poorly maintained which leads to restricted use due to discomfort.
- Crosswalks cause anxiety due to insufficient crossing times, confusing processes and angled parking that reduces visibility.

Improving the age-friendliness of the built environment is a very important step towards facilitating aging in the right place (8). The steering committee discussions centred around the idea of collaboration and partnerships with existing committees and local work for this domain.

- It was acknowledged that the accessibility committee will be an important group to support and collaborate with as they have the expertise and experience with the accessibility legislation.
- Public Health is building stronger partnerships with planning departments which can be used to ensure that age and dementia-friendly considerations are incorporated into community planning and municipal policy documents, including official and master plans.
- The [Age- and dementia-inclusive neighbourhood design guidelines — Happy Cities](#) have already been shared and used as a reference when commenting on municipal documents.

### Recommendations

Increase awareness of the benefits of age and dementia friendly design principles.

Increase collaboration with community partners to align recommendations for community design.

Identify opportunities to improve maintenance and accessibility of sidewalks and walkways with particular attention to neighbourhoods with higher proportions of low-income older adults.

Explore the possibility of local developer incentive programs to promote age and dementia friendly housing and community design.

## Next Steps

The Oxford County Age-Friendly Strategy is intended to be a living document that evolves alongside community needs, emerging evidence, and local opportunities. The Steering Committee will continue to support implementation by identifying lead partners, strengthening collaboration across sectors, and aligning actions with existing municipal, public health, and community planning processes.

A process will be developed to monitor progress, evaluate impact, and share key milestones with the community. Sustaining this work will require ongoing engagement with older adults, caregivers, municipalities, community organizations, and decision-makers to ensure Oxford County remains a place where people can age with dignity, connection, and support.

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# Oxford Age Friendly Strategy



AGE FRIENDLY  
Oxford County



April 22nd, 2026

Maureen Ross, Community Member

Meagan Lichti, Chair of Oxford Age Friendly Committee

# Steering Committee Members

Meagan Lichti	Southwestern Public Health
Kelly Gilson Lindsay Wilson	United Way Oxford
Kristy Van Kooten-Bossence	Ingersoll Services for Seniors
Diana Handsaeme	Tillsonburg and District Multi Service Centre
Emily Porchak	Oxford Ontario Health Team
Maureen Ross Karen Devolin	Community Members
Rebekah Lindsay	Alzheimer Society Southwest Partners
Robin Kish	VON
Cheryl McDonald	Regional Geriatric Program of Southwestern Ontario
Chris Cunningham	Southgate Centre
Jamie Walter	Oxford County Paramedic Services – Community Paramedicine
Doug Ellis	City of Woodstock
Jillian Stephenson	Woodstock Hospital
Jeffrey Davis	Ontario Health at Home
Katelyn St Pierre	Rural Roads Health Services

# Situation Overview

- The population in **Oxford County is growing and aging:**
  - Adults 65+ in the SWPH region increased from 16.1% to 20.2%(2011–2021).
- The proportion of seniors living with low income increased from 18% in 2016 to 25% in 2021
- Older adult falls remain a significant burden for our region,
  - Our 75+ population experiencing the highest emergency department visit rates in the province due to falls in 2024

**Age-Friendly Communities are an evidence-based policy option and are supported by the Ontario Ministry of Seniors and Accessibility, the Public Health Agency of Canada, and the World Health Organization**

# Age Friendly Communities

An Age-Friendly Community (AFC) is a community where policies, services, and physical spaces are designed to enable people of all ages to live in secure and accessible physical and social environments



# Needs Assessment Data Collection

Data collected from May-July 2025:

- ***Community surveys*** for anyone 50+ years old
- ***Focus groups*** related to the different age friendly domains
- ***1:1 caregiver interviews***



# Oxford Age Friendly Strategy



# Needs Assessment Summary



- Transportation is a significant barrier to participation in community life and healthcare access



- Access to healthcare was highlighted as one of the greatest challenges



- Appropriate and affordable housing options are scarce, especially in rural areas



- Aging in place is a priority, but is hindered by limited supports
- Technology, transportation, and cost often limited access to social participation



- Sidewalk and trail maintenance, accessible washrooms, and safe pedestrian crossings were recurring concerns

# Transportation

Rural inaccessibility, limited scheduling, and lack of inter-community transit reinforced dependence on personal vehicles or family support.

## Recommendations:

1. Explore innovative transportation solutions while prioritizing affordability and accessibility in transportation systems, particularly in rural areas.
2. Increase awareness and education about existing transportation options.
3. Expand and support volunteer driver programs.
4. Strengthen coordination between local transportation providers.



# Housing

Older adults face limited affordable and appropriate housing options particularly in rural areas due to a lack of suitable downsized or supportive housing, high retirement home costs, and long LTC waitlists, while intergenerational and home-share models show promise.

## Recommendations

1. Increase awareness and education of housing options and aging in place considerations
2. Explore and promote alternative living arrangements
3. Share our local needs assessment to support advocacy



# Outdoor Spaces and Buildings

Participants identified accessibility and safety challenges in outdoor and built environments, highlighting the need for stronger collaboration.

Recommendations:

1. Increase awareness of the benefits of age and dementia friendly design.
2. Increase collaboration with community partners to align recommendations for community design.
3. Identify opportunities to improve maintenance and accessibility of sidewalks and walkways, with particular attention to neighbourhoods with higher proportions of low-income older adults.
4. Explore the possibility of local developer incentive programs to promote age and dementia friendly housing and community design.



# Additional Recommendations Include:

- Increasing awareness for community supports and services with a focus on rural areas
- Explore ways to re-instate local memory clinic and cognitive health services
- Create coordinated access for specialized geriatric services
- Sharing our needs assessment to support advocacy
- Reducing Ageism through education, policy and intergenerational opportunities
- Raising awareness of the risks of social isolation and loneliness
- Prioritizing equity, accessibility and inclusion-based approaches to addressing social isolation including thoughtful technology solutions





# Provincial Recognition

Oxford County received recognition for becoming an Age Friendly Community at the 2026 ROMA Conference from Minister Cho

# Strategic Alignment

## Oxford County's 2023-2026 Strategic Plan

### Pillar 1: Promoting Community Vitality

- Goal 1.1: Our Housing recommendations support initiatives 1 and 4
- Goal 1.3: Our strategy and needs assessment supports initiatives 1-4
- Goal 1.4: Our outdoor spaces recommendations support initiative 4

### Pillar 2: Enhancing Environmental Sustainability

- Older adults were identified in SWPH's climate vulnerability assessment and have the most severe impacts from extreme weather events

## Oxford County's Safe and Well Plan

- We shared our needs assessment data for the updated plan and look forward to the collaboration opportunities.

# Next Steps

---

The Oxford County Age-Friendly Strategy is intended to be a living document that evolves alongside community needs, emerging evidence, and local opportunities.

---

The Steering Committee will continue to support implementation by identifying lead partners, strengthening collaboration across sectors, and aligning actions with existing municipal, public health, and community planning processes.



# Our Ask:

We are asking Oxford  
County Council to  
Endorse the Oxford Age  
Friendly Strategy





Tuesday, April 14, 2026

# 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:

<b>Name and Title of Primary Contact / Main Presenter</b>	Thomas Woodall
<b>Street Address</b>	[REDACTED]
<b>Daytime Contact Number</b>	[REDACTED]
<b>Email</b>	[REDACTED]

## Presentation Details:

<b>Date you wish to present to Council</b>	Wednesday, April 22, 2026
<b>How would you like to attend the Council meeting?</b>	<input type="button" value="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.

<b>If attending an in-person council meeting , do you or any members of your party require accessibility accommodations?</b>	<input type="text" value="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**

- 1: That the deferral of water hookup be not a "Deferral" but permanent for ourselves and future owners unless they choose to use your services.
- 2: Future projects such as sewer hookup be granted the same permanent exclusion as #1.
- 3: All previous and continuing claims, bills and penalty charges brought to and attached to our City of Woodstock Property Tax bill by or from EARTH SOLUTIONS be rescinded and cancelled.

**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)**

**DEFERRAL OPTION**

**Option A - Financial Hardship**

Property owners that are experiencing or will experience financial hardship as a result of the fees and/or mandatory connection requirements associated with a bill-out may apply to request deferral of either:

Capital Billing Fees     Mandatory Connection Date     Both

Provide a description of the circumstances that have resulted in financial hardship. Attach additional information to support the application.

*\* see attached \**

In order to be deemed eligible for deferral, Oxford County must determine that the financial circumstances are such that they prevent the property owner(s) from being able to meet the obligations under the Capital Billing Project By-Law. Documentation to support this determination could include, but may not be limited to:

- Detailed monthly expense and income listings for owner(s) and members of the household;
- Bank statements and/or detailed listings of all capital holdings, investments, etc.;
- Canada Revenue Agency Notices of Assessment for the latest tax year and the preceding tax years;
- Confirmation of eligibility for other means tested programs or supports related to the relief of poverty.

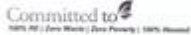
Deferral of fees associated with the bill-out will be registered as a lien upon the Benefiting Property. Interest will not accrue on the capital fees during the period of the deferral. The maximum deferral term shall not exceed three years or until the property is sold, whichever is earlier. Property owners may request an extension at the end of the term of deferral through the submission of a subsequent application.

**Option B - Replacement of Private Services with 20 years of Installation**

Property owners may apply for deferral if one of the impacted services was installed within 20 years from the date of the bill-out by-law. The deferral will be limited to the mandatory connection date only and will not apply to the capital billing fees.

Provide the private services installation date. Property owner(s) are required to attach proof of the installation date to support their application.

The term of the deferral shall be to a maximum of 20 years from when the service was installed and will be confirmed by the Treasurer. An extension of deferral Option B will not be offered to property owner(s).



**Option C - Properties Set-Back over 50 Metres**

Property owners may apply for deferral if the existing building with plumbing that is being connected is set-back over 50 metres from the property line. The deferral will be limited to the mandatory connection date only and will not apply to the capital billing fees.

Provide a description of the location. Attach additional information to support the application

\* Set-Back \*  
[Redacted box]

The term of the deferral shall not exceed three years and will be confirmed by the Treasurer. An extension to deferral Option C will not be offered to property owner(s).

**TERMS OF DEFERRAL**

We understand that if the request for deferral is accepted, the following deferral conditions may apply, but are not limited to:

- a. That the connection fees and/or mandatory connection date be deferred for the accepted deferral period or until the property is sold, whichever is earlier.
- b. That any capital billing fees deferred shall be registered as a lien on the eligible property.
- c. If the deferral is for the sanitary sewer, approval is subject to confirmation that the current septic system is in good working order.
- d. If the property is sold, the payment will become due upon the sale of the property and the new owner will be required to connect to the municipal water and wastewater system.
- e. That the registered property owners acknowledge in writing the conditions set out and agree to notify any prospective purchaser of the property of the deferred fees and/or mandatory connection.

**CERTIFICATION**

We, the undersigned, certify that the information contained in this form and all accompanying documentation is true, accurate and complete. **Note:** If the property has more than two registered owners, please include an additional signature page(s).

Name: Tom Woodall Name: \_\_\_\_\_  
 Signature: [Signature] Signature: \_\_\_\_\_  
 Date: Feb 24, 2026 Date: \_\_\_\_\_

Information on this form is collected under the legal authority of the Municipal Act, 2001, S.O. 2001 for the purpose of charging and collecting fees and imposing mandatory connections upon owners of lands for municipal services. For more information about this collection, please contact the Clerk's Office at (519) 539-9600 (ext. 3017) or by email at clerksoffice@oxfordcounty.ca



Corporate Services  
21 Reeve Street, P.O. Box 1614  
Woodstock, ON N4S 7Y3  
519-539-9600 / 1-800-755-0294  
oxfordcounty.ca

**Water / Wastewater Capital Billing Deferral Application Form**

**INSTRUCTIONS**

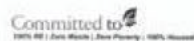
Instructions are provided for guidance in completing the application form:

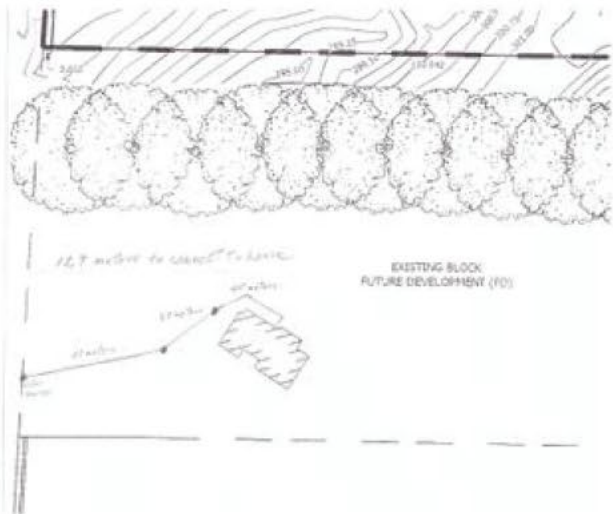
- In accordance with the County's Extension of Municipal Water and Wastewater Services Policy 6.05, Benefiting Property owners may apply for deferral within 30 days of the billing letter, under one of the options outlined below. Should the property owner's request not satisfy the requirements of the selected deferral option, the property owner will be required to select their preferred financing option by the deadline identified in the billing letter.
- The deferral period granted will be based on the mandatory connection date identified in the billing by-law and all property owners will be required to sign an agreement acknowledging the deferral amount and the conditions of the deferral.
- All deferrals are subject to confirmation that the private services are in good working order. If a service is deemed not in good working order at any point throughout the deferral period, the property owner will be required to connect to both services (as applicable).
- Deferrals are only extended to the current property owner. If the property is sold during the deferral period, the new owner(s) will be required to connect to the municipal services and deferred fees are due upon the closing date.

Questions about this form should be directed to Corporate Services - Finance Division at waterbilling@oxfordcounty.ca or 519-539-9600 (ext. 3022). Please return the completed form marked Confidential to County of Oxford, 21 Reeve St., P.O. Box 1614, Woodstock, ON N4S 7Y3 Attention: Treasurer or Email: waterbilling@oxfordcounty.ca

**CAPITAL PROJECT AND PROPERTY INFORMATION**

Capital Billing Project: \_\_\_\_\_  
 Property Roll Number: \_\_\_\_\_  
 Registered Owner(s): Tom + Deb Woodall  
 Mailing Address: [Redacted]  
 Phone: [Redacted]  
 Email: [Redacted]





 [Water Deferral Cover Letter Feb 2026.docx](#)

 [QUOTE TOM WOODALL 986 LANSDO... .pdf](#)

**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.

**To:**

Oxford County  
Corporate Services

**Attn: Jennifer Lavallee**

21 Reeve St.  
PO Box 1614  
Woodstock Ont.  
N4S 7Y3

**From:**

Tom & Deb Woodall



February 24, 2026.

**Re: Water/Wastewater Capital Billing Deferral Application Form**

Dear Jennifer,

Thank you for returning my call February 24, 2026.

I have attached the Deferral Form and a diagram of the measurements required to bring your water source to the house connection location.

The reason it is a combination of measurements is to clarify the difficulty and expense that it would take to do something that is absolutely unnecessary.

As stated in Option C Properties Set Back over 50 Meters, you will see that it is 61 meters of distance through multiple large trees and root systems, then another 27 meters of gravel parking lot and then another 45 meters crossing the paths of main hydro source, outbuilding electrical, telephone, propane and existing water lines into the house. A total of at least 129 meters. (close to 400 feet)

The cost of such a project would certainly put me in the "Undue Financial Hardship" category as well.

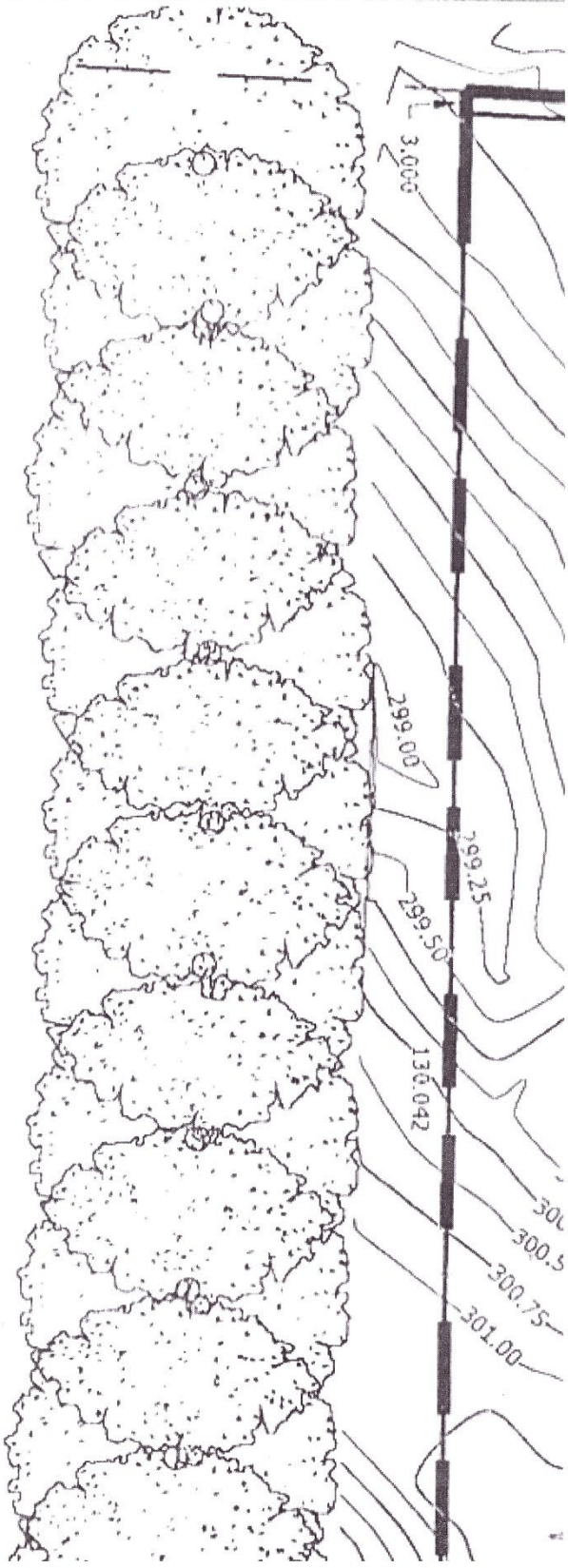
In light that I did not dispute and agreed to pay the an extra \$500.00 per year for 10 years on my Property Taxes (which are in excess of \$10,000.00 per year) to facilitate the continual growth and success of Oxford County and the City of Woodstock, I would like to propose...

- 1: That the deferral of water hookup be not a "Deferral" but permanent for ourselves and future owners unless they choose to use your services.
- 2: Future projects such as sewer hookup be granted the same permanent exclusion as #1.
- 3: All previous and continuing claims, bills and penalty charges brought to and attached to our City of Woodstock Property Tax bill by or from ERTH SOLUTIONS be rescinded and cancelled.

Thank you for your attention to this and I await your reply.

Sincerely,

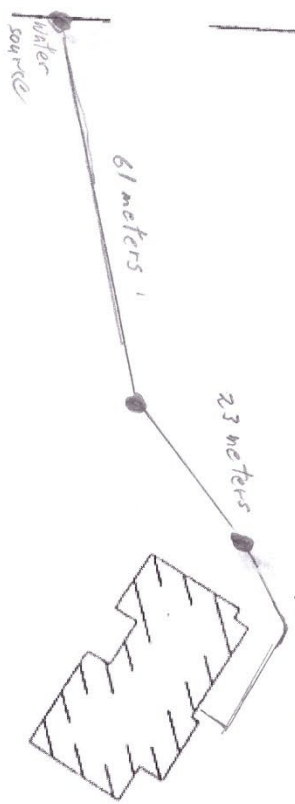
Thomas Woodall



129 meters to connect to house

45 meters

EXISTING BLOCK  
FUTURE DEVELOPMENT (FD)





Corporate Services  
21 Reeve Street, PO Box 1614  
Woodstock, ON N4S 7Y3  
519-539-9800 | 1-800-755-0394  
oxfordcounty.ca

## Water / Wastewater Capital Billing Deferral Application Form

### INSTRUCTIONS

Instructions are provided for guidance in completing the application form:

- In accordance with the County's Extension of Municipal Water and Wastewater Services Policy 6.05, Benefitting Property owners may apply for deferral within 30 days of the billing letter, under one of the options outlined below. Should the property owner's request not satisfy the requirements of the selected deferral option, the property owner will be required to select their preferred financing option by the deadline identified in the billing letter.
- The deferral period granted will be based on the mandatory connection date identified in the billing by-law and all property owners will be required to sign an agreement acknowledging the deferral amount and the conditions of the deferral.
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Questions about this form should be directed to Corporate Services – Finance Division at [waterbilling@oxfordcounty.ca](mailto:waterbilling@oxfordcounty.ca) or 519-539-9800 (ext. 3022). Please return the completed form marked Confidential to County of Oxford, 21 Reeve St., P.O. Box 1614, Woodstock, ON N4S 7Y3 Attention: Treasurer or Email: [waterbilling@oxfordcounty.ca](mailto:waterbilling@oxfordcounty.ca).

### CAPITAL PROJECT AND PROPERTY INFORMATION

Capital Billing Project: \_\_\_\_\_

Property Roll Number: \_\_\_\_\_

Registered Owner(s): Tom + Deb Woodall

Mailing Address: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

u9

**DEFERRAL OPTION**

**Option A – Financial Hardship**

Property owners that are experiencing or will experience financial hardship as a result of the fees and/or mandatory connection requirements associated with a bill-out may apply to request deferral of either:

- Capital Billing Fees
- Mandatory Connection Date
- Both

Provide a description of the circumstances that have resulted in financial hardship. Attach additional information to support the application.

*\* see attached \**

In order to be deemed eligible for deferral, Oxford County must determine that the financial circumstances are such that they prevent the property owner(s) from being able to meet the obligations under the Capital Billing Project By-Law. Documentation to support this determination could include, but may not be limited to:

- Detailed monthly expense and income listings for owner(s) and members of the household;
- Bank statements and/or detailed listings of all capital holdings, investments, etc.;
- Canada Revenue Agency Notices of Assessment for the latest tax year and the preceding tax years;
- Confirmation of eligibility for other means tested programs or supports related to the relief of poverty.

Deferral of fees associated with the bill-out will be registered as a lien upon the Benefitting Property. Interest will not accrue on the capital fees during the period of the deferral. The maximum deferral term shall not exceed three years or until the property is sold, whichever is earlier. Property owners may request an extension at the end of the term of deferral through the submission of a subsequent application.

**Option B – Replacement of Private Services with 20 years of Installation**

Property owners may apply for deferral if one of the impacted services was installed within 20 years from the date of the bill-out by-law. The deferral will be limited to the mandatory connection date only and will not apply to the capital billing fees.

Provide the private services installation date. Property owner(s) are required to attach proof of the installation date to support their application.

The term of the deferral shall be to a maximum of 20 years from when the service was installed and will be confirmed by the Treasurer. An extension of deferral Option B will not be offered to property owner(s).

**Option C – Properties Set-Back over 50 Metres**

Property owners may apply for deferral if the existing building with plumbing that is being connected is set-back over 50 metres from the property line. The deferral will be limited to the mandatory connection date only and will not apply to the capital billing fees.

Provide a description of the location. Attach additional information to support the application.

\* see attached \*

The term of the deferral shall not exceed three years and will be confirmed by the Treasurer. An extension to deferral Option C will not be offered to property owner(s).

**TERMS OF DEFERRAL**

I/We understand that if the request for deferral is accepted, the following deferral conditions may apply, but are not limited to:

- a. That the connection fees and/or mandatory connection date be deferred for the accepted deferral period or until the property is sold, whichever is earlier.
- b. That any capital billing fees deferred shall be registered as a lien on the eligible property.
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- d. If the property is sold, the payment will become due upon the sale of the property and the new owner will be required to connect to the municipal water and wastewater system.
- e. That the registered property owners acknowledge in writing the conditions set out and agree to notify any prospective purchaser of the property of the deferred fees and/or mandatory connection.

**CERTIFICATION**

I/We, the undersigned, certify that the information contained in this form and all accompanying documentation is true, accurate and complete. **Note:** If the property has more than two registered owners, please include an additional signature page(s).

Name:	<u>Tom Woodall</u>	Name:	_____
Signature:	<u>[Signature]</u>	Signature:	_____
Date:	<u>Feb 24, 2026</u>	Date:	_____

Information on this form is collected under the legal authority of the *Municipal Act, 2001, S.O. 2001* for the purpose of charging and collecting fees and imposing mandatory connections upon owners of lands for municipal services. For more information about this collection, please contact the Clerk's Office at (519) 539-9800 (ext. 3017) or by email at [clerksoffice@oxfordcounty.ca](mailto:clerksoffice@oxfordcounty.ca).



375245 37TH LINE, NOJ 1J0, EMBRO, ONTARIO

TELEPHONE: 519-421-9511

QUOTE FOR - TOM WOODALL

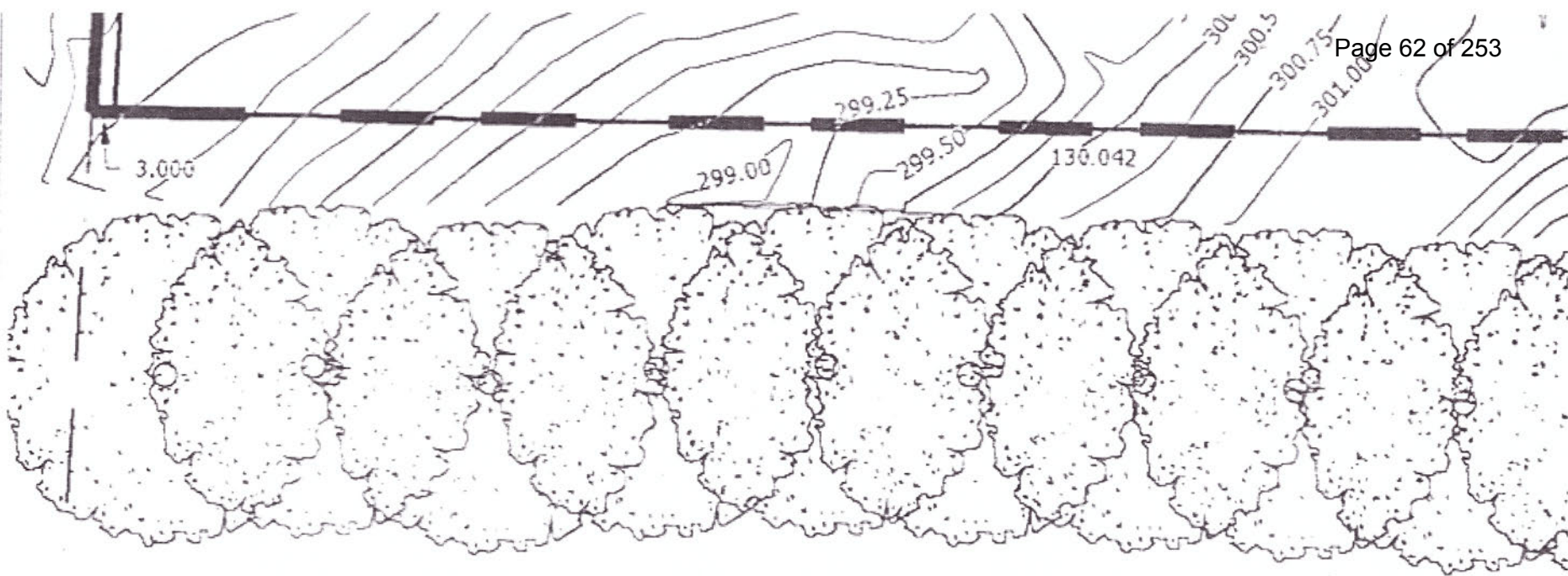
WOODSTOCK

APRIL 10 2026 REVISED APRIL 14 2026

NEW WATERLINE FROM CURB STOP INTO HOME

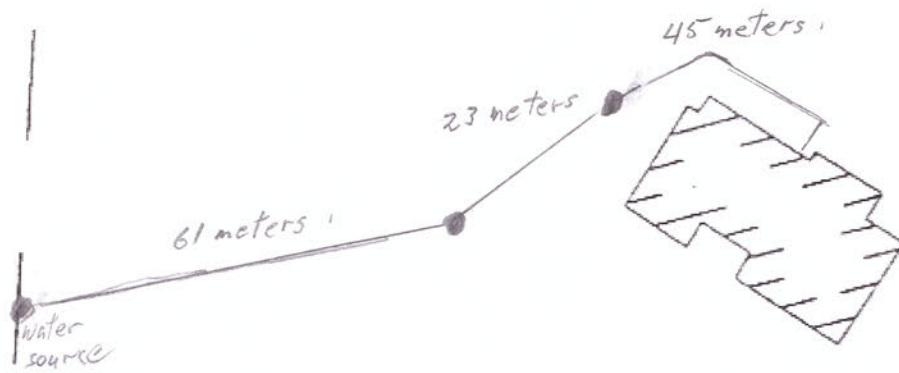
QUOTE IS VALID FOR 30 DAYS, ALL PRICES ARE SUBJECT TO 13% HST.

<b>JOB DESCRIPTION</b>	<b>QUANTITY</b>	<b>AMOUNT</b>
SUPPLY AND INSTALL EXCAVATION FOR TRENCH FROM CURB STOP INTO BACK OF HOUSE		
SUPPLY AND INSTALL WATER LINE FROM CURBSTOP TO BACK OF HOUSE		
***ALL WORK TO BE COMPLETED TIME AND MATERIAL BUT THIS IS A GOOD ESTIMATE		
***TO KEEP OUTSIDE TAPS FOR WELL WATER		
 <b>EXCAVATION</b>		
DIG 6FT. TRENCH FROM CURB STOP TO BACK OF HOUSE ROUGHLY 122 METERS		
SEPARATE GRAVEL IN DRIVEWAY		
RE INSTALL PACK, ADD GRAVEL AS NEEDED		
BED PIPE WITH SAND		
REMOVE EXCESS DIRT FROM TRENCH		
 TOTAL FOR ABOVE WORK	1	\$ 16,500.00
 <b>PLUMBING - WATER LINE IS 1" AT ROAD ACCORDING TO CALCULATIONS GIVEN TO US 17.8 FIXTURE UNITS ARE REQUIRED</b>		
SUPPLY AND INSTALL MUNICIPEX FROM CURB STOP INTO HOME COMPLETE WITH TRACER WIRE		
RE ROUTE WATER LINES		
REMOVE PEROXIDE SYSTEM IRON FILTER / PRESSURE TANK		
KEEP WATER SOFTENER SET AT 30 GPM		
 TOTAL FOR ABOVE	1	\$ 10,075.00
 <b>EXTRA</b>		
LANDSCAPE / GRASS SEED		
UNFOSEEN CIRCUMSTANCES		
 90% OF QUOTE REQUIRED BEFORE WORK BEGINS		
10% OF QUOTE REQUIRED 30 DAYS AFTER COMPLETE		
 TOTAL FOR ABOVE		\$ 26,575.00



129 meters to connect to house

EXISTING BLOCK  
FUTURE DEVELOPMENT (FD)





**President**  
Davina Garner

519-964-8828

<https://www.oxfordag.ca/>

**Office Administrator**

June Nussey

P.O. Box 14 Ingersoll ON N5C 3K1

519-964-8828

[oxfordcountyag@gmail.com](mailto:oxfordcountyag@gmail.com)

April 2, 2026

Oxford County Council  
P.O. Box 1614  
21 Reeve St.  
Woodstock, ON N4S 7Y3

Dear Council members,

The Oxford County Federation of Agriculture (OCFA) is excited to announce that we are planning another Agricultural Bus Tour this year on **Friday, June 12, 2026**. This unique event offers municipal representatives an invaluable opportunity to experience firsthand the agricultural industry that plays a vital role in our community.

We kindly ask you to **save the date** of **June 12** for this special event. The day will begin at 10 a.m. and wrap up at 3 p.m. During the tour, we will travel by bus to visit various agricultural operations across the county, each highlighting an essential aspect of local agriculture. Along the way, you'll have the chance to connect with passionate producers and community members who are eager to share their stories. Lunch will also be provided as part of the day's activities.

While we are still finalizing the details of the stops, we wanted to ensure you have the opportunity to mark this date on your calendar. Once the itinerary is confirmed, we will provide you with all the necessary details.

We hope you will join us for this engaging and enjoyable day filled with warm hospitality, great company, and the chance to learn more about the agricultural backbone of our community. Please **save the date** of **June 12**, and we will be in touch soon with further information.

Sincerely,

Davina Garner  
President  
Oxford County Federation of Agriculture

## REPORT TO COUNTY COUNCIL

# Application for Official Plan Amendment OP 26-05-7 - Town of Tillsonburg Non-Profit Housing Corporation

**To:** Warden and Members of County Council

**From:** Director of Community Planning

## RECOMMENDATIONS

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1. That Oxford County Council approve Official Plan Application OP 26-05-7, submitted by Town of Tillsonburg Non-Profit Housing Corporation for the lands described as Lots 48, 48A, 49 and 49A, Plan 500, in the Town of Tillsonburg, to redesignate the lands to Medium Density Residential to facilitate a three storey 30-unit apartment development;
2. And further, that County Council approve the attached Amendment Number 354 to the County of Oxford Official Plan as well as the enacting By-law 6820-2026.

## REPORT HIGHLIGHTS

---

- The application seeks to amend the Official Plan to re-designate the site from Service Commercial to Medium Density Residential to facilitate a medium density residential development on the subject lands.
- The subject lands are proposed to be developed to accommodate the 30-unit apartment building containing affordable housing units in partnership with Oxford County's Human Services Department.
- Planning staff support the application as it is consistent with Provincial policy direction and Official Plan policies respecting residential intensification, increased supply and diversity of dwelling types, and locational criteria respecting the designation of new medium density residential areas.

## IMPLEMENTATION POINTS

---

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

## Financial Impact

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

## Communications

In accordance with the requirements of the *Planning Act*, notice of complete application regarding this proposal was provided to surrounding property owners on February 24, 2026, and notice of public meeting was issued on March 30, 2026. At the time of writing this report, no comments had been received.




## 2023-2026 STRATEGIC PLAN

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

The recommendations in this report support the following strategic goals.

### Strategic Plan Pillars and Goals

PILLAR 1	PILLAR 2	PILLAR 3
		
<b>Promoting community vitality</b>	<b>Enhancing environmental sustainability</b>	<b>Fostering progressive government</b>
<p>Goal 1.1 – 100% Housed</p> <p>Goal 1.2 – Sustainable infrastructure and development</p> <p>Goal 1.3 – Community health, safety and well-being</p> <p>Goal 1.4 – Connected people and places</p>		

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

## DISCUSSION

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### Background

**Owners:** Town of Tillsonburg Non-Profit Housing Corporation  
53 Queen Street, Tillsonburg, ON N4G 3G9

**Agent:** City Planning Solutions (c/o John Fleming)  
59 Coachwood Crescent, London, ON N6K 3C8

### Location:

The subject lands are described as Lots 48, 48A, 49 and 49A, Plan 500, Town of Tillsonburg. The lands are located on the east side of Tillson Avenue, lying between Lindsay Street and Barker Street and are municipally known as 288 and 296 Tillson Avenue, Town of Tillsonburg.

### County of Oxford Official Plan:

#### Existing:

Schedule 'T-1'	Town of Tillsonburg Land Use Plan	'Service Commercial'
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#### Proposed:

Schedule 'T-1'	Town of Tillsonburg Land Use Plan	'Residential'
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Schedule 'T-2'	Town of Tillsonburg Residential Density Plan	'Medium Density Residential' with special development policies
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### Proposal:

Applications have been initiated to amend the Official Plan to permit the construction of a three-storey apartment building containing 30 apartment units. The Official Plan amendment proposes to redesignate the subject lands from 'Service Commercial' to 'Medium Density Residential' with special development policies to permit a higher net residential density on the site than is currently permitted in the medium density residential designation.

**Report CP 2026-124**  
**COMMUNITY PLANNING**  
**Council Date: April 22, 2026**

An associated zone change application was submitted to the Town of Tillsonburg to rezone the subject lands from 'Service Commercial Zone (SC)' to 'Special Medium Density Residential Zone (RM-sp)' to facilitate the development of the proposed three storey, 30 unit apartment building, which will require a number of site specific provisions, including reduced minimum lot area per dwelling unit, setbacks, and number of parking spaces per unit (i.e. from 1.25 to 1)

Surrounding land uses include existing low density residential development (consisting primarily of single detached dwellings) to the north, east and immediate south, Gyulveszi Park a bit further to the northeast, industrial uses across Tilson Avenue to the west, and service commercial uses further to the south.

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

Plate 2, Aerial Map (2020) with Existing Zoning, provides an aerial view of the subject lands and surrounding uses as existing in the Spring of 2020.

Plate 3, Applicant's Sketch, illustrates the development concept and provides site data.

Plate 4, TGO Transit Route Map, identifies the subject site in context to the TGO Transit Route, stop # 6 is located immediately in front of the subject lands.

## Comments

### 2024 Provincial Planning Statement (PPS)

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

Section 2.2 of the PPS provides that planning authorities shall provide for an appropriate range and mix of housing options and densities to meet projected needs of current and future residents of the immediate area by:

- a) establishing and implementing minimum targets for the provision of housing that is affordable to low and moderate income households, and coordinating land use planning and planning for housing with Service Managers to address the full range of housing options including affordable housing needs;
- b) permitting and facilitating:
  1. all housing options required to meet the social, health, economic and wellbeing requirements of current and future residents, including additional needs housing and needs arising from demographic changes and employment opportunities; and

**Report CP 2026-124**  
**COMMUNITY PLANNING**  
**Council Date: April 22, 2026**

2. all types of residential intensification, including the development and redevelopment of underutilized commercial and institutional sites for residential use, development and introduction of new housing options within previously developed areas, and redevelopment, which results in a net increase in residential units in accordance with policy 2.3.1.3;
- c) promoting densities for new housing which efficiently use land, resources, infrastructure and public service facilities, and support the use of active transportation; and
  - d) requiring transit-supportive development and prioritizing intensification, including potential air rights development, in proximity to transit, including corridors and stations.

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

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

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

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

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

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**COMMUNITY PLANNING**  
**Council Date: April 22, 2026**

Section 2.8.1.3 provides that on lands within 300 m of employment areas, development shall avoid, or where avoidance is not possible, minimize and mitigate potential impacts on the long-term economic viability of employment uses within existing or planned employment areas, in accordance with Provincial guidelines.

Section 2.8.2 provides that planning authorities shall designate, protect and plan for all employment areas in settlement areas by:

- a) Planning for employment area uses over the long-term that require those locations including manufacturing, research and development in connection with manufacturing, warehousing and goods movement, and associated retail and office uses and ancillary facilities;
- b) Prohibiting residential uses, commercial uses, public service facilities and other institutional uses;
- c) Prohibiting retail and office uses that are not associated with the primary employment use;
- d) Prohibiting other sensitive land uses that are not ancillary to uses permitted in the employment area; and
- e) Including an appropriate transition to adjacent non-employment areas to ensure land use compatibility and economic viability.

### County of Oxford Official Plan

Section 2.1.1 of the Official Plan provides that growth and development will be focused in settlement areas and their vitality and regeneration will be promoted. Development will be directed to settlements with centralized wastewater and water supply facilities to minimize risks of contamination to air, land, surface water and groundwater, to preserve agricultural land and to reduce the cost of public service facilities and infrastructure. Settlements will be required to develop with land use patterns and a mix of uses and densities that efficiently use land and resources, are appropriate for, and efficiently use, existing or planned infrastructure and public service facilities, support active transportation and minimize negative impacts to air quality and climate change and promote energy efficiency.

Additionally, all forms of housing are required to meet the social, health and well-being needs of current and future residents which will be facilitated through the County. A minimum target of 20 percent shall be established as the proportion of all housing in the County which is to be affordable.

Intensification will be promoted in appropriate locations within settlements, particularly those served by centralized wastewater and water supply facilities and all forms of housing required to meet the social, health and well-being needs of current and future residents will be permitted and facilitated in appropriate locations throughout the County.

Section 8.2.2.1 ensures that adequate affordable housing for low and moderate income households and those with special needs are available in the Town.

Section 8.2.2.2 – Tenure and Mix, provides that it is an objective of the Official Plan to provide a range of tenure forms throughout the Town, consistent with the demand, and to maintain an

**Report CP 2026-124**  
**COMMUNITY PLANNING**  
**Council Date: April 22, 2026**

appropriate supply of affordable rental and ownership housing in the Town, while recognizing that housing needs to be suitably maintained and adequate for habitation. Town Council shall encourage the creation of housing opportunities that may result in a mix of tenure forms, such as ownership, rental and cooperative, throughout the Town. Such encouragement will include the provisions of opportunities for the development of a variety of housing forms and by permitting sensitive infilling and accessory apartments in built-up areas.

The subject lands are designated 'Service Commercial', according to the Town of Tillsonburg Land Use Plan. The subject application proposes to redesignate the lands to facilitate medium density residential development.

Areas designated for Service Commercial use are generally intended to provide a broad range of commercial uses that, for the most part, are not suited to locations within the Central Area because of their site area, access or exposure requirements or due to compatibility conflicts with residential development, while providing limited amount of retail use and serving vehicular traffic and single purpose shopping trips.

Areas designated for Medium Density Residential uses are primarily developed or planned for low profile municipal unit development that exceed densities established for Low Density Residential Districts. These districts are intended to include townhouses, converted dwellings and apartment buildings. In these Districts, it is intended that there will be a mixing and integration of different forms of housing to achieve a medium overall density of use.

The maximum net residential density in the Medium Density Residential Districts is 62 units per hectare (25 units per acre) and no building shall exceed four storeys in height at street elevation. The proposed development, at 30 units, would have a net residential density of 80 units per hectare (33 units per acre). Special development policies have been requested to recognize an increased net density for this medium density residential development.

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

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

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

- the size, configuration and topography of the site provides sufficient flexibility in site design to mitigate adverse effects on the amenities and character of any adjacent Low Density Residential area through adequate buffering and screening;

**Report CP 2026-124**  
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- the location of vehicular access points and the likely effects of traffic generated by the proposal on the public road system and surrounding properties relative to pedestrian and vehicular safety is acceptable;
- adequate hard service capacity including water distribution, sanitary and storm sewers, power and gas distribution facilities is available or will be available to accommodate the proposed development;
- adequate off-street parking and outdoor amenity areas can be provided;
- the availability of, and proximity to, existing or proposed services and amenities such as day care, schools, leisure facilities, shopping and parks to serve the new development;
- the effect of the proposed development on environmental resources or the effect of environmental constraints on the proposed development will be addressed and mitigated as outlined in Section 3.2.

### Town of Tillsonburg Zoning By-law

The subject lands are currently zoned 'Service Commercial Zone (SC)'. The applicant proposes to rezone the subject lands to a special 'Medium Density Residential Zone (RM-sp)' to facilitate the proposed three storey, 30 unit apartment building, which will require a number of site specific provisions including reduced minimum lot area per dwelling unit, setbacks, and number of parking spaces per unit (i.e. from 1.25 to 1)

### Agency Comments

Town of Tillsonburg Fire Department and Tillsonburg Hydro indicated they had no comments or concerns with the application.

Canada Post indicated that the project will be serviced by developer/owner installed Lock Box Assembly within the building.

Town of Tillsonburg Engineering Department noted that the front yard setback reduction would limit future road widenings and noted high truck traffic on Tillson Avenue. All other comments will be addressed through site plan approval.

Town of Tillsonburg Building Services indicated the required parking is 1.25 spaces per unit and the accessible spaces required. Based on the layout provided, relief is required to be made to 1 space per unit including accessible parking spaces. A record of site condition will be required prior to building permit issuance.

Southwestern Public Health indicated no objection to the applications and provided the attached Built Environment and Health Public Policy comments in support of the application.

Oxford County Public Works noted that the applicant should be aware that water servicing capacity within the Town of Tillsonburg is limited. Approval of this Official Plan Amendment does not constitute or imply the reservation or allocation of water servicing capacity. Availability of water capacity will be evaluated and confirmed at time of Site Plan Application.

## Town of Tillsonburg Council

Town of Tillsonburg Council recommended support of the proposed Official Plan Amendment and approved 'in principle' the proposed Zone Change Application at their April 13, 2026, meeting.

## Planning Analysis

The application for Official Plan Amendment proposes to redesignate the subject lands from 'Service Commercial' to 'Medium Density Residential' with special development policies to permit a higher net residential density on the site than is currently permitted in the medium density residential designation. The proposed amendment will facilitate the development of a three-storey, 30-unit apartment dwelling development on the subject lands.

## Provincial Planning Statement (PPS) 2024

Planning staff are of the opinion that the subject proposal is consistent with the policies of the PPS, as the development is considered to be an efficient use of land and municipal services within a fully serviced settlement area. The proposal will increase the housing supply to help address the full range of housing affordability needs and will assist the Town with providing and building homes that respond to changing market needs and local demand and supporting a diverse and growing population and workforce in the Town and broader region.

The development is also consistent with Sections 2.1.4, and 2.2.1 of the PPS, as it will permit and facilitate housing options required to meet the social, health, economic and well-being requirements for current and future residents, facilitate residential intensification, including the development and redevelopment of underutilized commercial and institutional sites for residential uses, represents the development and introduction of new housing options within previously developed areas and redevelopment which results in a net increase in residential units. The proposed development will also serve as a transition between the employment uses to the west and existing low density residential development to the south, east and north.

## Official Plan

The Official Plan recognizes the importance of increasing the supply of affordable housing within Tillsonburg and directs that the Town Council may consider the use of reduced municipal infrastructure requirements and lot standards on a site-specific basis to facilitate the delivery of affordable housing, provided that the use of such measures continues to meet the overall objectives of the Plan.

With respect to the proposed Official Plan amendment to allow for medium density residential development with increased density on the site, it is the opinion of Planning staff that the Official Plan criteria respecting the designation of additional Medium Density Residential areas have been satisfactorily addressed and are further assessed below.

The subject site is of sufficient size to adequately accommodate the proposed medium density development. The subject lands are a total of approximately 0.37 ha (0.91 ac) in area, are generally flat, and are bounded by public streets on three sides, including Tillson Avenue, an arterial road (as identified on OP Schedule T-4 - Transportation Network Plan). The subject lands are located in close proximity to existing residential development, some service commercial uses

**Report CP 2026-124**  
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**Council Date: April 22, 2026**

to the south (e.g. a café/restaurant, massage therapist and chiropractor), and Gyulveszi Park to the northeast. As such, staff are satisfied that the subject lands provide sufficient flexibility for appropriate site design, allow for an appropriate transition to surrounding existing low-density development and buffering from the industrial uses located across Tillson Avenue to the west, and provide for convenient access to parks and amenities in the surrounding area.

While no designated shopping areas are within the immediate area, a TGO Transit stop is located in front of the subject property on Tillson Avenue, as identified on Plate 4 of this report. Both the red and blue line transit routes stop immediately in front of the subject property, providing for municipal transit access to various goods and services throughout the Town. In turn, the proposed development will help to further support the efficient use of this existing municipal infrastructure. The subject lands are also located close to parks and recreational facilities, including the Gyulveszi Park and the Trans Canada Trail being located to the northeast and north of the subject lands, respectively. Further, Staff are satisfied that the subject property being located on an arterial road (Tillson Avenue) will allow the residents to access nearby shopping and amenities within Town by either vehicle, or the above noted public transit.

The proposed apartment building will contain affordable housing units secured through an agreement with Oxford County Human Services Department. As such, the number of units has been increased to maximize the efficient use of the lands and accommodate the need for affordable housing units, which has resulted in an overall increased net residential density of 80 units per hectare (33 units per acre), versus the 62 units per hectare (25 units per acre) permitted by the standard Medium Density Residential designation. Planning staff are satisfied that the proposed additional density for the Medium Density Residential designation on this site can be supported as the proposed three storey, low rise apartment building is a medium density building typology and below the maximum permitted height (i.e. up to 4 storeys) and the site can adequately accommodate the associated parking and open space areas. Further, the increased unit count will help contribute towards the County's goal of a minimum target of 20% of housing being affordable and the proposed development will achieve a strategic direction outlined in the Town of Tillsonburg Community Strategic Plan for sustainable Community Growth.

## CONCLUSIONS

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In light of the foregoing Planning staff are satisfied that the Official Plan amendment application is consistent with the policies of the Provincial Planning Statement and is in-keeping with the strategic initiatives and objectives contained in the Official Plan. As such, staff are recommending approval of the Official Plan amendment application.

## SIGNATURES

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### Report author:

Original signed by \_\_\_\_\_  
 Amy Hartley  
 Development Planner

**Departmental approval:**

Original Signed By  
Eric Gilbert, MCIP, RPP  
Manager of Development Planning

Original Signed By  
Paul Michiels  
Director of Community Planning

**Approved for submission:**

Original Signed By  
Benjamin R. Addley  
Chief Administrative Officer

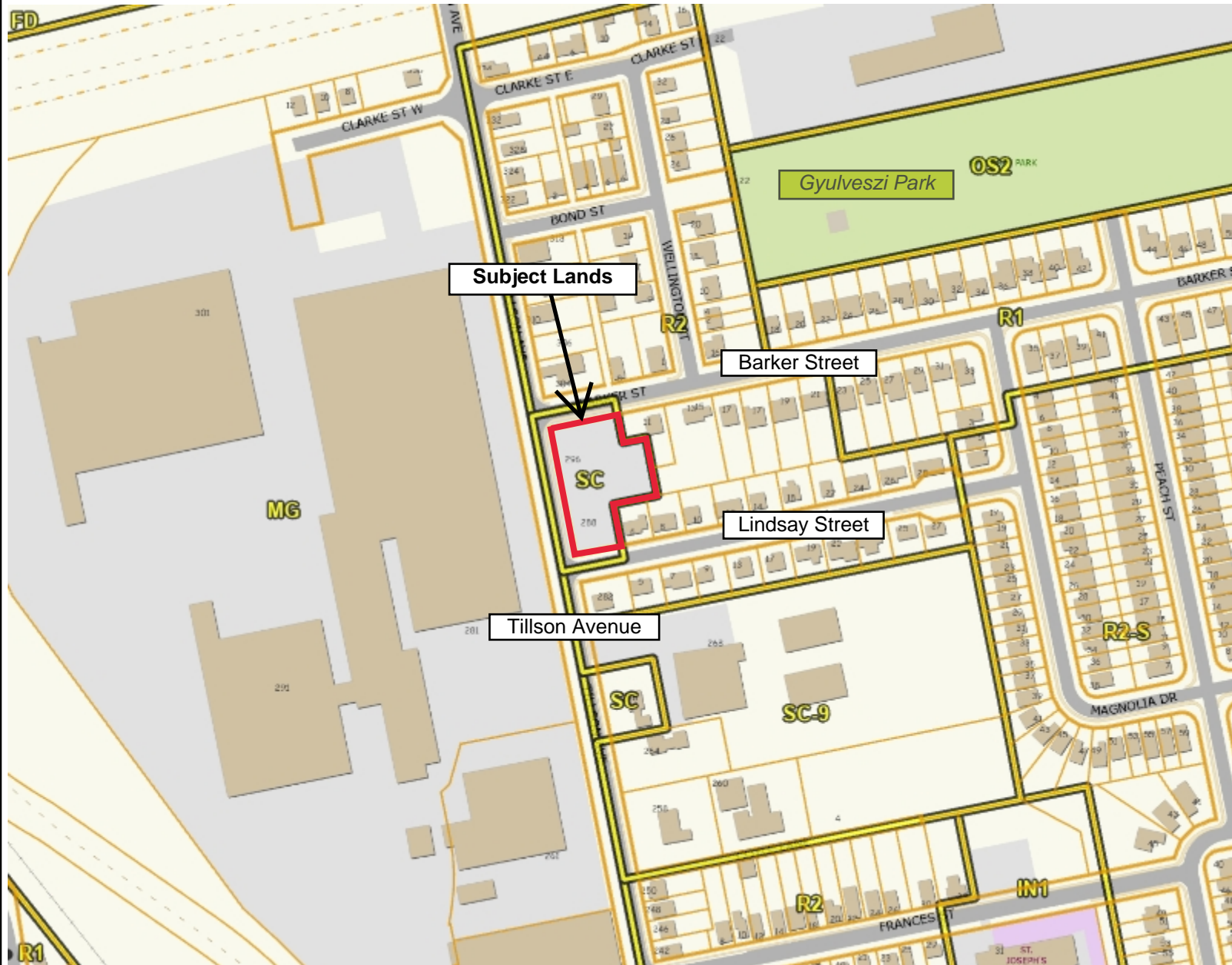
**ATTACHMENTS**

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- Attachment 1 – Plate 1, Location Map with Existing Zoning
- Attachment 2 – Plate 2, Aerial Map (2020) with Existing Zoning
- Attachment 3 – Plate 3, Applicant’s Sketch
- Attachment 4 – Plate 4, TGO Transit Route Map
- Attachment 5 – Southwestern Public Health Comments
- Attachment 6 – Official Plan Amendment, OPA 354



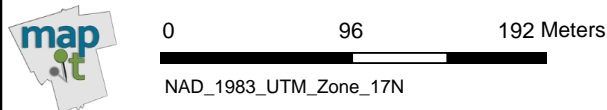
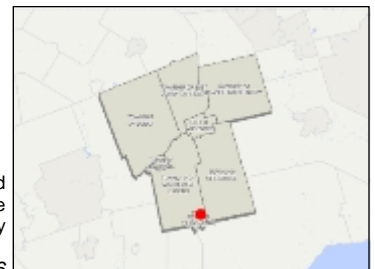
Plate 1: Location Map with Existing Zoning  
 File Nos.: OP 26-05-7 & ZN 7-26-03 (Town of Tillsonburg Non-Profit Housing Corporation)  
 Lots 48, 48A, 49 and 49A, Plan 500; 288/296 Tillson Avenue, Town of Tillsonburg



**Legend**

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

**Notes**



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

February 20, 2026



Plate 2: Aerial Map (2020) with Existing Zoning  
File Nos.: OP 26-05-7 & ZN 7-26-03 (Town of Tillsonburg Non-Profit Housing Corporation)  
Lots 48, 48A, 49 and 49A, Plan 500; 288/296 Tillson Avenue, Town of Tillsonburg



Legend

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

Notes



0 96 192 Meters

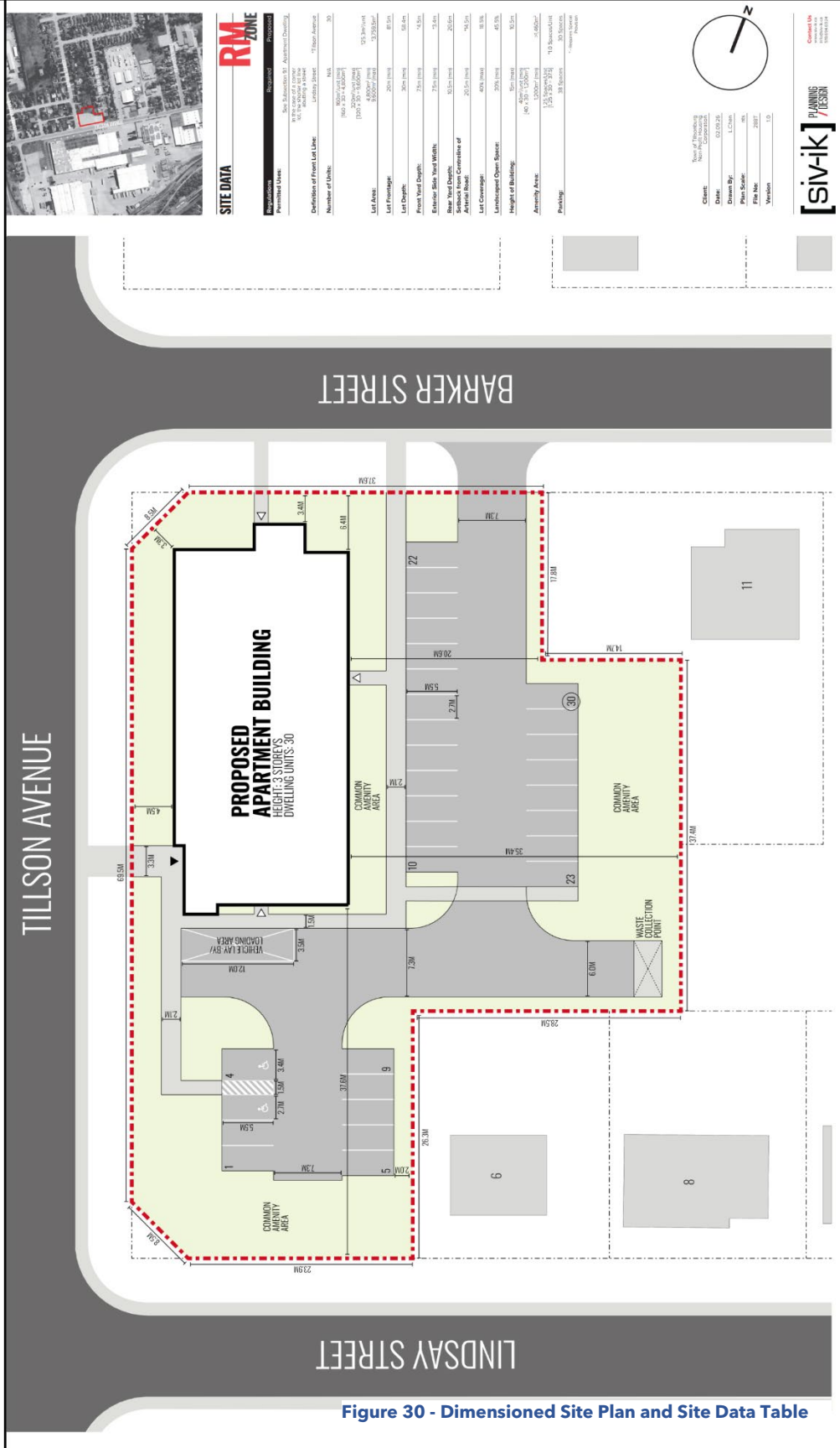
NAD\_1983\_UTM\_Zone\_17N



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

March 27, 2026

Plate 3: Applicant's Sketch  
 File Nos.: OP 26-05-7 & ZN 7-26-03 (Town of Tillsonburg Non-Profit Housing Corporation)  
 Lots 48, 48A, 49 and 49A, Plan 500; 288/296 Tillson Avenue, Town of Tillsonburg





## SCHEDULE AND ROUTES

The T:GO In-Town Transit Service operates From Monday to Friday from 5:55 AM to 5:55 PM. Each routes takes approximately one hour to complete. One bus swaps between Blue Line and Red Line routes.

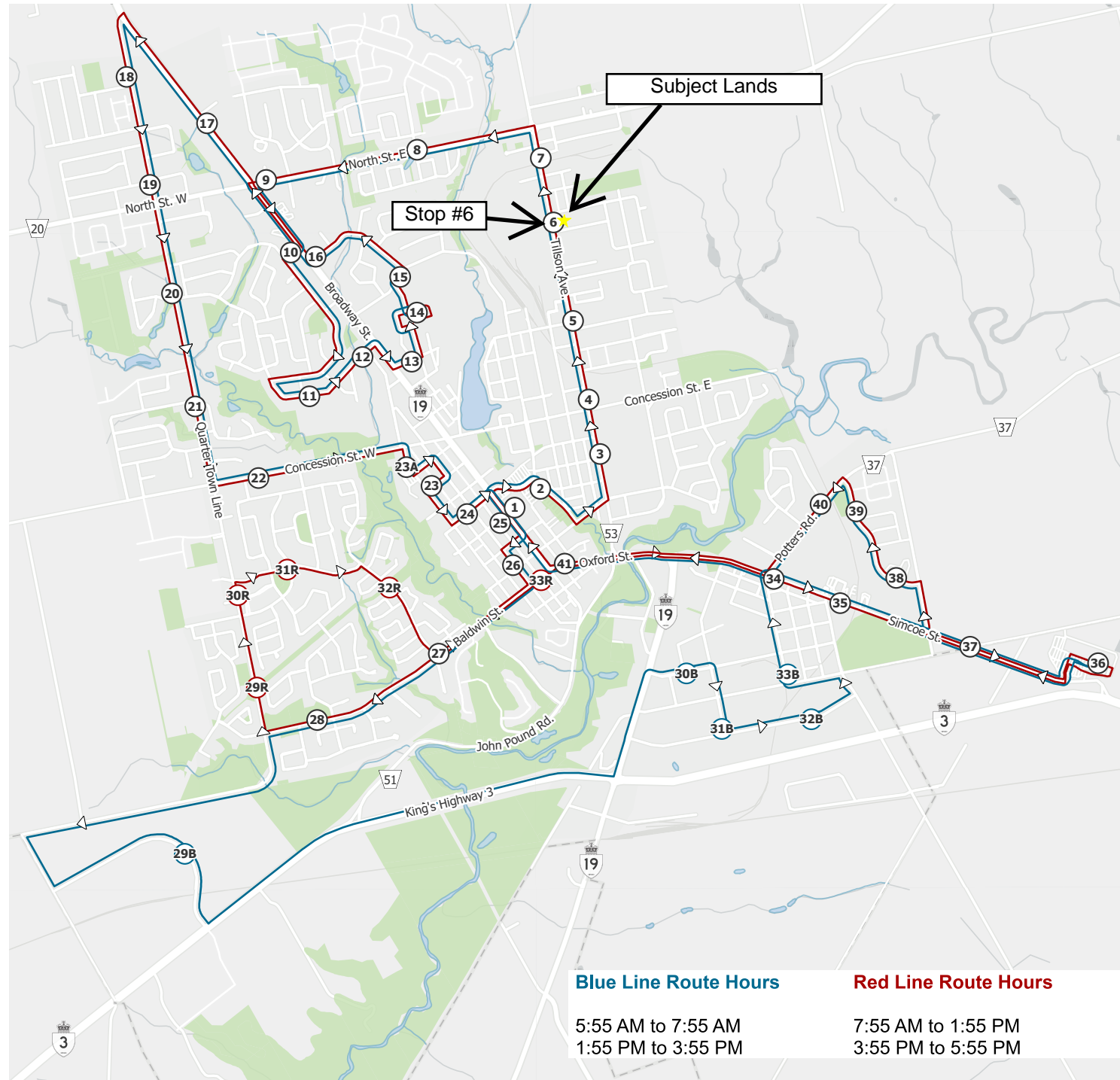
## IN-TOWN FARE INFO

	Adult	Senior/Student*
Single Ride	\$3.25	\$2.75
10-Ride Pass	\$22.50	\$18.25
Day Pass	\$9.25	\$7.00
Monthly Pass	\$66.75	\$53.75

\*Senior: Ages 60+ Student: Ages 18 and under  
 Veterans, support persons, and children (under 5) may ride free of charge.

Exact cash fare is required for a single ride.  
 Drivers do not carry cash. All passes must be purchased at a vendor.

Visit [www.tillsonburg.ca/TGO](http://www.tillsonburg.ca/TGO) for ticket vendor locations and alternative transportation options.

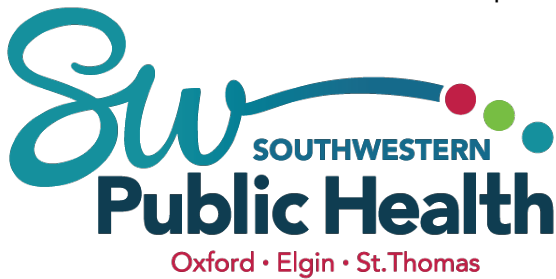


### Blue Line Route Hours

5:55 AM to 7:55 AM  
 1:55 PM to 3:55 PM

### Red Line Route Hours

7:55 AM to 1:55 PM  
 3:55 PM to 5:55 PM



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

**Woodstock Site**  
 410 Buller Street  
 Woodstock, ON  
 N4S 4N2

March 11, 2026

Community Planning Office  
 Box 1614, 21 Reeve St.  
 Woodstock ON N4S 7Y3

Attention: Amy Hartley

RE: Applications for Official Plan Amendment and Zone Change OP26-05-7 & ZN7-26-03  
 (Tillsonburg Non-Profit Housing Corporation)

This letter acknowledges receipt of the Applications for Official Plan and Zone Change Approval of February 24, 2026, with reference to the above premises/property. Public Health reviews these applications using the best available evidence regarding land use planning, zoning, and health protection.

A review of the application provides the following:

- ( ) 1. The application contains information that Public Health is not able to comment on.
- (X) 2. Public Health has no objection to the content of the application as it currently stands.
- ( ) 3. Public Health provides the attached letter for comments on the application.
- (X) 4. Built Environment and Healthy Public Policy provides the attached letter for comments on the application.

Please note that items marked with an "X" are applicable to this application as it currently stands. Should there be amendments to the application, please forward them to Public Health for further assessment.

Sincerely,

Niels Dubé, B.A.Sc., C.P.H.I.(C)  
 Public Health Inspector  
 Environmental Health

Robert Northcott  
 Health Promoter  
 Chronic Disease & Injury Prevention

**Disclaimer:**

These comments are provided by Southwestern Public Health (SWPH) at the request of the municipality with the decision-making power over this land use planning/zoning application. SWPH is not a decision maker on this application and its comments are made solely with regard to SWPH's role as a public body with an interest in the potential public health impacts of this application and for no other purpose.

March 11<sup>th</sup>, 2026

Community Planning Office  
Box 1614, 21 Reeve St.  
Woodstock ON N4S 7Y3

Re. Applications for Official Plan Amendment and Zone Change – OP26-05-7 & ZN7-26-03 (Tillsonburg Non-Profit Housing Corporation)

Thank you for the opportunity to provide review and comments on these applications for Official Plan Amendment and Zone Change regarding 288/296 Tillson Avenue. Southwestern Public Health would like to express our support for these changes that will facilitate the future planned non-profit housing development.

Ontario is currently experiencing both a housing supply and affordability crisis, with housing and rental prices outpacing income for many people.<sup>1</sup> The proposed Official Plan Amendment and Zone Change would facilitate the development of a 3-storey, 30-unit affordable housing development intended for seniors. As such, this would be a welcome addition to the local housing supply that would help to address affordability needs of local community members. Additionally, this development would incorporate moderate density housing in the local community, which makes efficient use of municipal services, infrastructure, and available land.<sup>1</sup>

Another benefit noted regarding the location of the proposed development is its proximity to green space and park areas. Access to green spaces can be of benefit to the health of community members; for instance, by reducing the risk for diabetes, cardiovascular disease, as well as respiratory diseases among adults.<sup>2</sup> Green spaces can also be of benefit for facilitating social cohesion, physical activity, and stress reduction.<sup>3</sup>

Lastly, it was noted that the future planned development would include active transportation connections for pedestrians, and that there is an existing municipal transit stop close to the site; these components could help support active transportation use among community members. Active transportation use has a number of health benefits, some of which include reduced risk of chronic diseases and improved mental health among community members.<sup>4</sup> Given these health benefits, we encourage the inclusion of active transportation supportive infrastructure (including multi-use paths, sidewalks, and bike lanes) when feasible in developments.

Thank you again for the opportunity to provide our input on these documents.

Sincerely,

Robert Northcott, Health Promoter

#### References

x

1. Ontario Housing Affordability Task Force. Report of the Ontario Housing Affordability Task Force. [Online].; 2022 [cited 2026 February 26. Available from: <https://files.ontario.ca/mmah-housing-affordability-task-force-report-en-2022-02-07-v2.pdf>.
2. Ige-Elegbede J, Pilkington P, Orme J, Williams B, Prestwood E, Black D, et al. Designing healthier neighbourhoods: a systematic review of the impact of the neighbourhood design on health and wellbeing. ; 2022.
3. Hartig, T.; Mitchell, R.; de Vries, S.; Frumkin, H. Nature and health. Annual Review of Public Health. 2014; 35, 207-28.
4. Tam T. The Chief Public Health Officer's Report on the State of Public Health in Canada 2017; Designing Healthy Living. Ottawa: Public Health Agency of Canada; 2017.

x

COUNTY OF OXFORD

BY-LAW **6820-2026**

**BEING** a By-Law to adopt Amendment Number 354 to the County of Oxford Official Plan.

**WHEREAS**, Amendment Number 354 to the County of Oxford Official Plan has been recommended by resolution of the Council of the Town of Tillsonburg and the County of Oxford has held a public meeting and has recommended the Amendment for adoption.

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

1. That Amendment Number 354 to the County of Oxford Official Plan, being the attached explanatory text, is hereby adopted.
2. This By-Law shall come into force and take effect on the day of the final passing thereof.

READ a first and second time this 22<sup>nd</sup> day of April, 2026.

READ a third time and finally passed this 22<sup>nd</sup> day of April, 2026.

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MARCUS RYAN, WARDEN

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LINDSEY MANSBRIDGE, CLERK

AMENDMENT NUMBER 354  
TO THE COUNTY OF OXFORD OFFICIAL PLAN

the following text and Plan designated Schedule "A", attached hereto, constitute  
Amendment Number 354 to the County of Oxford Official Plan.

## 1.0 PURPOSE OF THE AMENDMENT

The purpose of the Amendment is to re-designate certain lands in the Town of Tillsonburg from 'Service Commercial' to 'Medium Density Residential' with special development policies, to facilitate the development of a three storey, 30-unit apartment development.

## 2.0 LOCATION OF LANDS AFFECTED

This Amendment applies to lands located at Lots 48, 48A, 49 and 49A, Plan 500 in the Town of Tillsonburg. The lands front on the east side of Tillson Avenue, lying between Lindsay Street and Barker Street and are municipally known as 288 and 296 Tillson Avenue, Town of Tillsonburg.

## 3.0 BASIS FOR THE AMENDMENT

The amendment has been initiated to redesignate the subject lands from 'Service Commercial' to 'Medium Density Residential' with special development policies to facilitate the development of the lands for a three storey, 30 unit apartment building containing affordable housing units.

It is the opinion of Council that the amendment is consistent with the policies of the PPS as the development is an efficient use of land and municipal services within a fully serviced settlement area. The development also contributes to housing types and densities required to meet the projected requirements of current and future residents of the Town and the broader regional market area. Further, the proposed development supports the strategic initiatives and objectives of the Official Plan with respect to ensuring that adequate affordable housing for low- and moderate-income households is available in the Town of Tillsonburg.

Council is further satisfied that the Official Plan criteria respecting the designation of the lands for Medium Density Residential purposes have been satisfactorily addressed.

The Official Plan recognizes the importance of increasing the supply of affordable housing within Tillsonburg and directs that the Town Council may consider the use of reduced municipal infrastructure requirements and lot standards on a site-specific basis to facilitate the delivery of affordable housing provided that the use of such measure continues to meet the overall objectives of the Plan.

While no designated shopping, community facilities are within the immediate area, shopping opportunities exist 1 km south on Tillson Avenue, and recreational opportunities exist nearby with Gylveszy Park, the Trans Canada Trail, and Lake Lisgar to further to the west. A TGO Transit stop is located in front of the subject property on Tillson Avenue. Both the red and blue line transit routes stop immediately in front of the subject property which will utilize existing infrastructure (municipal transit) to support residential intensification. Council is satisfied that the

subject property being located on an arterial road (being Tillson Avenue) and having direct access to municipal transit service will allow the residents to access shopping and amenities within the Town that are in close proximity accessed by vehicle or public transit. Adequate servicing capacity exists to serve the proposed development, and the development will be subject to site plan approval, where matters related to servicing, landscaping, fencing, grading, access and parking will be addressed to the satisfaction of the Town and County.

The proposed net residential density of the site is higher than what is contemplated by the Medium Density Residential designation, however, the height (3 storeys) and built form (low rise apartment) of the proposed development is consistent with the housing type and built form permitted in the Medium Density designation and the presence of affordable housing units will contribute to the County's target goal for affordable housing.

In light of the foregoing, it is the opinion of Council that the proposed Official Plan Amendment is consistent with the policies of the PPS and supports the objectives and strategic initiatives of the Official Plan.

#### 4.0 DETAILS OF THE AMENDMENT

4.1 That Section 8.2.5 – *Medium Density Residential Areas*, as amended, is hereby further amended by adding the following specific development policy at the end of Section 8.2.5.2 – *Special Development Policies*:

“8.2.5.2.4 East side of Tillson Avenue, between Lindsay Street and Barker Street, Town of Tillsonburg (288 Tillson Avenue).

**Location** Lots 48, 48A, 49 and 49A, Plan 500 in the Town of Tillsonburg, east side of Tillson Avenue, south side of Lindsay Street and north side of Barker Street, Town of Tillsonburg.

**Policies** Notwithstanding Section 8.2.5, *Medium Density Residential*, or any other relevant policies of the Official Plan to the contrary, the maximum net residential density in the Medium Density Residential designation on this site shall not exceed 80 units per hectare (33 units per acre), and the minimum net residential density shall be 31 units per hectare (13 units per acre).”

4.2 That Schedule “T-1” – Town of Tillsonburg Land Use Plan, is hereby amended by changing the land use designation of those lands identified as “ITEM 1” on Schedule “A” attached hereto from “Service Commercial” to “Residential”.

4.3 That Schedule “T-2” – Town of Tillsonburg Residential Density Plan, is hereby amended by changing the land use designation of those lands identified as “ITEM 2” on Schedule “A” attached hereto to “Medium Density Residential”.

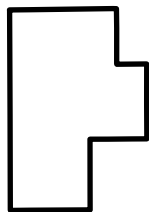
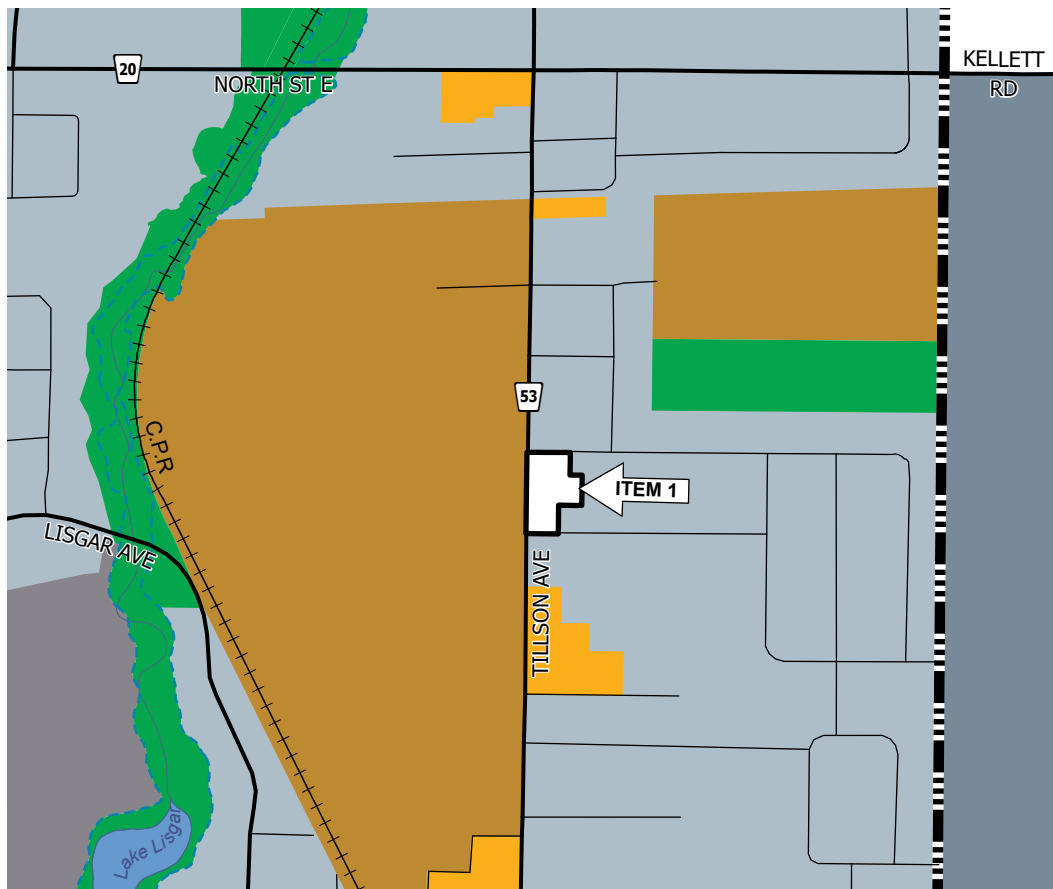
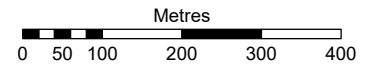
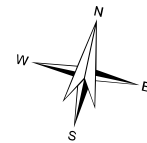
5.0 IMPLEMENTATION

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

6.0 INTERPRETATION

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








SCHEDULE "A"  
 AMENDMENT No. 354  
 TO THE  
**COUNTY OF OXFORD**  
**OFFICIAL PLAN**  
 SCHEDULE "T-1"  
**TOWN OF TILLSONBURG**  
**LAND USE PLAN**



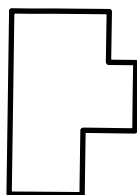
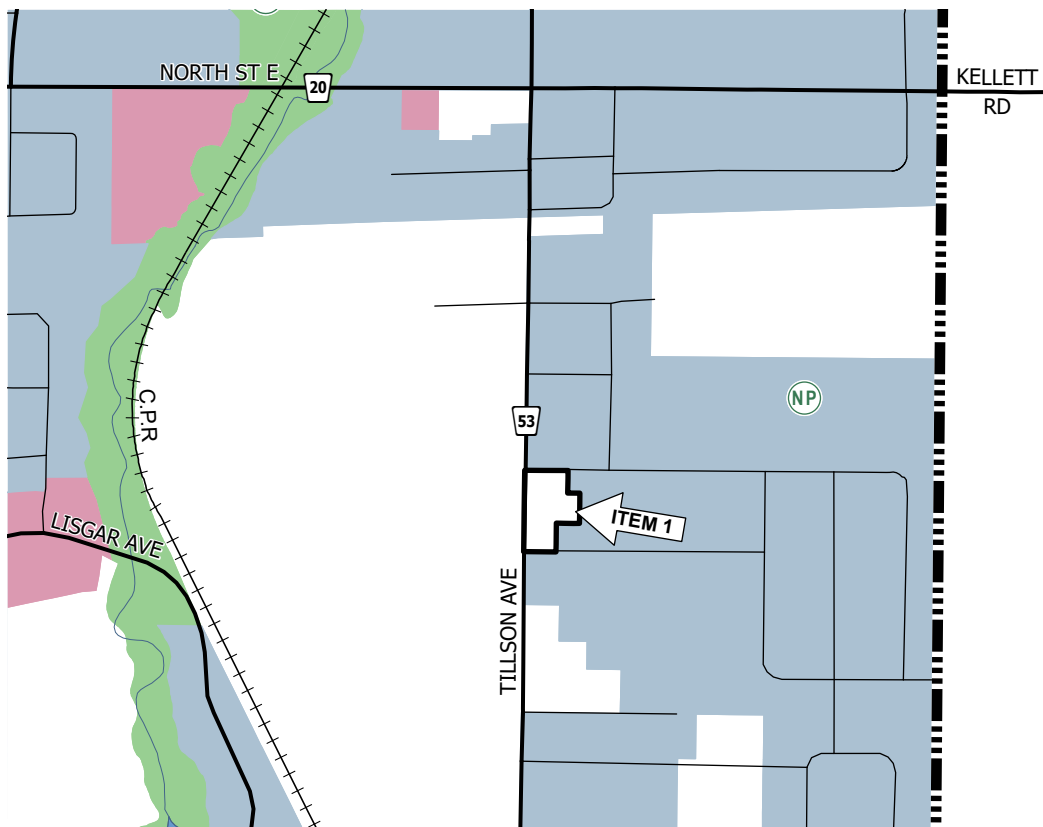
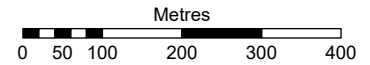
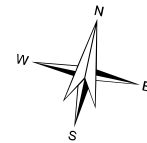
**- AREA OF THIS AMENDMENT**

ITEM 1 - CHANGE FROM SERVICE COMMERCIAL  
 TO RESIDENTIAL

**LAND USE PLAN  
 LEGEND**

-  RESIDENTIAL
-  SERVICE COMMERCIAL
-  COMMUNITY FACILITY
-  INDUSTRIAL
-  OPEN SPACE
-  FUTURE URBAN GROWTH
-  FLOODLINE

SCHEDULE "A"  
 AMENDMENT No. 354  
 TO THE  
**COUNTY OF OXFORD  
 OFFICIAL PLAN**  
 SCHEDULE "T-2"  
**TOWN OF TILLSONBURG  
 RESIDENTIAL DENSITY PLAN**



**- AREA OF THIS AMENDMENT**

ITEM 1 - ADD TO MEDIUM DENSITY RESIDENTIAL

**RESIDENTIAL DENSITY PLAN  
 LEGEND**

- LOW DENSITY RESIDENTIAL
- MEDIUM DENSITY RESIDENTIAL
- OPEN SPACE
- NP NEIGHBOURHOOD PARK

## REPORT TO COUNTY COUNCIL

# Bill 98 - Building Homes and Improving Transportation Infrastructure Act

**To:** Warden and Members of County Council

**From:** Director of Community Planning

## RECOMMENDATIONS

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1. That County Council receive Report CP 2026-126 entitled “Bill 98 – Building Homes and Improving Transportation Infrastructure Act” and endorse the comments, as generally outlined in this report, for the purposes of informing the County’s submissions to the Province on the proposed changes.
2. And further, that Report CP 2026-126 be circulated to the Area Municipalities for information.

## REPORT HIGHLIGHTS

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- The Province is continuing with very aggressive consultation timelines (i.e. 30 and 45 days) for its most recent set of proposed changes to the *Planning Act*, *Development Charges Act*, *Building Code Act*, *Municipal Act*, and other legislation.
- On March 30, 2026, Bill 98 (*Building Homes and Improving Transportation Infrastructure Act*), received first reading. There are a total of thirteen different provincial consultations that were launched with the release of the Bill. These consultations include matters that are part of changes through Bill 98, as well as other similar matters being consulted on concurrently.
- Given the extremely tight commenting deadlines, staff are actively working on responses to the Province on behalf of the County, as generally outlined in this report.
- The provincial legislative environment around housing, economic and infrastructure development continues to rapidly evolve and increase in complexity and uncertainty, with multiple previous Bills still awaiting implementing regulations, shifting in intent, or being further revised (including via Bill 98).

## IMPLEMENTATION POINTS

The comments and recommendations contained in this report will have no immediate implementation requirements. However, several existing Acts are proposed to be amended, and new regulations may be put in place which will require implementation through processes under the *Planning Act*, *Municipal Act*, *Development Charges Act*, and other related legislation. Comments regarding the potential implications of these changes are provided in this report.

Staff will continue to monitor the Environmental Registry for Ontario (ERO) and Ontario Regulatory Registry (ORR) for further information and changes.

### Financial Impact

There are no immediate implications beyond this year’s approved budget.

### Communications




Communication is proposed through the inclusion of this report on the County Council Agenda and related communications and circulation to the area municipalities and may also be shared with other municipal organizations (e.g. AMO, WOWC, etc.) and stakeholders to assist with coordinated advocacy.

## 2023-2026 STRATEGIC PLAN

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

The recommendations in this report supports the following strategic goals.

### Strategic Plan Pillars and Goals

PILLAR 1	PILLAR 2	PILLAR 3
		
<b>Promoting community vitality</b>	<b>Enhancing environmental sustainability</b>	<b>Fostering progressive government</b>
Goal 1.2 – Sustainable infrastructure and development	Goal 2.2 – Preserve and enhance our natural environment	Goal 3.2 – Collaborate with our partners and communities Goal 3.4 – Financial sustainability Goal 3.5 – Advocate for Oxford County

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

## DISCUSSION

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### Background

On March 30, 2026, the Province announced a number of proposed changes to the *Planning Act*, *Building Code Act*, *Municipal Act*, *Development Charges Act*, as well as other acts and regulations, through the proposed **Bill 98 (*Building Homes and Improving Transportation Infrastructure Act*)**.

Community Planning has reviewed the Provincial Technical Briefing, as well as the many ERO and ORR postings related to these proposed changes, as summarized in Table 1 below. Further, planning staff have engaged Finance, and Public Works staff to obtain their input on the proposed changes related to their respective areas of service/expertise.

The timelines for responding to the Province on these various postings (i.e. 30 or 45 days – with deadlines for April 29 or May 14, respectively) are incredibly tight, and staff are actively working on responses to be submitted to the Province on behalf of the County as generally outlined in this report.

**Table 1 - Summary of Provincial Consultation Postings**

<b>ERO or Regulatory Registry Posting and Topic/Title</b>	<b>Deadline for Comments</b>
Proposed Planning Act, City of Toronto Act, 2006, Building Code Act, 1992 and Municipal Act, 2001 Changes (Schedules 1, 2 and 7 of Bill 98, the Building Homes and Improving Transportation Infrastructure Act, 2026) - <b>ERO 026-0300</b>	<b>April 29, 2026</b>
Draft Projection Methodology Guideline (PMG) to support the implementation of the Provincial Planning Statement, 2024 (PPS, 2024) - <b>ERO 026-0304</b>	<b>April 29, 2026</b>
Proposed amendments to the Water and Wastewater Public Corporations Act, 2025 and consequential amendment to the Safe Drinking Water Act, 2002 - <b>ERO 026-0301</b>	<b>April 29, 2026</b>
Communal drinking water and wastewater system municipal consent requirements - <b>ERO 026-0302</b>	<b>April 29, 2026</b>
Proposed Changes to Various Regulations Under the Planning Act and the City of Toronto Act, 2006 to Specify Additional “Prescribed Professions” for the Purposes of a Complete Application - <b>ERO 026-0314</b>	<b>May 14, 2026</b>
Streamlining the information and material that planning authorities can require as part of a complete application - <b>ERO 026-0313</b>	<b>May 14, 2026</b>
Proposed Changes to Various Regulations Under the Planning Act to Facilitate the Electronic Submission of Information and Materials to Approval Authorities and Allow Notices to be Given Electronically to the Province - <b>ERO number 026-0305</b>	<b>May 14, 2026</b>
Proposed Regulatory Approach to Establish a Minimum Residential Lot Size in Urban Areas - <b>ERO 026-0311</b>	<b>May 14, 2026</b>

Proposed Changes to Support Standardizing of Parkland Requirements Under the Planning Act - <a href="#">ERO 026-0312</a>	<b>May 14, 2026</b>
Proposed Regulation to Prohibit Mandatory Enhanced Development Standards as a Condition of Land Division Approvals - <a href="#">ERO 026-0309</a>	<b>May 14, 2026</b>
Proposal to reform site plan control under the Planning Act and the City of Toronto Act, 2006 - <a href="#">ERO 026-0310</a>	<b>May 14, 2026</b>
Consultation on upper-tier official plans, secondary plans, and site and area-specific policies - <a href="#">ERO 026-0315</a>	<b>May 14, 2026</b>
Changes to the Development Charges Act, 1997 (DCA) to Exempt Non-profit Retirement Homes from Development Charges (DCs) - <a href="#">26-MMAH009</a>	<b>May 14, 2026</b>

## Comments

The ERO consultations include a range of proposed changes that are a part of Bill 98. Additionally, there are other Planning Act and housing related matters the Province is consulting on concurrently that are not part of Bill 98 (e.g. potential changes that may require future amendments to legislation and/or regulation, serve as supplementary guidance material).

The current consultations generally state the intent of proposed changes are to ‘further support housing, economic, and infrastructure development’ which appears consistent with the Province’s ongoing efforts to streamline the planning approvals process. Staff anticipate some of the proposed changes could significantly impact implementation at the local level, creating additional administrative, and potentially legal, burdens and pressure for municipalities.

A summary of the proposed changes is provided below along with key questions, concerns, and/or comments identified through initial staff review. The summary is generally grouped by topic/service area.

## Bill 98 Legislative Changes

### A) Bill 98 Proposed to Amend? the Planning Act

#### Standardizing Parkland Dedication ([ERO 026-0312](#))

Bill 98 proposes modifications to the Planning Act to implement certain changes originally made through Bill 23 (the *More Homes Built Faster Act, 2022*) that incorporated provisions to enable developer-identified parkland.

Bill 98 is proposing the criteria for the lands that may be proposed to address municipal parkland dedication requirements. As described by the ERO posting, developers would be permitted to identify the lands to satisfy their parkland dedication requirements, including certain encumbered lands (e.g. woodlands) and privately owned publicly accessible spaces (e.g. plazas, courtyard gardens, walkway blocks), provided the lands meet prescribed suitability criteria related to matters such as accessibility, usability, environmental constraints, and title encumbrances.

The proposed changes would also establish an appeal process whereby a developer could appeal a municipality’s refusal to accept developer-identified parkland to the Ontario Land Tribunal. Where the Tribunal determines that the lands meet the prescribed criteria, it would be required to order the municipality to accept the conveyance. Overall, the proposed changes would

standardize the criteria for determining the suitability of land for parkland and reduce municipal discretion in determining whether the lands to be provided as parkland through the development process are actually appropriate in terms of addressing the municipality's parkland needs and requirements.

### Staff Comments

Providing greater clarity regarding what lands would be ineligible for parkland dedication, including lands that are contaminated or subject to natural and/or manmade hazards is appreciated. However, staff remain concerned that the proposed framework may permit lands containing, or adjacent to, natural heritage features (e.g. woodlands not associated with wetlands) and/or other constraints to be provided as parkland if they satisfy the minimum prescribed criteria. In some cases, such lands may provide limited functional recreational or programming value and may not align with broader municipal parkland objectives, or service level considerations.

The proposed appeal framework may also further limit municipal discretion in assessing parkland suitability and increase administrative and legal burdens associated with the review of developer-identified lands and potential Ontario Land Tribunal proceedings.

Given these proposed changes, the Area Municipalities may wish to consider the increased need for and/or benefit of developing or updating parks plans or parks master plans to ensure they clearly articulate local parkland needs, service standards, and suitability criteria to better support their future decisions with respect to the acceptance or refusal of developer-identified parkland.

### Standardized Official Plans (ERO 026-0300)

Proposed amendments to Section 16 of the Planning Act would introduce requirements for municipalities to standardize the structure and organization of Official Plans (OP). The Bill establishes transition provisions (including for Oxford) that would require the changes to be implemented after January 1, 2029, with the intent being that required updates would occur through the normal OP review cycle to avoid additional municipal administrative burden and costs.

The proposed standardized Official Plan framework includes:

- A prescribed and standardized table of contents that stipulates the specific titles and content of sections and subsections;
- A prescribed set of ten OP schedules (mapping), and the specific titles and content of the schedules;
- A prescribed list of the specific land use designations (to a maximum of twelve), each of which must permit the provincially legislated uses being prescribed in the Bill.
- Permission for municipalities to still have goals and objectives at the beginning of each section of an OP; and,
- The ability for the Minister to provide written directions, which may allow for flexibility or additional requirements as it pertains to the specific chapters, sections, schedules, and land use designations being prescribed.

## Staff Comments

It is noted that the proposed timeline for Council adoption of a new County OP is estimated to be either late 2028, or early 2029. As such, the proposed transition provisions would require that the new County Official Plan conform to these new requirements at the time of adoption, if adoption occurs after January 1 of 2029.

Oxford's current OP functions as a single, comprehensive land use policy document for the County and all eight (8) area municipalities. As written, the OP framework within Bill 98 would apply to all Official Plans. However, the Province is also consulting concurrently (ERO posting #026-0315, as discussed further below) on providing separate standardized frameworks for upper tier and lower tier official plans, with details to be informed through ongoing consultation. So, it appears that, even if these changes are prescribed now, they may still get amended again.

Focusing on the standardized format as is to be prescribed within Bill 98, staff note the following:

1. The Format is overly rigid and lacks flexibility and adaptability, including:

- Staff recognize and generally support the goal of trying to consolidate and standardize OP land use designations. Oxford's OP currently contains roughly 35 different land use designations to cover the County and eight Area Municipalities. Some further consolidation and/or standardization of these designations is likely possible and could potentially help to improve the usability, readability, and consistency of the document. However, the Province is proposing a cap of only 12 designations (only 9 of which appear relevant to Oxford County). Further, the proposed designations appear to be overly generalized and lacking the flexibility necessary to address the many and varied land use considerations applicable across a range of urban and rural settlement areas and land uses contexts (e.g. large urban centres, villages and hamlets, rural/agricultural areas).

For example, the proposed framework only appears to provide two designations for residential use ("Mixed Use Areas" and "Neighbourhoods"), which would provide insufficient flexibility and granularity to capture and address the diversity of residential forms and servicing contexts across the County, particularly within rural settlement areas.

Similarly, while the multiple industrial and commercial categories in the current OP could potentially be consolidated into the proposed "Employment Area" or "Mixed Use" designations, having only two employment designations is too prescriptive. For example, permissions for "mixed use" in certain circumstances may not always be appropriate (e.g. where mixing commercial and industrial uses may be appropriate, but not also residential). It is also unclear what the difference would be between the proposed 'Employment Areas' and 'Major Facilities' designation based on the permitted uses identified.

- There appears to be insufficient flexibility to incorporate existing best OP practices. For example, in Oxford the three urban municipalities ( Woodstock, Tillsonburg, and Ingersoll) each have their own OP chapters to allow or more tailored land use planning policies for those municipalities, while still within the context of a single OP. The proposed framework would not seem to allow for such an approach, as the only chapters and sections which may be contained in an Official Plan are those listed in the Bill. Rather, such an approach would appear to require 'Ministers direction' to provide the necessary flexibility (i.e. creating unnecessary additional process/time/requirements), with no guarantee it would be approved by the Minister.

- In addition, it is unclear whether municipalities could have more sections per chapter than currently prescribed (generally limited to two) and whether corresponding subsections are even permitted. If not, this restriction would unduly limit the ability of municipalities to appropriately structure and tailor their OP policies to reflect their varied local contexts and reduce the overall readability, effectiveness, and organization of OP policies.
- Where a prescribed chapter, section, or schedule is not applicable in a particular municipality, they would still need to be included in OP, but stated as 'not applicable'.

2. Contradicts and lacks integration with Provincial Planning Statement, 2024 (PPS), including:

- Bill 98 will remove the Planning Act requirement that OPs contain policies that identify goals, objectives, and actions to mitigate greenhouse gas emissions. However, the PPS still requires that municipalities plan to reduce greenhouse gas emissions and prepare for the impacts of a changing climate. So, it is unclear whether/how the proposed OP framework would allow for those requirements to be addressed.
- The proposed framework includes a land use designation for "resource areas" (e.g. aggregate facilities and uses) to permit mineral aggregate extraction. However, the PPS only permits mineral aggregate extraction as an interim use in prime agricultural areas (i.e. all lands outside of a settlement in Oxford), with lands to be rehabilitated and returned to agriculture following extraction. As such, designating these lands as "resource areas" would require an OPA for a new proposal, reduce municipal control over post-extraction land use, limit long-term agricultural protection, and create unnecessary policy confusion.
- Similarly, the PPS requires that municipalities plan for and map 'natural heritage systems', while the proposed OP framework only seems to recognize requirements for natural heritage features and areas. This inconsistency also applies to the framework for 'water resources' as well as agricultural systems as the terms used, requirements, etc. do not appear to align with the current PPS and related guidance materials.

3. Will increase the type and number of Official Plan Amendments

- Staff suspect that one of the unstated goals for standardizing Official Plans is to reduce the number of Official Plan Amendments (OPAs) required for development to help 'speed up' the process. To provide some context in this regard, of the 460 planning applications per year that Oxford has averaged over the last 5 years (i.e. County and Area Municipal applications combined), only 22 were OPAs (i.e. less than 5% of total applications) roughly four of which were municipally initiated to respond to Provincial legislative changes and/or maintain minimum land supply requirements.
- The Province is also proposing to prescribe the permitted uses for each of the 12 proposed land use designations. If so, only the mandatory minimum permitted uses (in accordance with the PPS) should be prescribed to continue to allow municipalities to identify and permit additional uses where it is appropriate to do so – as prescribing the only uses permitted will simply increase the need for otherwise unnecessary OPAs.

For example, some potential gaps which may cause OPAs include:

- The proposed 'Prime Agricultural Area' designation does not permit residential uses (i.e. it is unclear if existing rural residential lots are permitted, or new rural residential lots could be created through a surplus farm dwelling severance).
- Parks would only be permitted within 'Parks and Open Space Uses' designation, Infrastructure only within the "Major Facilities" designation, and stormwater management facilities not permitted anywhere. Oxford's OP currently permits these uses within multiple designations - subject to meeting policy requirements and being appropriately zoned, to avoid the need for unnecessary OPAs.
- The 'natural environment and water resource areas' designation doesn't permit existing uses, when allowing agricultural uses to continue is a PPS requirement.

#### 4. Lacks important implementation tools/approaches for Official Plans

- There are many important and useful OP policy implementation tools and approaches that are not currently captured by the prescribed framework. For example, the "Future Urban Growth" (FUG) designation is a key growth management tool used in Oxford's OP that allows for the appropriate phasing of growth and related infrastructure within a designated settlement, by limiting development on the lands until secondary planning, servicing, and/or other development phasing considerations are comprehensively addressed. The proposed Provincial framework does not currently include an equivalent designation or mechanism to allow for the appropriate manage and phase longer-term growth.

#### Limiting 'Enhanced Development Standards' (ERO 026-0300 and 026-0309)

As part of the release of the previous Bill 60 (*Fighting Delays, Building Faster Act, 2025*) the Province sought input on the municipal use of enhanced development standards (EDS) at the lot level, outside of buildings (see Report CP 2025-328).

Their intent for these changes is to add consistency and certainty to development standards and approval processes across Ontario. The Province acknowledges that this change will 'create a shift from a mandatory to voluntary approach' and result in 'shifting burden from the development sector to municipalities for sustainability measures and/or unintended environmental impacts'.

To facilitate this goal, the Province is proposing to amend the *Planning Act*, *Municipal Act* and *Building Code Act* to clarify that municipalities cannot require EDS, and more specifically:

- Removing the ability to require sustainable design, permeable paving materials, and standards for the protection and conservation of the environment, through site plan control.
- That zoning by-laws and site plan approval cannot require electric vehicle supply equipment;
- Clarifying that matters relating to building construction, including any environmental standards required by a by-law, are not subject to site plan control or by-laws under the *Municipal Act* and *Building Code Act*. Further changes to site plan approvals are proposed to clarify that municipalities may not prescribe any construction standards for the protection or conservation of the environment through site plans agreements.

- Provide the Minister with unrestricted regulation-making authority to limit what municipalities can require as conditions for severance, subdivision, and site plan applications. That said, the current focus appears to be limited to implementing restrictions on conditions for sustainable design and the protection and conservation of the environment.

### Staff Comments

Municipalities currently use a range of land use planning and other tools (e.g. zoning by-laws, site plan control, development agreements, general design standards, etc.) to ensure that various important site level development standards are met. There is no definition of 'enhanced development standards' in the *Planning Act* or the PPS and, as a result, these requirements currently vary across jurisdictions.

Examples of EDS may include requiring features such as:

- bioswales, permeable pavement, and other passive stormwater management features;
- specific plantings/landscape elements such as specifications for street trees, vegetation within parking lots, native species plantings etc.; and
- active transportation elements, such as bicycle parking, bike or car share parking, benches, walkways/trail connections, etc.

Staff are concerned the proposed changes, and specifically the language that would preclude standards or requirements related to the 'the protection and conservation of the environment', is far too broad and fails to recognize that not all 'environmental or conservation' related requirements are related to EDS. There are many long standing basic environmental protection and mitigation measures (many from Provincial PPS guidance materials) that are necessary to implement various PPS requirements and/or by-laws under the *Municipal Act*, for example:

- Implementation of tree and erosion and sediment control by-laws, and related requirements;
- Ability to impose conditions and requirements of Environmental Impact Studies to ensure 'no negative impact' to natural heritage features and areas;
- Ability to impose conditions and requirements to ensure that development only occurs in certain areas (e.g. outside habitat of endangered and threatened species and/or fish habitat) in accordance with provincial and federal requirements; and,
- Ability to impose conditions and requirements to ensure implementation of Agricultural Impact Assessments (AIAs) recommendations that are environmental in nature (e.g. protection or restoration of soils, planting of vegetation, grading approaches, etc.).

The proposed changes would also provide the Minister with regulation-making authority to limit what municipalities can require as conditions of site plans, severances, and subdivision control. The legislative wording does not limit the regulation-making authority solely to EDS, so a future regulation/amendment could potentially expand the limitations on conditions beyond just EDS.

At minimum, staff would recommend that language be incorporated into the *Planning Act* to scope the application of this change to specific types of EDS in specific locations or circumstances. Further clarifying what constitutes EDS would help to ensure a shared understanding (e.g. municipalities, applicants etc.), thereby speeding up the approvals process and avoiding appeals.

If the proposed changes are enacted as currently written, considerable municipal staff time and resources will likely need to be spent amending affected municipal plans, by-laws, and tools (e.g. tree by-laws, site plan guidelines, design standards, etc.) and consulting with/informing the public and other stakeholders (e.g. accessibility and environmental advisory groups) of the changes.

**Minimum Lot Sizes (for parcels of, fully serviced, urban residential land) (ERO 026-0311)**

Proposed changes to the Planning Act would authorize the Minister to establish a minimum lot size of 175 m<sup>2</sup> (1883.7 ft<sup>2</sup>) for parcels of urban residential land outside of the Greenbelt Area. This would apply to lands zoned for primary residential use and serviced by municipal water and wastewater and be implemented through municipal zoning by-laws. Any minimum lot frontage or lot depth requirements that prevent achieving this lot size would be deemed inapplicable.

The ERO posting clarifies that municipalities may permit smaller lots but could not require larger minimum lot sizes for parcels of urban residential land. However, it is understood that other applicable land use planning requirements (e.g. PPS) could continue to be evaluated through the consent or subdivision process. The Province has stated that this change is intended to support housing supply and affordability by facilitating smaller lots, thereby increasing opportunities for infill development and home ownership.

Staff Comments

The proposed legislative changes raise several uncertainties and considerations, including:

- Lack of a clear rationale or technical basis for the proposed 175 m<sup>2</sup> threshold;
- Lack of clarity regarding what minimum frontage and depth standards would be considered to prevent the implementation of the prescribed minimum lot area;
- Potential to expand the scope of regulation beyond just lot area (e.g. lot coverage); and
- Whether municipalities could require larger lot sizes in site-specific circumstances (e.g. to address drainage, geotechnical, or hydrogeologic constraints)

In Oxford, the zoning requirements for minimum lot area in a fully serviced settlement are based on type of dwelling, with typical requirements for an interior lot in Table 2 below:

**Table 2 - Minimum Parcel Size Comparison**

<b>Dwelling Unit Type</b>	<b>Current Minimum Lot Areas (m<sup>2</sup>)</b>
Single Detached Dwelling	290 m <sup>2</sup> – 465 m <sup>2</sup>
Semi-Detached Dwelling	270 m <sup>2</sup> – 315 m <sup>2</sup>
Street-fronting Townhouse Dwelling (Interior Units)	150 m <sup>2</sup> – 240 m <sup>2</sup>
Street-fronting Townhouse Dwelling (End Units)	240 m <sup>2</sup> – 330 m <sup>2</sup>

The proposed minimum lot size of 175 m<sup>2</sup> is substantially less than the current zoning standards for most low-density residential forms and would be a significant reduction in the current minimum lot area requirements for single-detached and semi-detached dwellings and toward the lower end of the minimum lot area range for a street fronting townhouse.

Minimum lot area provisions in fully serviced settlement areas primarily serve as a control on residential density and lotting structure, while detailed built form, servicing, and safety considerations are managed through other zoning standards (e.g. frontage, depth, setbacks, lot coverage, landscaped open space, parking, and servicing design requirements). If these other complementary controls were to remain intact, reducing or removing minimum lot area alone is unlikely to compromise core matters such as stormwater management, fire access, accommodating utilities, and provision of sufficient on-site parking.

However, it should be noted that the Province is also proposing to render lot frontage and lot depth provisions inapplicable if they restrict minimum lot size, so there is concern that they may also choose to do the same for other zoning standards they deem to limit their prescribed minimum lot size in the future. Further, minimum lot area remains an important provision to apply at the lot creation stage (i.e. subdivision or consent), to ensure that any lots created will be able to reasonably accommodate permitted uses in compliance with all other zoning standards (i.e. avoid the creation of undersized/constrained lots that are functionally unbuildable for the permitted housing types, or typical homeowner expectations, without future variances).

Staff have previously advised the Province that a more effective approach for achieving their stated goals (e.g. supporting housing supply and affordability) would be to establish reasonable and achievable minimum residential density standards for all fully serviced settlement areas in the Province, as opposed to a rigid and uniform Province wide minimum lot size standard. Density-based regulation would help to better ensure efficient infrastructure use and housing supply outcomes, while also providing greater flexibility for municipalities to implement provincial objectives in a manner that can be tailored to reflect local context, including recognition of differences between large urban areas with transit and ample servicing capacity and public services, and smaller rural settlements with more limited infrastructure capacity and services.

Simply reducing the minimum lot area is not expected to substantially increase the development potential of most existing fully serviced parcels in Oxford. If the Province chooses to proceed with minimum lot size regulation it should, at minimum, calibrate the lot size standard to reflect differences in settlement scale and servicing context (e.g. differentiated standards for large urban centres versus smaller rural settlements) and unit type (i.e. for a small single detached unit vs. a duplex or triplex). For example, setting the same uniform lot size threshold for Toronto as Mt. Elgin ignores the major differences in existing density, character, and level of supporting infrastructure and public services between those two communities.

Further, the creation of lots based solely on minimum lot size does not ensure they can be reasonably developed in conformity with other zoning requirements or for the size and type of dwelling someone may desire (i.e. create unreasonable expectations of use). As such, relief from current lot frontage and lot depth provisions would certainly be required, and in most cases, relief from required rear yard, front yard, and interior yard widths and depths would likely also be necessary to fit any dwelling onto a 175 sq m lot – meaning there will be an increase in minor variance requests in an attempt to make such lots ‘developable’, many of which are unlikely to be supportable.

Zoning standards are not developed or applied in isolation; they are assessed in detail as part of subdivision and consent processes, where site-specific conditions such as grading, stormwater management, parking layout, and servicing constraints can all be comprehensively evaluated to determine appropriate lot size standards for the type of dwellings proposed and associated zoning provisions. Accordingly, any provincial standards should maintain the flexibility for municipalities to apply context-specific zoning standards by, at minimum, retaining the authority to establish reasonable minimum frontage, setbacks, lot coverage, and landscaped open space requirements, as these are the primary zoning tools for ensuring the functionality of the lots and development.

### Facilitating Communal Services through Proposed Changes to the Safe Drinking Water Act and Municipal Act (ERO 026-0302)

Proposed changes through the Bill 98 are described on the ERO as being meant to allow for the use of non-municipal (i.e. private) communal water and wastewater systems for new housing developments. If approved, the changes would amend the *Municipal Act, 2001* to:

- Require developers to apply for municipal consent to build these systems.
- Allow the province to set standardized criteria and conditions through regulations.

Importantly, if applicants meet the prescribed requirements set out below, municipalities would then be required to approve these systems, with no recourse to refuse them.

- Location-based criteria;
- Proper system designs;
- Financial assurances (e.g., reserve funds);
- Compliance with technical and operational standards;
- Any additional regulatory conditions.

Overall, the Province's stated goal is to streamline approvals and provide certainty to developers, making it easier to build housing supported by alternative water and wastewater systems. As part of the ERO posting the Province is also seeking feedback on what should be prescribed for the requirements listed above.

### Staff comments

The PPS states that municipal sewage services and municipal water services are the preferred form of servicing for settlement areas to support the protection of the environment and minimize potential risks to human health and safety. Consistent with this direction, and the County's obligation to ensure long term, safe, and sustainable servicing, it is important that municipalities retain the ability to refuse communal systems where municipal services are already planned or available to service planned growth and development.

Municipalities such as Oxford have invested substantially in the development of robust municipal systems and aligned them with the related financial and infrastructure planning tools (e.g. Development Charges, Master Plans, Environmental Assessments etc.). These tools are intended to ensure that growth is coordinated with infrastructure and public service facilities so that they are financially viable over their life cycle (e.g. asset management planning) and are available to meet current and projected needs.

As such, the County does not support the use of communal systems in Oxford. All eight Area Municipalities have one or more planned growth centres (i.e. designated Large Urban Centres or Serviced Villages) with full municipal services that are expected to be able to accommodate their forecasted growth over the planning period. As such, there is currently no demonstrated need to establish new or expanded growth areas on communal services from either a land use planning or infrastructure perspective. It is important that the County continues to retain the authority to prohibit these systems for as long as we deem it appropriate.

For these reasons, the Province should instead create an 'opt in' framework (e.g. via Council resolution of the applicable water and/or wastewater authority) for municipalities to indicate their interest or willingness to be subject to the proposed changes to the *Municipal Act*.

In addition, the Province should consider the following:

- While development supported by communal sewage services can be more compact and provide more dense housing than can be achieved by development served by private individual on-site sewage services, there are potential consequences for these developments. The locations of this type of development often do not meet other planning objectives such as being in proximity to services, recreation, employment and education, having a range of modes of transportation available and efficient land use.
- The Province currently requires a Municipal Responsibility Agreement (MRA) between the developer and a municipality responsible for water and wastewater treatment under the Municipal Act, prior to issuing a non-municipal drinking water system licence or an Environmental Compliance Approval (ECA) for privately-owned communal wastewater systems servicing residential developments. However, determining the appropriate amount for securities and/or annual contributions at the outset can be difficult. In some cases, the funds collected upfront are 100% of the cost of building a new facility. However, this does not account for extra costs that the municipality could incur such as remediation, additional studies or monitoring, staffing, upgrading the system to the municipal design standards, and integration into existing computer systems, and over time cost increases due to inflation and changing standards.
- Unlike municipal systems which are subject to O. Reg. 588/17 (Asset Management Planning for Municipal Infrastructure, under the *Infrastructure for Jobs and Prosperity Act*), there is currently no equivalent regulatory framework requiring asset management for private systems, limiting oversight of long-term maintenance and financial sustainability.
- Private communal services have a greater likelihood to malfunction because of inadequate management practices. This risk has been well documented by MECP and supported by enforcement actions and convictions published on the Ontario Court Bulletins.
- Wastewater treatment systems that rely on holding tanks can leak, causing contamination of local groundwater resources, especially if not well-maintained or located in areas with vulnerable aquifers. Spills and overflows may impact municipal infrastructure and reporting, clean up and remediation would be performed by municipal staff.
- Communal sewage systems also represent a risk to source water and limit the available locations for new municipal and private wells. Further, communal systems are generally not captured under existing Source Water Protection Plans, limiting the regulatory tools available to manage risk unless additional municipal resources are allocated.

- Private communal services may discharge treated wastewater to the same receivers as municipal services which puts pressure on the assimilative capacity of the receiving watercourse and could impact the amount of assimilative capacity remaining for use by municipally owned systems in the area. This could limit expansion of the municipal services and the associated settlement area, further compromising municipal planning objectives.

#### B) Proposed Changes to Water and Wastewater Public Corporations Act, 2025 (ERO 026-0301)

Proposed changes through the Bill 98 are described on the ERO and include amendments to the *Water and Wastewater Public Corporations Act, 2025* and the *Safe Drinking Water Act, 2002* to prohibit private ownership in any new water and wastewater public corporation and require 100% public sector ownership. The following review of the proposed changes was undertaken by County Public Works staff.

If approved, the changes would amend the *Water and Wastewater Public Corporations Act, 2025* to:

- Require that all new water and wastewater public corporations remain fully publicly owned, prohibiting private ownership.
- Ensure continuity of existing contracts, including employment, insurance, and collective agreements, when services are transferred to a new public corporation.
- Protect employee rights, including successor rights and pay equity, during transitions.
- Prevent the transfer of existing municipal water and wastewater debt to new public corporations.

In addition, proposed amendments to the *Safe Drinking Water Act, 2002* would clarify that systems owned by these public corporations are considered municipal drinking water systems and are subject to the same regulatory requirements.

#### Staff Comments

As staff noted in report CP 2025-328, concerns were previously identified regarding the creation of the *Water and Wastewater Public Corporations Act*. However, the current proposed amendments address key aspects related to ownership and governance, and staff do not have specific concerns with these changes. Broader concerns regarding water and wastewater servicing models remain as previously outlined.

With respect to municipal debt, staff note that the proposed amendments would prevent the transfer of existing water and wastewater debt to a new water and wastewater public corporation. While this provides clarity regarding financial responsibility, it may have implications for participating municipalities, as water and wastewater-related revenues could be removed without a corresponding transfer of associated debt. This could impact municipal debt capacity, annual repayment limits, and potentially credit ratings.

#### C) Proposed Changes to the Development Charges (DC) Act (ORR MMAH009)

The proposed amendments to the *Development Charges Act, 1997* introduce a new statutory exemption from development charges for qualifying non-profit retirement home developments.

This exemption would apply to retirement homes as defined under the *Retirement Homes Act, 2010* that are developed by eligible not-for-profit corporations in good standing. The exemption would not apply to development charges payable prior to Royal Assent but would apply to any future installment payments. The following review and commentary was provided by Financial Services staff.

While the proposed amendment is limited in scope, it is noted that any exemption from development charges must be funded from non-development-charge sources. In addition, given the varying ownership and operating structures within the retirement home sector, there is no reference regarding the duration a development would be required to remain operated by an eligible not-for-profit operation in order to ensure ongoing alignment with the intent of the exemption.

### **Other Concurrent Proposed Planning Act Changes (Not part of Bill 98)**

In addition to the proposed changes affected through Bill 98, the Province is consulting on additional proposed changes concurrently, this includes:

- Future legislative amendments (e.g. to the Planning Act).
- Existing or new regulations (e.g. complete application requirements and prescribed professionals). In these circumstances no additional consultation or approval by the Province would be required and the Province could choose to release regulation at any time.
- Revised guidance to support PPS implementation.

These consultations are expanded on below.

#### **A) Consultation on Upper-tier Official Plans, Secondary Plans, and Site and Area-Specific Policies (SASPs) (ERO 026-0315)**

In addition to proposed legislative changes through Bill 98, the Province is seeking input on whether the proposed standardized OP table of contents, schedules, and land use designations need to include further requirements to address:

- Whether additional (separate) requirements are needed for upper tier OPs (e.g. specific land use designations, elements of standardized framework that may not be applicable and any additional considerations)
- Standardizing the approach to secondary plans and site/area-specific policies (SASPs), including: clarifying their appropriate use and geographic scope; requiring secondary plans to be standalone documents/processes from OPAs, but still subject to the same Planning Act process requirements; and exempting upper-tier secondary plans from Minister's approval.

The stated intent of these changes is to improve consistency, transparency, and usability of planning documents, and to clearly distinguish between high-level Official Plan policy and more detailed, area-specific planning.

## Staff Comments

As it pertains to the concept of prescribing further requirements to distinguish between upper tier and lower tier planning responsibilities, staff note the following:

### 1. Currently no recognition or consideration of combined Official Plan frameworks.

Staff have concerns that the proposed framework, if applied too prescriptively, would not provide the necessary flexibility to accommodate a single, combined OP for both the upper tier and lower tier municipalities, as per the current Oxford model.

Oxford's single OP currently provides for a highly coordinated planning system that applies across the County and all eight (8) Area Municipalities. This model is deliberately structured to eliminate duplication, achieve efficiency, and facilitate coordination on matters that cross municipal boundaries or spheres of jurisdiction. As such, any Provincial limitations on the ability to maintain such a model would result in:

- Unnecessary duplication of policy, background studies, and consultation processes;
- Increased administrative and financial burden for both the County and Area Municipalities;
- Reduced consistency in policy application across municipal boundaries;
- Weakened coordination of growth management, infrastructure planning, and service delivery; and
- An increase in the number of OPAs needed to facilitate development.

Oxford's current OP and service delivery model represent a proven best practice in two-tier planning that has both been recognized by the Province and recently adopted, and/or currently under consideration, by a number of other two-tier municipalities. It serves to significantly reduce policy duplication and ensure consistent and coordinated policy direction on cross-boundary matters, such as growth management, settlement expansion, housing, employment, infrastructure, natural heritage systems, and natural hazards. It also enables the integration of land use planning with servicing capacity, asset management, and long-term capital planning to better support financially sustainable development outcomes.

As the Province's objectives of reducing duplication and increasing standardization are already fully addressed by Oxford's single OP model, staff expect that the current absence of specific recognition for this model is simply an oversight by the Province. As such, staff will make sure the many clear advantages of Oxford's model are well articulated in the County's comments and will not be inadvertently limited by the Province's desire for greater standardization.

### 2. Requirements for Secondary Planning need to reflect how implementation works in practice

Staff generally support providing greater clarity on the application of secondary planning tools. However, a prescriptive, one-size-fits-all, approach raises significant concerns with respect to feasibility and flexibility in implementation, including:

- Secondary planning is an essential tool for comprehensively planning for growth (e.g. planning for intensification within settlement areas, as well as settlement area expansions) by establishing an integrated, area-based framework to help ensure that growth and related infrastructure and public service facilities are provided for in a

coordinated and efficient manner, while accommodating projected needs. As such, staff would not support the prescription of specific scenarios or applications that may limit how secondary planning can be used to effectively plan for and manage growth.

- A secondary planning exercise typically involves a broad range of supporting studies (e.g. planning justification, environmental assessment, environmental impact, transportation impact, functional servicing strategy, public service facilities needs assessment, fiscal impact etc.) to support the development of a land use plan and related policies and implementation measures for the specific secondary planning area. In Oxford, the resulting land use plan and any area specific implementation policies are typically incorporated into the OP through official plan amendment (OPA), while the remainder of the secondary planning components (i.e. supporting studies and technical/background information) remain in a Council approved secondary plan document that resides outside of the OP (i.e. not incorporation of the entire secondary plan document into the OP like some municipalities).
- Based on Oxford's considerable experience, the Provincial proposal to establish a statutory process for secondary plans that is separate from the current OPA process will simply increase duplication and red tape, rather than eliminate it. In practice, such an approach would likely still necessitate an OPA to implement the relevant secondary plan policy direction, resulting in two parallel approval processes for the same planning exercise (rather than the current one). This is likely to create inefficiency, increase confusion, extend timelines, and add administrative burden. As such, staff will request that municipalities retain the flexibility to maintain their current, more efficient, implementation approaches.
- The Province's concern that some municipalities have a large number of secondary plans does not, in and of itself, indicate inefficiency or over-complexity. Rather, it likely reflects the past and present efforts of that municipality to proactively and comprehensively plan for growth and supporting infrastructure. That said, if other municipalities in Ontario have more inefficient and/or cumbersome Secondary Planning processes and implementation approaches, those may benefit from review and streamlining to be more like Oxford's. Further, once a secondary planning area is fully or substantially developed, municipalities should review their OP policies to determine if any of the policies specific to that secondary plan can be eliminated and/or simplified.

3. Site and Area-Specific Policies (SASPs) must remain flexible planning tools to meet Provincial objectives and requirements

Site and Area-Specific Policies (SASPs) are important and flexible planning tools. As such, staff have concerns with the Province considering potential limitations on the use of SASPs, including:

- Loss of a responsive and context-specific planning tool to address localized conditions including, but not limited to, infrastructure constraints, environmental features, cultural heritage resources, compatibility with existing uses, and redevelopment opportunities.
- SASPs are typically formally implemented through an OPA process, so are already subject to the statutory requirements of the Planning Act, including notice, consultation, and appeal mechanisms. As such, they do not introduce any additional layers of approval or complexity, nor do they operate outside of the existing planning framework.
- It is essential that municipalities retain flexibility in how SASPs can be utilized, as they are fundamental to achieving coordinated, efficient, and context-sensitive planning outcomes.

These tools are inherently context-driven, so must be scalable and adaptable to reflect differences in geography, growth pressures, infrastructure capacity, and community priorities. A standardized or prescriptive approach to their form, scope, or process would limit the ability of municipalities to respond to site-specific and area-specific conditions, which would undermine their effectiveness as planning implementation tools. Ultimately, if site and area specific matters can't be appropriately studied and addressed through such tools, the result will likely be less developments getting approved.

## B) Removal of or Changes to Site Plan Control (ERO 026-0310)

The Province is proposing potential reforms to site plan control to streamline approvals, avoid OLT hearings, and create a 'more predictable, cost effective, and co-ordinated site plan approval process'. Proposed reform options include:

1. Removing site plan control as a land use planning tool in the *Planning Act*;
2. Limiting to a maximum of three circulations, after which a mandatory meeting with relevant staff and the applicant must occur to resolve any outstanding issues;
3. Further scoping the site plan review process to an exhaustive approval checklist of functional aspects of a site (e.g. those related to health and safety), with use of certified professionals for acceptance and approval of reports and studies. No additional studies and plans beyond those in the approval checklist could be required. Site plan approval is issued if technical and drawing requirements identified in the checklist are met;
4. Establishing a municipal arbitration process / site plan review panel, consisting of the applicant and municipal development review team, for applications that have exceeded the statutory 60-day approval deadline and three circulation requirement. An arbitration process / decision-making timeline for the site plan review panel could also be required.
5. Requiring municipalities to establish different site plan approval streams and scope for different kinds of development. For example, only large or complex development can be subject to a 'full' site plan process, whereas less complex developments could be subject to an 'expedited stream', or be exempted from site plan completely.

The Province has requested feedback on the proposed reform options, and any other reforms that can expedite site plan approvals, which it will use to inform future changes to site plan.

### Staff Comments

#### 1. Removal of Site control as planning tool in the Planning Act

The Province has initiated multiple changes to the scope and implementation of site plan control since 2022, through multiple bills. The Province is concerned that many municipalities still have outdated documents and apply aspects of site plan control that have been prohibited (e.g. aesthetic landscape design) resulting in inconsistent implementation. As a result, one option they are now proposing is to potentially remove site plan control completely.

In Oxford, extensive effort has been spent reviewing and providing feedback to the Province on their many and ongoing changes to site plan control and trying to determine how to implement and communicate the changes that have already been enacted. As a result, most area municipalities in Oxford have not yet updated their site plan control by-law and guidelines to reflect all of the

changes. As such, it will be reiterated to the Province that the impact of constantly changing land use planning legislation and policy has been a much bigger impediment to the timeliness and predictability of development approvals than the application of site plan control.

In Oxford, site plan applications are generally processed in a very short timeframe (provided a complete and quality submission is received) and the application fees are minimal. Further, the site plan approval process provides the primary mechanism for reviewing and regulating a broad range of important site design related matters including, but not limited to, access, parking and loading, snow storage, servicing, drainage, building location, and building orientation. Without site plan control, it is not clear how these important site design matters could be effectively addressed.

As such, staff would strongly advise that the province not consider the elimination of site plan control as a planning tool entirely. If some prohibited site plan requirements are still being applied by some municipalities in error, the Province should instead focus on training/education and provision of guidance materials (e.g. updating existing and **outdated online guidance materials**) to ensure awareness of those prohibitions (e.g. limitations on urban design, landscaping) and provide support for municipalities to complete the necessary updates to their planning documents.

2. Limiting to a maximum of three circulations, after which a mandatory meeting with relevant department staff and the applicant must occur to resolve any outstanding issues

The proposal to limit circulations to a specific number appears arbitrary, with no stated reasoning and does not recognize the importance of complete, quality submissions at the outset and municipal resource impacts from having to review multiple circulations, or resubmissions. This approach also risks applicant's failing to submit all requested materials until the last circulation, which could result in last minute demands on municipal staff and resources to accommodate the proposed 'mandatory meeting' process, when outstanding issues could have been better resolved informally in advance. Staff already work with applicants through a variety of communication measures (e.g. e-mail, phone calls, meetings) to find solutions and negotiate consensus, where possible.

Staff would instead suggest that the Province re-establish the authority of municipalities to require pre-application consultation, due to its demonstrated ability to ensure complete and quality applications are submitted at the outset of the process and improve the predictability of the application process and timelines.

3. Further scoping the site plan review process

Staff support the idea of an approval checklist for site plan, not as an 'exhaustive approval checklist', but rather as a pre-consultation tool. However, the Province has recently prohibited municipalities from requiring mandatory pre-consultation as of the application process. In fact, the Province's proposed option to 'restructure the site plan review process' to a checklist of 'functional aspects of a site' and reports/studies essentially replicates what pre-consultation would achieve.

Although unclear, if the goal of a provincial checklist is to limit municipal review of an application to a prescribed list of items – staff do not support such an overly prescriptive approach. A reasonable alternative may be to provide recommendations (i.e. guidelines) for a more standardized format for pre-consultation comments (e.g. checklist of requirements, description of local review/approval process, consistency with legislative requirements), while still ensuring municipalities retain the authority to determine local application requirements and review/approval

processes. This would help to provide some consistency in site plan expectations across the Province for applicants who work in different municipalities with different processes.

4. Establishing a municipal arbitration process / site plan review panel

It is unclear what a mandatory 'municipal arbitration' process would achieve, as it would appear to add unnecessary bureaucracy, or duplicate existing meeting processes that municipalities already utilize to achieve this purpose. This change would also appear to download responsibility for arbitration from the OLT to municipalities, while still maintaining an applicant's appeal rights. Recognizing that municipal staff already have mandatory delegated approval authority for site plans and actively work together to evaluate applications, it is unclear what the benefit of a formal panel would be in terms of streamlining the review process or reducing the burden on the OLT.

5. Requiring municipalities to establish different site plan approval streams

Some Area Municipalities already establish different site plan approval streams depending on the type or scope of development (i.e. regular and minor site plans and amendments). However, staff believe that the scoping of matters that may be regulated via site plan should remain within municipal authority, recognizing that local considerations and planning context can affect the level of detail an application may be required to have.

Prescribing categories or types of development that are subject to different site plan streams, without allowing municipalities to refine or adapt these categories, risks creating unintended gaps in the site plan process that prevent proper review of important site specific matters and planning consideration and reducing the effectiveness and flexibility of the tool. For example:

- Separating applications based on the type or number of required studies, could fail to recognize the potential scope and/or level of review required for various studies.
- Amendments to existing site plans can be more complex than they appear (e.g. may depend on the nature of the site and area, when the original site plan was approved and/or supporting technical studies were undertaken etc.).
- Streaming based on land use, without adequate flexibility, could create implementation challenges for sites where multiple uses are proposed (e.g. commercial-residential mixed use)

Regarding the Province's proposed option of prescribing additional exemptions from site plan control, as it is not clear what further exemptions are being considered by the Province (i.e. there is no proposed draft wording for future legislation or regulatory changes), it is difficult for staff to suggest any specific comments in this regard.

C) Complete Application Requirements (ERO 026-0313)

A planning application is considered 'complete' when it contains all the information required by the relevant sections of the *Planning Act*, relevant Minister's regulation(s), as well as the additional materials or requirements set out in the applicable OP. Once an application is deemed complete by a municipality the statutory timelines for municipal review and decision on the application are triggered. Through Bill 17 (*The Protect Ontario by Building Faster and Smarter Act, 2025*) the Province gave themselves regulation-making authority to prescribe what studies or reports a municipality could or could not require as part of a complete application. Bill 17 also amended the *Planning Act* such that municipalities cannot adopt updates to their OP policies pertaining to complete application without first receiving a decision from the Minister.

On February 22, 2026 (CP 2026-37), County Council directed staff to submit updated OP policies pertaining to complete application requirements (also known as OPA 352) to the Minister for review and approval. At the time of the writing of this report, no decision or feedback has been received from the Minister.

The Province is now proposing to prescribe the only information and material that planning authorities may require as part of a complete application. Municipalities may select from the proposed list, which is divided into 7 'core' studies and 22 'contingent' studies. The previous ERO posting 025-0462 suggested that Province was only going to prohibit municipalities from requiring sun/shadow, wind, urban design and lighting studies, however, the current proposal would now limit municipalities to only being able to require studies identified in the regulation.

### Staff comments

The proposed approach would apply to all *Planning Act* applications which are subject to complete application requirements (e.g. OPA, zoning, subdivision, consents, and site plan control).

Complete application requirements are essential for ensuring that all key information that municipalities require to properly assess the merits and impacts of a development proposal is included with the application up front, so that an informed and timely decision can be made.

The following additional comments are structured by theme.

#### 1. Overall list of study requirements

Staff considered what studies and information would be relevant to require as part of a complete application when preparing the complete application list for OPA 352 (see report CP 2026-37). This list included existing requirements already referenced throughout the OP and those resulting from County and Area Municipal staff experience reviewing of a broad range of planning applications.

The Province's proposed list of studies and corresponding explanation for the proposed approach for study requirements is included and compared to the list from OPA 352 in Attachment 1.

Many of the studies omitted from the Provincial list are important for addressing key policies and development review criteria contained in Oxford's Official Plan. Removing the ability to require these studies as part of a complete application could limit the ability of municipalities to determine whether OP criteria have been met, and whether a proposed development is appropriate, early in the process. If the required information remains unavailable or insufficient at the time of decision, it may result in delay or cause refusal of the application. The prescription of an exhaustive list would also limit the flexibility to adjust to emerging technologies (e.g. battery storage facilities and renewable energy), evolving fields of study, or changing Ministerial requirements, given the time it would take for the Province to make the necessary legislative and regulatory changes.

The Province is also seeking feedback on the objectives or purpose for each of the twenty-nine different studies (i.e. effectiveness of language; conformity with legislation; consistency with provincial legislation/policies, or municipal plans; and potential gaps). Staff would suggest that the proposed objectives be communicated through guidance materials rather than regulation, to provide greater flexibility and allow for input from partner ministries, many of whom are already

developing/updating PPS related guidance materials that could help guide the scope and structure of the required studies.

2. Including descriptions and objectives of studies in regulation

Staff do not support the proposed use of use of prescribed high level descriptive provincial objectives (e.g. providing enough information to determine an application's supportability, meeting provincial legislation or municipal plan policies) that would need to be met for the proposed list of reports/studies that could now be required as part of a complete application. This approach risks using overly broad language for a prescriptive purpose and significantly underestimates the range of relevant considerations that existing provincial guidelines contain.

3. Limiting study types to certain development applications

Staff agree that the scope, level of detail, and applicability of complete application requirements may vary depending on the type of application/development and stage in the planning process. Ideally, applications that contemplate changes to land use (i.e. Official Plan and Zoning By-Law amendments) address considerations that are highly impactful to compatibility, safety, and sustainability over the long term (e.g. environmental impact studies, engineering requirements, contaminants), while plans of subdivision and site plan serve more as the later stages of development review and can often be scoped to more technical requirements. Regardless, the requirements for the various types of development applications (OPA, zoning, subdivision, consents, and site plan control) must remain sufficiently flexible to ensure all planning and technical matters can be reviewed and addressed at the appropriate stages in the process.

4. Terms of Reference

Staff support maintaining the ability of municipalities to develop their own terms of reference to identify the breadth of information required for a particular report or study, as this helps ensure agreement on scope and approach early in the process and avoid issues during the review of the proposal. This is particularly relevant for studies that are stronger when tailored to site-specific circumstances and utilize methods where provincial guidance does not yet exist, is outdated, or in draft. For example, Environmental Impact Studies benefit from a terms of reference so that simpler applications affecting limited areas or natural features are not subject to the same requirements as a large-scale development that affecting multiple features or species with complex habitat characteristics. This is similarly true for Agricultural Impact Assessments.

5. Reestablish pre-consultation tools

Staff recommend that the Province re-establish municipal authority to require pre-consultation, but also improve and standardize the pre-consultation process (e.g. identifying statutory timelines for the provision of comments, clarifying appeal rights associated with complete applications in relation to pre-consultation comments). This could help to address delays and reduce costs associated with applicant inaction, where requirements have been communicated by staff.

This alternative approach recognizes that both municipalities and applicants are accountable for providing information and reviewing submissions in a timely matter. Similarly, it would align with previous Provincial efforts to address inactive applications through new municipal powers – such as introducing the “use it or lose it” powers through Bill 185 that allow municipalities to remove or re-allocate water allocation from stagnant approvals to support new projects and growth.

#### D) Prescribed professionals (ERO 026-0314)

The Province is proposing to expand the list of prescribed professions for the purposes of complete application requirements under the Planning Act, building on regulatory changes introduced through Bill 17 (the *Protect Ontario by Building Faster and Smarter Act, 2025*), the proposed amendments would permit additional certified professionals, such as “registered landscape architects”, to prepare technical studies and reports that municipalities would be required to accept for the purposes of deeming an application complete.

The Province previously prescribed professional engineers for the purposes of studies submitted for Official Plan Amendments, zoning by-law amendment, plans of subdivision, consents and site plan on January 21, 2026. Meaning that if Council requires information (i.e. as part of a complete application) it is now "deemed to meet the applicable requirement" for a complete application if it is provided by a professional engineer, regardless of whether all the required information is actually provided. The current proposal seeks to expand this to additional ‘certified professionals’.

#### Staff Comments

The wording of the proposal continues to suggest that reports prepared by prescribed professionals must also be accepted as ‘final’ studies, which remains a significant concern as, based on staff’s understanding of the *Planning Act* requirements, municipalities still retain the ability to review submitted studies and request additional information following submission. However, such review and information requests would not stop the statutory decision-making timelines, or an applicant’s appeal rights under the *Planning Act*.

Only some of the professionals that currently prepare studies and reports in support of land use planning applications are ‘regulated’ professions (i.e. professional engineers, engineering technicians and technologists, lawyers, architects and Ontario Land Surveyors are regulated by the Province, but land use planners, ecologists, urban designers, landscape architects, etc. are currently not). Accordingly, it could be challenging to define and monitor certain professions without a professional body, certification/licensing program, or other method of qualification. Even so, simply being a member of a profession does not necessarily mean that particular professional has experience or specialization in all, or particular aspects of, the work that may be undertaken by that given profession. Further, from staff’s experience, it does not guarantee the quality, thoroughness, or accuracy of the reports, studies, and professional opinions they may author and/or submit in support of a particular planning application.

Professional engineers have formal professional regulation and accountability mechanisms. However, it is not clear what criteria the Province intends to use to determine what additional professions may be prescribed (i.e. is intent to expand to both regulated and self-regulated professions, what threshold would determine whether profession is appropriate for inclusion etc.), so it is uncertain which additional professions could potentially be prescribed going forward.

The complete application process is an important mechanism for identifying deficiencies in the scope, methodology, or content of technical studies at the outset of the review process. As such, requiring municipalities to accept studies from prescribed professionals as being complete could result in incomplete or inadequate supporting materials entering the formal review process, which could delay decision-making and increase the likelihood of refusals, non-decisions, and appeals.

### E) Electronic Application Submissions and Notices to Minister (ERO 026-0305)

The Province is proposing to remove the requirement for information and material to include an 'original or certified copy' for planning applications and permit certain notices (i.e. public meeting, open house, application/complete application, and adoption of an official plan or plan amendment) to be given electronically to the Minister. These changes would affect regulations for Official Plan and Zoning By-Law amendments, Plans of Subdivision, and Consents. The stated intent is to facilitate electronic submission in order to streamline and expedite review of land use planning matters and complement the 'broader government move towards building a digital Ontario'.

#### Staff Comments

An 'original or certified copy' is not defined in the *Planning Act* or regulations. However, it is understood to be documents, often provided in a hard copy format, that must be prepared by a specified type of professional (e.g. municipal clerk) and may be stamped and/or signed to demonstrate their official or legally enforceable status (e.g. plans or drawings, formal notices, parcel registers, declarations or affidavits that are commissioned etc.). Having greater flexibility for these types of documents may assist in electronic submissions.

Staff are generally supportive of streamlining the administrative aspects of the application process, including opportunities to reduce costs associated with notices. Staff have previously identified additional measures the Province should consider to support greater speed, efficiency, and consistency in the planning process for both municipalities and applicants, including:

- Greater flexibility for providing notice (e.g. website, social media as a substitute to newspaper advertisements) and for public consultation (e.g. combining public meetings for applications requiring upper and lower tier approvals) without requiring enabling policies in an Official Plan;
- Standardizing timing requirements for the issuance of notices and start of appeal periods between different planning application types (e.g. minor variances);
- Modernizing commissioning requirements for applications by permitting electronic commissioning and/or expanding the list of prescribed commissioners by virtue of office.

It is noted that staff have been submitting notices to the Minister electronically for many years, which has MMAH has supported even without the proposed changes.

### F) Projection Methodology Guideline (ERO 026-0304)

In August 2025, the Ministry of Municipal Affairs and Housing (MMAH) released a draft updated guidance document to replace the 1995 Projection Methodology Guideline (PMG) to support the implementation of the PPS and provide an updated methodology to assist planning authorities with forecasting and determining land needs for their municipalities.

The update aimed to provide a standardized methodology that is clear, easy to follow, and allows flexibility in approach for municipalities of varying size/resources across the province, in a manner consistent with the PPS and ultimately to provide ample, adequate planned and serviced land for growth while trying to avoid supply imbalances relative to demand.

County staff provided feedback on this initial round of consultation. The Ministry is now providing a second draft for consultation.

### Staff Comments

Overall, the County appreciates the changes made to the second draft of the PMG to address the first round of comments. There is some increased clarity with regards to update timing and data to be used by municipalities to ensure clarity and consistency. That said, there are a few additional and/or outstanding comments that staff propose to relay to the Province, as follows:

- Request the Province share it's hypothetical scenarios for municipal feedback before the document is finalized to ensure inclusion of an appropriate range of scenarios, and provide guidance on certain technical matters (e.g. built-up area identification, density calculations);
- Clarify that the guidelines are intended to be used/implemented by municipalities and that proponents of privately initiated settlement area boundary expansions must use municipally adopted projections/forecasts and land need analysis for their justification; and,
- Include direction with regard to stakeholder consultation and engagement

It should be noted that the recently updated Growth Forecast and Land Need Analysis approved by County Council considered the draft guidance released in 2025. Given that this project has been completed, it will not be impacted by the finalization of this guideline. However, future updates (i.e. every 5 years) will be required to consider any finalized guideline.

### **Other Potential Legislative Changes**

Similar to past housing bills, the Province's [Technical Briefing](#) for Bill 98 indicates that additional changes continue to be contemplated and/or planned for the future. However, to date, the details have not been released to the ERO, or Regulatory Registry, for matters beyond those outlined above, and are not subject to consultation at this time. Further, the Province has not shared any information regarding when consultation on these matters may occur. As such, staff will continue to monitor for any additional information, as it becomes available.

## **CONCLUSIONS**

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Overall, the proposed amendments under Bill 98 and the proposed changes to OPs, secondary plans and SASPs, complete applications, subdivision and consent conditions, and site plan control, could result in a range of potential impacts. Staff anticipate some of the changes could significantly impact how the County structures and administers land use planning policy, ensures growth and infrastructure are coordinated and sustainable, and protects the environment. While some changes may potentially streamline processes or enhance transparency, others risk weakening local autonomy, creating inconsistencies in planning decisions, and increasing potential environmental and financial vulnerabilities over the short and long term.

In the comments submitted to the Province on behalf of the County, staff propose to emphasize the importance of maintaining a balanced, locally informed approach, that supports provincial goals, while also not compromising sound planning principles, municipal decision-making authority, environmental protection, or public confidence.

Finally, staff will continue to monitor for any further updates or other proposed Provincial changes and inform Council of any further changes that may be of significant interest or concern to the County and/or Area Municipalities.

## **SIGNATURES**

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### **Departmental approval:**

Original signed by \_\_\_\_\_  
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Director of Community Planning

### **Approved for submission:**

Original signed by \_\_\_\_\_  
Benjamin R. Addley  
Chief Administrative Officer

## **ATTACHMENTS**

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Attachment 1 – Comparison of Oxford complete application requirements (per OPA 352), vs. Provincial list

### Attachment 1. Comparison of Oxford Complete Application Requirements (per OPA 352), vs. Provincial list (per [ERO 026-0313](#)).

The **left column** shows those studies included in OPA 352, this list could be applied and/or scoped for a development application (e.g. official plan amendment, zoning amendment, consent, subdivision or site plan) given it's site-specific context as determined by staff (i.e. Planning staff working with Area Municipal and/or County staff, and/or other agencies as applicable).

The **middle column** shows the Provincial list of studies which is divided into 7 'core' studies and 22 'contingent' studies. Core studies may still be required for any planning application. In contrast, contingent studies could only be required when a specific on-site or surrounding condition exists that makes the study relevant for the consideration of the planning application – which are also proposed to be prescribed (contingent studies are those shaded in the **middle column** of the table.). Based on the Province's approach municipalities would be limited to **ONLY** studies listed in the **middle column** for the purposes of complete application requirements.

County Proposed Requirements (OPA 352)	Included in Proposed Provincial Complete Application Requirements	Potential Comment/ Concerns
Planning Justification Report	Planning Justification Report	
Secondary Plan		Directly impacts comprehensive planning and settlement area boundary expansions
Elevations/Materials Matrix		
Neighbourhood Design Plan		
Streetscape Analysis		
Landscape Plan		
Phasing Plan		
Survey		Provincial parkland changes ( <a href="#">ERO 026-0312</a> ) specifically include this as 'required information'
Topographic Plan of Survey		Provincial parkland changes ( <a href="#">ERO 026-0312</a> ) specifically include this as 'required information'
Urban Design Report		
Agricultural Impact Assessment	Agricultural Impact Assessment	
MDS I/MDS II Formulae Calculation/Compliance	Minimum Distance Separation Formulae Assessment	
Environmental Compliance Approval		
Fluvial Geomorphology Study		Could be combined into Environmental Impact Study or Natural Hazard/Flood Plain study
Disclosure Report		
Floodplain Analysis and/or Slope Stability Report	Natural Hazard Impact Study/ Assessment	
Environmental Impact Study	Environmental Impact Study	
Hydrogeological Study	Hydrogeological Report	
Phase I and/or II Environmental Site Assessment	Environmental Site Assessment	
Record of Site Condition / Certificate of Property Use		as per EPA regulation 153/04
Park Concept Plan		

<b>County Proposed Requirements (OPA 352)</b>	<b>Included in Proposed Provincial Complete Application Requirements</b>	<b>Potential Comment/ Concerns</b>
Risk Management Plan	Partial - Contaminant Management Plan	Requirement under the Clean Water Act
Remedial Action Plan		
Restoration/Enhancement Plan		Could be combined into Environmental Impact Study
Soil Study		Addresses EPA soils regulation 406/19 (where applicable)
Site Screening Questionnaire, where a Phase 1 ESA is not required		
Tree Inventory/Tree Preservation Plan	Arborist Report	
Watershed or Sub-watershed Study		Required by the PPS (4.2.3)
Archaeological Assessment	Archaeological Assessment	
Cultural Heritage Impact Assessment/Conservation Plan	Cultural Heritage Impact Assessment	
Mineral Aggregate Resource Analysis (ARA License Application and materials)	Aggregate/Minerals/Petroleum Resource Impact Assessment	
Rehabilitation Plan	Aggregate/Minerals/Petroleum Resource Impact Assessment	
Resource Management Report	Aggregate/Minerals/Petroleum Resource Impact Assessment	
Traffic Plan (Haul Route Assessment)	Aggregate/Minerals/Petroleum Resource Impact Assessment	
Functional Servicing Report	Functional Servicing Report	
Geotechnical Report	Geotechnical Report	
Grading Plan (Cut and Fill Plan)		
Engineer's Report (Building Condition Survey)		
Master Drainage Plan		
Oil and Gas Well Decommissioning	Human-made Hazard Impact Study/ Assessment	
Permit to Take Water		As per OWRA regulation 387/04
Environmental Compliance Approval/ Environmental Activity and Sector Registry confirmation		EPA and OWRA regulation 245/11
Right-of-Way Infrastructure Connection and Works Plan		
Erosion and Sediment Control Plan		
Servicing Plan	Maybe - Servicing Options Report	
Servicing Capacity Confirmation		
Stormwater Management Report and/or Plan		Could be combined into Functional Servicing Report
Air Quality Study	Air Quality/Odour Study	
Dust, Odour and/or Emissions Study	Maybe – Land Use Compatibility Study	
Emergency and Spills Management Plan	Partial - Contaminant Management Plan	Requirement under the Clean Water Act
Feasibility Assessment		

<b>County Proposed Requirements (OPA 352)</b>	<b>Included in Proposed Provincial Complete Application Requirements</b>	<b>Potential Comment/ Concerns</b>
Hazardous Waste Plan, Disclosure Report	Maybe - Impact Assessment for Waste Disposal Sites / Former Landfill Sites	
Landfill Impact and Remediation Study	Impact Assessment for Waste Disposal Sites / Former Landfill Sites	
Lighting Plan		
Methane Gas Study	Maybe - Impact Assessment for Waste Disposal Sites / Former Landfill Sites	
Noise and/or Vibration (Acoustic) Study	Noise/Vibration Study	
Sensitive Land Use Report		As per PPS 3.5 for heavy industrial uses
Sun/Shadow and/or Wind Analysis	Partial – Wind Study	
Community Risk Assessment	Maybe – Land Use Compatibility Study	
Traffic/Transportation Impact Study	Transportation Impact Study	
Transportation Design Study		
Land Appraisal Report		For Cash-in lieu of Parkland
Land Needs Justification Study		As per 2.3.1 of PPS
Municipal Financial Impact Assessment	Financial Impact Analysis	
Regional or Rental Housing Market Analysis		Necessary to evaluate affordable housing proposals per 2.2.1 a) of the PPS
Rental Housing Conversion Study		Necessary to evaluate housing proposals per 2.2.1 a) of the PPS
Residential Market Justification Study		Necessary to evaluate housing proposals per 2.2.1 a) of the PPS
Site Area Analysis		
Commercial Location Needs Assessment		Necessary to evaluation commercial growth/conversions per PPS 2.4.1 to achieve complete communities
Retail or Market Impact Study		Necessary to evaluation commercial growth/conversions per PPS 2.4.1 to achieve complete communities
Employment Land Need Assessment	Economic Viability Assessment	As per 2.3.1 of PPS
Articles of Incorporation		
Deed and/or Agreement of Purchase and Sale		
Parcel Register		
	Aeronautical Report	
	Electromagnetic Field Management Plan	
	Lakeshore Capacity Assessment / Water Quality Impact Assessment	
	Rail Safety and Risk Mitigation Report	
	Wildland Fire Assessment	Could be combined into Environmental Impact Study

## REPORT TO COUNTY COUNCIL

# 2025 Progress Report – 10-Year Housing and Homelessness Plan (Housing for All)

**To:** Warden and Members of County Council

**From:** Director of Human Services

## RECOMMENDATION

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1. That County Council receive Report HS 2026-01, entitled ‘2025 Progress Report – 10-Year Housing and Homelessness Plan (Housing for All)’ as information.

## REPORT HIGHLIGHTS

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- Service Managers are required to develop a 10-Year Housing and Homelessness Plan to identify objectives and targets related to housing and homelessness, as well as actions to meet those objectives.
- This report serves as the County’s Annual Progress Report, with respect to the specific actions that were taken in 2025 towards the goals and objectives of the current 10-Year Housing and Homelessness Plan, entitled ‘Housing for All’, which was adopted by Council on August 14, 2024.

## IMPLEMENTATION POINTS

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Following Council’s review of the Annual Progress Report, a copy will be posted on the County’s website and provided to the Ministry of Municipal Affairs and Housing (MMAH), in accordance with the *Housing Services Act, 2011*.

### Financial Impact

There are no financial impacts associated with receiving the 2025 Annual Progress Report of the 10-Year Housing and Homelessness Plan as information.

## Communications

This report provides details with respect to the annual report that is required in accordance with the *Housing Services Act, 2011*. In light of this, details contained in this report will be shared with the MMAH and will be made available to the public upon Council's consideration.




## 2023-2026 STRATEGIC PLAN

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

The recommendations in this report supports the following strategic goals.

### Strategic Plan Pillars and Goals

PILLAR 1	PILLAR 2	PILLAR 3
		
<b>Promoting community vitality</b>	<b>Enhancing environmental sustainability</b>	<b>Fostering progressive government</b>
<p>Goal 1.1 – 100% Housed</p> <p>Goal 1.3 – Community health, safety and well-being</p>		<p>Goal 3.2 – Collaborate with our partners and communities</p> <p>Goal 3.5 – Advocate for Oxford County</p>

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

## DISCUSSION

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### Background

In accordance with the *Housing Services Act, 2011*, Municipal Service Managers are required to develop a 10-Year Plan to identify objectives and targets related to housing and homelessness, as well as actions to meet those objectives. Housing and Homelessness Plans play a critical role in defining how Service Managers address housing and homelessness locally, including housing affordability, coordination of homelessness and related support services, and efforts towards ending homelessness. To demonstrate the progress towards the targets and objectives of the Plan, Service Managers are required to complete annual reports for Council's consideration.

**Report HS 2026-01  
HUMAN SERVICES  
Council Date: April 22, 2026**

On August 14, 2024, County Council adopted a new Housing and Homelessness Plan, entitled 'Housing for All 2024-2033', as presented in Report [HS 2024-09](#). The 'Housing for All' plan builds upon the County's previous 10-year Shelter Plan, with a new framework that considers current market conditions, housing/community needs and financial challenges. Overall, the Plan considers varying strategies and actions to address critical needs across the housing continuum, including emergency shelters, community housing, transitional and supportive housing, market and affordable rental housing, and homeownership.

The 'Housing for All' Plan includes five main strategic directions, as follows:

1. Reduce Homelessness Through Prevention;
2. Support Housing Stability Through Collaboration;
3. Maintain and Improve the Existing Housing Portfolio;
4. Increase Affordable and Rental Options; and,
5. Advocate for Increased Investment.

These five directions are further defined by a set of key action items, with a set of progress measures to ensure each action is being implemented appropriately.

It should be noted that the Plan is intended to provide overarching direction as it relates to the housing and homelessness system, with more specific implementation documents, including the Master Housing Strategy and Homelessness Response Strategy, acting as the action documents to implement more specific changes to the system.

## Comments

Progress on the directives of the 10-Year Plan is regularly monitored by staff to ensure recommendations remain relevant to community needs and align with the County's strategic priorities. The following summary demonstrates action in the strategic areas of the 'Housing for All' Plan in 2025. Further details regarding the measures associated with each goal are provided in Attachment 2 of this report.

### [Strategic Direction 1: Reduce Homelessness Through Prevention](#)

#### HART Hub

In 2025, staff continued to work with Community Partners to ensure the realization of the HART Hub/Wellness Centre. At this time, the temporary Wellness Centre is operating at 369 Huron Street, Woodstock, including four beds for withdrawal management and six beds for addiction supportive treatment. The new permanent Wellness Centre at 16 Graham Street, Woodstock, is currently under construction.

Community Partners are currently in the process of modeling the HART Hub, including the Oxford County Community Health Centre (OCCHC), with supportive housing units opening at the County owned building at 82 Finkle Street, Woodstock, and the Mobile Health Outreach Bus (MHOB), providing County-wide medical and outreach support to unhoused individuals.

### Coordinated Access and By-Name List (BNL)

The County utilizes a coordinated access response to support individuals and families experiencing homelessness and living in encampments. The County's coordinated access system is comprised of several agencies that provide emergency shelter services (ESS), housing, addictions, and mental health supports within County. Most recently, the County added Woodstock Hospital as a community partner within the coordinated access system. This addition shows the significance of the intersection of health and housing when working with vulnerable populations.

Individuals and families can access the system through a no-wrong door approach at multiple access points, as listed below.

- Salvation Army (Woodstock, Tillsonburg, Ingersoll)
- Operation Sharing
- Domestic Abuse Services of Oxford
- Oxford County Community Health Centre
- CMHA Thames Valley Addictions & Mental Health Services
- Oxford County Human Services
- Indwell Supportive Housing
- Ingamo Homes
- St. Leonard's Community Services - London & Region
- Woodstock Hospital

The County recently added a second Community Access Navigator (CAN) to support the development of the By-Name List (BNL) through active engagement with individuals experiencing homelessness. At first contact, individual needs are assessed to determine appropriate referrals to support services. If consent is provided, individuals are added to the BNL. Once added to the BNL, the CANs work closely to connect individuals with supports, including housing assistance (i.e., first and last month's rent, rental or utility arrears, rent supplement, etc.) and ongoing case management.

It is important to note that as individuals connect with services and achieve housing stability, the BNL fluctuates. At the end of 2025, a total of 159 individuals were active on the BNL, showing an increase of 16 individuals from the end of 2024. Figure 1 shows the number of active individuals on the BNL per month in 2025, with the average being 169 active individuals in 2025. A total of 96 individuals were successfully housed from the BNL in 2025.

**Report HS 2026-01  
HUMAN SERVICES  
Council Date: April 22, 2026**

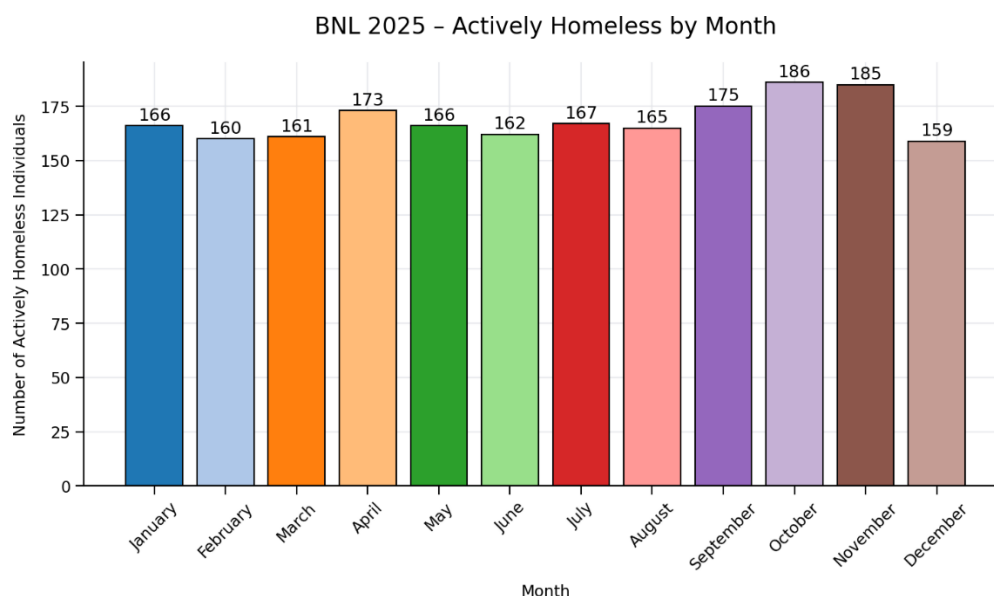


Figure 1 - Active Individuals on BNL by Month

### Homeless Individuals and Families Information System (HIFIS)

As the County continues to strive for quality data to inform decision-making, staff initiated the implementation of HIFIS in 2025. HIFIS is a tool and Homelessness Management Information System (HMIS) developed by the federal government and used by many communities across Canada. HIFIS enables service managers and organizations included within the coordinated access system to collect, manage, and report real-time data on homelessness, client progress and outcomes, and improve service delivery. The County has initiated a phased implementation of the HIFIS tool, with the first phase anticipated in Q3 2026.

### Unsheltered Homelessness Response

The County maintains a coordinated response to supporting individuals experiencing unsheltered homelessness and residing in encampments. The CANs, along with partner agencies, connect with unhoused individuals where they are, providing assistance and support, as needed. County staff, alongside Area Municipalities and Community Partners, also continue to work together to support long-term housing planning for individuals experiencing unsheltered homelessness, including monitoring and collecting data for those residing in encampments. This coordinated response is critical throughout the colder months and is often the first point of entry into the coordinated access system.

In 2025, a total of 50 transitions to emergency shelter took place, as well as five transitions to permanent or transitional housing.

### Built for Zero Canada (BFZ)

The County recently joined Built for Zero Canada (BFZ), a Federally funded program to assist communities in the fight to end homelessness. As a dedicated community within this program, the County will be working to reduce and end chronic homelessness. As a dedicated community, the County will have an opportunity to apply for available Federal grants to support various homelessness reduction initiatives.

## Strategic Direction 2: Support Housing Stability Through Collaboration

### Eviction Prevention Program

In late 2025, staff introduced the Eviction Prevention Pilot Program. The goal of this program is to provide in-home supports to households at risk of eviction (within the County's housing stock) to ensure tenancies are stabilized and eviction is prevented. Referrals to this program are vetted internally and range from a variety of concerns, including arrears, hoarding, guest management, cleanliness, food security, and financial stability. This program is designed to develop individualized plans with households at risk using a wraparound approach in coordinating service delivery partners.

Over the next several months, staff will continue to evaluate the effectiveness of this program, with the goal of improving housing stability among tenants in the County's housing stock, along with improving arrears, unit turnovers, and overall building maintenance.

### Rent Supplement Program and Canada Ontario Housing Benefit (COHB)

Investments in the County's rent supplement program and COHB continued in 2025. These programs play a pivotal role in keeping individuals and families housed, while maintaining affordable rents. In 2025, the County approved a total of 60 rent supplements through the private market, in addition to 28 COHB applications. There is currently a total of 260 households in receipt of rent supplement or portable housing benefit (COHB), with applications on-going.

## Strategic Directions 3 & 4: Maintain and Improve the Existing Housing Portfolio & Increase Affordable and Rental Options

In 2025, the County approved approximately \$3.5 million through the competitive bidding process to incentivize and support the creation of up to 85 additional affordable and supportive housing units by 2028. These additional units are tailored to varying demographics, including seniors and individuals exiting chronic or episodic homelessness.

Maintaining and improving the existing housing portfolio is a key pillar of the Housing for All plan. As the County continues to invest in new development opportunities, the existing housing portfolio must be kept in a good state of repair. Working with community housing providers to support the viability of buildings continued in 2025. At the forefront of this work was ensuring that our non-profit housing providers were aware of the upcoming capital commitments to maintain buildings. In support of this, Building Condition Assessments (BCA's) were completed for six housing providers in 2025 as the County works towards entering into end of mortgage agreements.

The following table provides a summary of all progress made towards the actions in the Housing for All Plan.

**Report HS 2026-01**  
**HUMAN SERVICES**  
**Council Date: April 22, 2026**

Table 1: Housing for All Plan: Summary of 2025 Progress

Strategic Direction	Action Items	2025 Progress
<b>1. Reduce Homelessness Through Prevention</b>	<ul style="list-style-type: none"> <li>- Improve and increase access to emergency and transitional housing options</li> <li>- Implement a Homelessness Response Strategy</li> </ul>	<ul style="list-style-type: none"> <li>- The emergency shelter in Tillsonburg opened for a third year, providing shelter for those experiencing homelessness starting on November 1, 2025.</li> <li>- A total of \$2.9 million from the Homelessness Prevention Program (HPP) was expended on various supports and services for those at risk of or experiencing homelessness.</li> <li>- 96 individuals from the By-Name List were housed in transitional or permanent housing.</li> <li>- HIFIS continued to be implemented.</li> </ul>
<b>2. Support Housing Stability Through Collaboration</b>	<ul style="list-style-type: none"> <li>- Improve access to and coordination of services</li> <li>- Strengthen the system of supports through enhanced partnerships</li> </ul>	<ul style="list-style-type: none"> <li>- The County entered into new agreements with Community Partners to support and house individuals from the By-Name List.</li> <li>- The County, in collaboration with Community Partners, continued increased hours of the Mobile Health Outreach Bus (MHOB) and the frequency of attendance at encampments.</li> <li>- The CANs continued to provide outreach and assistance to those experiencing or at risk of homelessness.</li> <li>- Staff continued to provide in shelter support at the day space.</li> <li>- Staff supported Encampment Response in collaboration with Area Municipalities and Community Partners.</li> <li>- The County partnered with a new provider to create new transitional/supportive housing.</li> <li>- A total of 260 households received a rent supplement or a portable housing benefit through the COHB.</li> <li>- Geographic coordinates were implemented in Municipal 511 within the urban municipalities in support of local encampment response.</li> </ul>

**Report HS 2026-01**  
**HUMAN SERVICES**  
**Council Date: April 22, 2026**

Strategic Direction	Action Items	2025 Progress
<b>3. Maintain and Improve the Existing Housing Portfolio</b>	<ul style="list-style-type: none"> <li>- Sustain community housing as mortgages expire</li> <li>- Continue to invest in repair and renewal of the County's housing portfolio</li> <li>- Implement a technology solution to support capital planning for community housing</li> </ul>	<ul style="list-style-type: none"> <li>- All existing rent-geared-to-income units were maintained under the County and non-profit/cooperative portfolios.</li> <li>- The County implemented Asset Planner to assist Housing Providers with understanding capital needs.</li> <li>- A total of 6 BCAs were completed for various non-profit and cooperative housing providers.</li> <li>- Staff entered into end of mortgage agreements with a non-profit housing provider with this work continuing in 2026.</li> <li>- Staff provided support and expertise to non-profit/cooperative housing providers with capital projects and Request for Proposal (RFP) processes, as needed.</li> <li>- The County expended funds under the Repair Program to support critical repairs for a number of housing providers.</li> </ul>
<b>4. Increase Affordable and Rental Options</b>	<ul style="list-style-type: none"> <li>- Implement the Master Housing Strategy as funding becomes available</li> <li>- Facilitate new affordable housing units through partnerships and innovation</li> </ul>	<ul style="list-style-type: none"> <li>- Occupancy was issued for the affordable housing project located at 785 Southwood Way, Woodstock. This development includes 52 rental units (including 37 at affordable rental rates).</li> <li>- Progress continued on the affordable housing project located at 175 Springbank Road North, Woodstock, consisting of 45 rental units (including 23 at affordable rental rates).</li> <li>- An RFP for the development of new affordable rental housing was issued, resulting in approvals for a new senior's project in Tillsonburg and a supportive housing development in Woodstock.</li> <li>- A joint RFP between the Town of Tillsonburg and Oxford County was issued for the development of new affordable home ownership units located at 31 Earle Street, Tillsonburg.</li> <li>- 82 Finkle Street, Woodstock (HART Hub) saw the creation of up to 18 supportive housing units through collaboration with OCCHC and Woodstock Hospital.</li> <li>- A total of nine My Second Unit and five Residential Repair Program applications were approved.</li> </ul>

**Report HS 2026-01**  
**HUMAN SERVICES**  
**Council Date: April 22, 2026**

Strategic Direction	Action Items	2025 Progress
<b>5. Advocate for Increased Investment</b>	<ul style="list-style-type: none"> <li>- Collaborate with other Service Managers and municipal organizations to advocate for sustained federal and provincial investment in new affordable housing programs</li> <li>- Work with local partners to advocate for increased investment in homelessness response and housing stability supports</li> </ul>	<ul style="list-style-type: none"> <li>- Staff attended the Rural Ontario Municipal Association (ROMA) conference and continued participation in the Western Ontario Wardens' Caucus (WOWC), Housing Services Corporation (HSC), and Ontario Municipal Social Services Association (OMSAA), particularly around joint housing and homelessness efforts.</li> <li>- Staff engaged with local Service Managers through OMSAA to support various regional advocacy messaging around the negotiation of the National Housing Strategy and various funding programs.</li> </ul>

## CONCLUSIONS

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The 2025 Annual Progress Report includes details with respect to the action that has been taken towards the goals and objectives of the 'Housing for All' Plan.

Despite progress towards increasing the supply of supportive and affordable rental housing, as well as capacity building within the homelessness and housing stability service system, there are still challenges in relation to rising costs and limited supply of housing options with appropriate supports. Staff continue to explore alternative measures to improve the existing system, understanding that there is not a 'one size fits all' solution to address current housing and homelessness needs.

## SIGNATURES

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### Report author:

Original signed by

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### Departmental approval:

Original signed by

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Rebecca Smith, MPA, MCIP, RPP  
 Director of Human Services

**Approved for submission:**

Original signed by

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Benjamin R. Addley  
Chief Administrative Officer

**ATTACHMENTS**

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- Attachment 1: 2024 Housing for All: Our Plan at a Glance, August 14, 2024
- Attachment 2: Annual Progress Report on the Housing for All Plan

# Housing For All: Our Plan At A Glance



## REDUCE HOMELESSNESS THROUGH PREVENTION

- Develop a Homelessness Response Strategy
- Improve and increase access to emergency and transitional housing options



## SUPPORT HOUSING STABILITY THROUGH COLLABORATION

- Improve access to and coordination of services
- Strengthen the system of supports through enhanced partnerships



## MAINTAIN & IMPROVE THE EXISTING HOUSING PORTFOLIO

- Sustain community housing as mortgages expire
- Continue to invest in repair and renewal of the County's housing portfolio
- Implement a technology solution to support capital planning for community housing



## INCREASE AFFORDABLE AND RENTAL OPTIONS

- Implement the Master Housing Strategy as funding becomes available
- Facilitate new affordable housing units through partnerships & innovation



## ADVOCATE FOR INCREASED INVESTMENT

- Collaborate with other Service Managers and municipal organizations to advocate for sustained federal and provincial investment in new affordable housing supply programs
- Work with local partners to advocate for increased investment in homelessness response and housing stability supports

## REDUCE HOMELESSNESS THROUGH PREVENTION

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- Complete a needs assessment to identify the current and future scope of homelessness throughout the County.
- Undertake a scan and develop a map of all programs and services offered across the County to support homelessness support and prevention.
- Conduct a comprehensive and inclusive community engagement process, informed by community partners and people with lived experience of housing instability and homelessness.
- Identify options and opportunities for pathways out of homelessness.
- Identify service gaps, short-term and long-term strategies, and resources to reduce homelessness in the County.
- Partner with community agencies to increase housing options for people experiencing homelessness.
- Leverage funding opportunities to assist people with maintaining their residence if facing eviction.
- Utilize the By-Name List and Coordinated Access system to assist people in becoming “housing ready” and consistently work on the prioritization list to rehouse and stabilize those who are presently unhoused.

## MEASURING OUR PROGRESS

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- #/% of people on the By-Name List who obtain housing
- # of people who become homeless (new or return to By-Name List)
- Change in # of people on By-Name List
- Emergency shelter usage
- #/% of at-risk participant households who received Homelessness Prevention Program (HPP) community outreach and support services
- #/% of at-risk participant households assisted by HPP who retained housing for 12 months or more
- #/% of people referred to housing stability services through the centralized waiting list system

## SUPPORT HOUSING STABILITY THROUGH COLLABORATION

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- Leverage the County's Centralized Waiting List system to connect people to housing stability supports.
- Partner with and promote 211 to enhance housing stability resource information available to the public.
- Establish a strategic community planning table to improve coordination of services, data tracking and provincial funding applications.
- Identify, connect, and promote collaboration of all navigators in Oxford County to enhance a shared understanding of service pathways.
- Enhance supports available to community housing residents.
- Collaborate with private landlords and local housing providers to provide increased housing options.
- Acknowledge the requirement for some vulnerable community members to receive regular and on-going support with standardized approaches and touch points.

## MEASURING OUR PROGRESS

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- Initiating establishment of a central database for collecting goal supportive data from community partners
- Supporting a minimum of 40 rent support applications (rent supplement, housing allowance) annually
- Initiating a new rent supplement program to encourage the retention and participation of private sector landlords in the traditional rent supplement program
- Preserving and creating supportive housing stock (#/% change in units)

## MAINTAIN & IMPROVE THE EXISTING HOUSING PORTFOLIO

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- Engage community housing providers and support viability as buildings age and mortgages end.
- Support building the capacity of community-based housing providers to use the end of mortgages as an opportunity to explore their strategic planning.
- Encourage housing providers to achieve scale through redevelopment, amalgamation, or partnerships as appropriate.
- Establish a framework for new agreements with community providers as mortgages end, informed by:
  - updated assessments of capital needs
  - financial viability assessment
- Review long-term capital needs for County owned housing stock and explore funding options to sustain the portfolio.

## MEASURING OUR PROGRESS

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- Completing Building Condition Assessments (BCA) for all community housing providers
- Implementing asset planning software for community housing providers, to support building viability and ensure appropriate capital investments
- Establishing and facilitating a community housing table to build a strong, supported housing provider network
- Hosting one training and/or event annually to increase community housing sector capacity building and strengthen governance
- Engaging community housing provider boards, attending a board meeting prior to negotiating end of operating agreements
- Amalgamating operational support for community housing providers that are entering into new operating agreements to promote efficiency in the sector
- Developing a consistent framework for entering into new agreements with community housing providers, including a review of capital needs (informed by a recent BCA) and financial viability
- Negotiating new agreements with all community housing providers whose mortgages are coming to an end, with a focus on preserving all RGI units
- Reviewing asset needs of County owned housing stock and complete a review of long-term, 10-Year financial needs to ensure the portfolio remains sustainable
- Maintaining the current number of community and County owned housing units

## INCREASE AFFORDABLE & RENTAL OPTIONS

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- Continue implementation of the Master Housing Plan as funding permits.
- Review effectiveness of current new supply incentives and affordable ownership programs and ensure resources are allocated strategically.
- Explore potential benefits of establishing a County-owned housing development corporation.
- Explore opportunities to increase supply through co-location with County and/or local municipal services.
- Consider potential to increase worker housing supply through partnerships with employers.
- Continue to consider innovative housing models and funding programs to increase affordable accessory dwelling units on existing residential properties.
- Continue to consider innovative housing models and funding programs to support critical home repairs.

## MEASURING OUR PROGRESS

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- Initiating a minimum two multi-residential housing projects per year
- Reallocating a portion of the home ownership revolving loan fund to support the My Second Unit and Housing Repair Programs
- Supporting the creation of a minimum of 8 affordable second units annually through the My Second Unit Program, in line with available funding
- Support a minimum of 8 residential home repairs annually through the Residential Repair Program, in line with available funding
- Completing a business case to understand the opportunities and challenges of establishing a Local Housing Development Corporation, and the role it may play in meeting the actions of the 10-Year Housing and Homelessness Plan, including supporting the creation of affordable housing and the rehabilitation of the community housing stock
- Partnering with a local municipality to support a project that provides a co-location for affordable housing and a municipal service
- Partnering with a local municipality and/or local employer to provide affordable housing options for employees

## ADVOCATE FOR INCREASED INVESTMENT

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- Review successful Canadian housing advocacy campaigns to inform County advocacy planning
- Continue to engage local housing and health system partners in development of business cases and related initiatives to advocate for increased provincial investment in housing and housing stability programs
- Leverage membership in organizations such as ROMA, FCM and AMO to advocate for sustained investment in affordable housing development
- Explore facilitating a Housing Summit to raise awareness of County initiatives and promote continued action to address housing need
- Outreach to local service manager areas to determine opportunities to develop regional advocacy messaging

## MEASURING OUR PROGRESS

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- Endorse/support advocacy efforts by organizations such as ROMA, WOWC, OMSSA, HSSC, FCM and AMO as appropriate
- Convene an engagement with local service manager areas to determine opportunities to develop regional advocacy messaging.



Report HS 2026-01  
Attachment 2

Annual Progress Report on the Housing for All Plan

Strategy	Action Items	Outcomes	Measures	Total/Actuals 2025
<b>Reduce Homelessness Through Prevention</b>	Complete a needs assessment to identify current and future scope of homelessness	The Homelessness Response Strategy is currently underway and includes:	#/% of people on the BNL who obtained Housing	96 individuals
	Undertake a scan and develop a map of all programs and services offered	<ul style="list-style-type: none"> <li>- a review of the current and future scope of homelessness</li> <li>- mapping of all programs and services</li> </ul>	# of people who became homeless (new or return to BNL)	Newly Identified: 159 Return to BNL: <i>From Inactive: 63</i> <i>From Housed: 29</i>
	Identify service gaps, short-term and long-term strategies, and resources	<ul style="list-style-type: none"> <li>- identification of service gaps, strategies and resources to address homelessness</li> <li>- a comprehensive public consultation process</li> </ul>	Change in # of people on BNL	Actively Homeless: +16  Dec 2024 - <i>Actively Homeless: 143</i>  Dec 2025 - <i>Actively Homeless: 159</i>
	Utilize By-Name List & Coordinated Access	The County entered into arrangements with community partners to support and house individuals from the By-Name List. This includes new agreements with our health providers (Woodstock Hospital)	Emergency shelter usage	Total: 50  Woodstock: 30 Tillsonburg: 9
	Identify options and opportunities for pathways out of homelessness	The Out of the Cold Shelter in Tillsonburg opened for a second year, providing shelter for those experiencing homelessness starting on November 1, 2025.	#/% of households assisted by HPP who retained housing	173 households
	Partner with community agencies to increase housing options	A total of \$2.9 million from the Homelessness Prevention Program (HPP) was expended on various supports and services for those at risk of or experiencing homelessness.	# of encampments visited by outreach and support services	43
	Leverage funding opportunities to assist people with maintaining their residence			
	Conduct a comprehensive and inclusive community engagement process	The County recently joined Built for Zero Canada (BFZ), a Federally		

## Annual Progress Report on the Housing for All Plan

Strategy	Action Items	Outcomes	Measures	Total/Actuals 2025
		<p>funded program to assist communities in the fight to end homelessness. As a dedicated community within this program, the County will be working to reduce and chronic homelessness and be able to apply for Federal grant funding as it becomes available to support Oxford's homelessness reduction initiatives.</p> <p>Implementation of HIFIS is on-going</p>		
<b>Support Housing stability Through Collaboration</b>	Partner with and promote 211 to enhance housing stability resource information	The County supported Encampment Response in collaboration with Area Municipalities and Community Partners.	Initiating establishment of a central database for collecting goal supportive data from community partners	Implementation of HIFIS is on-going
	Establish a strategic community planning table	The County, in collaboration with community partners, continued increased hours of the Mobile Health Outreach Bus (MHOB) and the frequency of attending encampments.	Supporting a minimum of 40 rent support applications (rent supplement, housing allowance annually)	260 individuals received a rent supplement or COHB.
	Leverage the County's Centralized Waiting List to connect people to housing stability supports	<p>The Community Access Navigator continued to provide outreach and assistance to those experiencing or at risk of homelessness.</p> <p>Geographic coordinates were implemented in Municipal 511 within the urban municipalities in support of local encampments response.</p>	Preserving and creating supportive housing stock (#/% change in units)	18 additional supportive/transitional units created at 82 Finkle Street (Hart Hub), and 50 new supportive units approved at 515 Main Street through RFP (Indwell).
	Identify, connect and promote collaboration of all navigators in Oxford County	Staff continued to provide in shelter support at the day space.	Initiating a new rent supplement program to encourage the retention and participation of private sector landlords in	Completed
	Enhance supports available to community housing residents			

## Annual Progress Report on the Housing for All Plan

Strategy	Action Items	Outcomes	Measures	Total/Actuals 2025	
	Collaborate with private landlords and local housing providers	A total of 260 households received a rent supplement or a portable housing benefit through the Canada Ontario Housing Benefit (COHB)	the traditional rent supplement program		
	Acknowledge the requirement for some vulnerable community members to receive regular and on-going support				
<b>Maintain &amp; Improve the Existing Housing Portfolio</b>	Engage community housing providers and support viability as buildings age and mortgages end	All existing rent-geared-to-income units were maintained under the County and non-profit/cooperative portfolios.	Complete Building Condition Assessments (BCA) for all community housing providers	A total of 6 BCAs were completed, with 6 remaining.	
	Review long-term capital needs for County owned housing stock and explore funding options to sustain the portfolio	The County implemented Asset Planner to assist Housing Providers with understanding capital needs. Building Condition Assessments (BCAs) were completed for various non-profit and cooperative housing providers.	Establishing and facilitating a community housing table to build a strong, supported, housing provider network	In progress	
	Encourage housing providers to achieve scale through redevelopment, amalgamation, or partnerships as appropriate	County staff provided support and expertise to non-profit/co-operative housing providers with capital projects and RFP processes, as needed.	Implementing asset planning software for community housing providers, to support building viability and ensure appropriate capital investments	Complete	
	Support building the capacity of community-based housing providers to use the end of mortgages as an opportunity to explore their strategic planning		The County expended funds under the Repair Program to support critical repairs for a number of housing providers.	Hosting one training and/or event to annually increase community housing sector capacity building and strengthen governance	Targeting Q3 2026
				Engaging community housing provider boards, attending a board meeting prior to negotiating end of operating agreements	Ongoing
				Amalgamating operational support for	Ongoing

## Annual Progress Report on the Housing for All Plan

Strategy	Action Items	Outcomes	Measures	Total/Actuals 2025
			community housing providers that are entering into new operating agreements to promote efficiency in the sector	
			Maintaining the current number of community and County owned housing units	All 1,236 units were maintained
			Developing a consistent framework for entering into new agreements with community housing providers, including a review of capital needs (informed by a recent BCA) and financial viability	Completed and approved by County Council on May 8, 2024.
			Negotiating new agreements with all community housing providers whose mortgages are coming to an end, with a focus on preserving all RGI units	Staff entered into end of mortgage agreements with one non-profit housing provider with this work continuing in 2026.
			Reviewing asset needs of County owned housing stock and complete a review of long-term, 10-Year financial needs to ensure the portfolio remains sustainable	On-going
<b>Increase Affordable &amp; Rental Options</b>	Continue implementation of the Master Housing Plan as funding permits	Construction concluded at 785 Southwood Way, Woodstock. This development includes 52 rental units (including 37 at affordable	Initiating a minimum two multi-residential housing projects per year	Five projects were initiated or considered on-going – 102 Dereham Drive,

## Annual Progress Report on the Housing for All Plan

Strategy	Action Items	Outcomes	Measures	Total/Actuals 2025
		rental rates). Occupancy began in December 2025.		Tillsonburg, 175 Springbank Avenue North, Woodstock, 31 Earle Street, Tillsonburg, 288 Tillson Ave, Tillsonburg, and 515 Main Street, Woodstock (Indwell)
	Explore potential benefits of establishing a County-owned housing development corporation	Development approvals commenced for the affordable housing project located at 175 Springbank Road North, Woodstock, consisting of 45 rental units (including 23 at affordable rental rates).	Reallocating a portion of the home ownership revolving loan fund to support the My Second Unit and Housing Repair Programs	Ongoing
	Explore opportunities to increase supply through co-location with County and/or local municipal services	A Request for Proposal (RFP) for the development of new affordable housing rental housing was issued, resulting in approvals for a new senior's project in Tillsonburg, located at 288 Tillson Ave, Tillsonburg and a supportive housing development in Woodstock, located at 515 Main Street, Woodstock (Indwell). The total County commitment for these two projects is approximately \$3.5 million.	Supporting the creation of a minimum of 8 affordable second units annually through the My Second Unit Program, in line with available funding	A total of 9 My Second Unit applications were approved
	Consider potential to increase worker housing supply through partnerships with employers	A joint RFP between the Town of Tillsonburg and County was issued for the development of new affordable home ownership units located at 31 Earle Street, Tillsonburg.	Support a minimum of 8 residential home repairs annually through the Residential Repair Program, in line with available funding	A total of 5 Repair Program applications were approved
	Review effectiveness of current new supply incentives and affordable home ownership programs	Planning approvals were completed for the future affordable housing site located at 385-387 Dundas Street, Woodstock.	Partnering with a local municipality to support a project that provides a co-location for affordable housing and a municipal service	Ongoing work with the Township of Zorra and Town of Tillsonburg on two prospective projects
	Continue to consider innovative housing models and funding programs to support critical home repairs		Partnering with a local municipality and/or local employer to provide affordable housing options to employees	Future project

## Annual Progress Report on the Housing for All Plan

Strategy	Action Items	Outcomes	Measures	Total/Actuals 2025
	Continue to consider innovative housing models and funding programs to increase affordable accessory dwelling units on existing residential properties	<p>82 Finkle Street (HART HUB) saw the creation of up to 18 supportive housing units through collaboration with OCCHC and the Woodstock Hospital.</p> <p>A total of 9 My Second Unit and 5 Repair Program applications were approved.</p>	Completing a business case to understand the opportunities and challenges of establishing a Local Housing Development Corporation and the role it may play in meeting the actions of the 10-Year Housing and Homelessness Plan, including supporting the creation of affordable housing and the rehabilitation of the community housing stock	Future project
<b>Advocate for Increase Investment</b>	Review successful Canadian housing advocacy campaigns to inform County advocacy planning	Staff engaged with local service managers through various networks to support various regional advocacy messaging. Staff also attended ROMA and AMO, and continued participation in WOWC, HSSH and OMSAA, with the goal of advocating for various housing program funding.	Endorse/support advocacy efforts by organizations such as ROMA, WOWC, OMSAA, HSSC, FCM and AMO, as appropriate	Staff attended ROMA and continued participation in WOWC, HSSC and OMSAA, particularly around joint housing and homelessness efforts.
	Leverage membership in organizations such as ROMA, FCM and AMO			
	Explore facilitating a Housing Summit to raise awareness of County initiatives and promote continued action		Convene an engagement with local service manager areas to determine opportunities to develop regional advocacy messaging	Staff engaged with local service managers through OMSAA to support various regional advocacy messaging around the negotiation of the National Housing Strategy and various funding programs.
	Outreach to local service manager areas to determine opportunities to develop regional advocacy messaging			

## REPORT TO COUNTY COUNCIL

# All-Way Stop at Oxford Road 8 and Oxford Road 60, Township of East Zorra-Tavistock

**To:** Warden and Members of County Council

**From:** Director of Public Works

## RECOMMENDATIONS

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1. That County Council endorse the implementation of an all-way stop at the intersection of Oxford Road 8 and Oxford Road 60 in the Township of East Zorra-Tavistock, as outlined in Report PW 2026-10;
2. And further, that County Council authorize the transfer of \$25,000 from the Corporate General Reserve to implement the all-way stop control measures;
3. And further, that a by-law be presented to County Council at the April 22, 2026 Council meeting to amend the Through Highways By-law 3741-98 to designate an all-way stop at the intersection of Oxford Road 8 and Oxford Road 60.

## REPORT HIGHLIGHTS

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- This report seeks County Council approval to implement an all-way stop (AWS) at the intersection of Oxford Road 8 and Oxford Road 60 (16<sup>th</sup> Line), in the Township of East Zorra-Tavistock (EZT).
- Staff has been monitoring this location because of increased traffic volumes and collision frequency over the last three years. Review of recently updated collision data has confirmed compliance with Ontario Traffic Manual (OTM) collision warrant thresholds for AWS implementation at this location. Additionally, traffic volumes at this location were found to be within 95% of OTM AWS volume warrants.
- AWS implementation at this location is expected to reduce collision frequency and severity and improve operational level of service.

## IMPLEMENTATION POINTS

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The proposed AWS implementation will include transverse rumble strips on east and west approaches (Oxford Road 8), regulatory signage, pavement markings, and stop sign mounted red flashing warning beacons.

### Financial Impact

The approved 2026 Business Plan and Budget did not include funding for AWS control measures at this intersection, with an estimated cost of \$25,000.

The Transportation Services operating budget does not currently anticipate sufficient savings to cover the implementation of AWS control at the intersection. As such, it is recommended that this work be funded from the Corporate General Reserve which has a 2026 budgeted closing balance of approximately \$5.0 million.

### Communications

Report PW 2026-10, along with the amended by-law, will be circulated to the Township of EZT and the Ontario Provincial Police for their information. Prior to implementation, the change in intersection control will be communicated to motorists through the installation of advance warning signage at the site advising of the upcoming change.

As this constitutes a significant intersection change, public communications will also include updates via media advisory, social media, advertising, the Oxford County website, and *Council this Week*. Social media messaging will be shared with the Township of EZT to support coordinated communication efforts.



## 2023-2026 STRATEGIC PLAN

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

The recommendations in this report support the following strategic goals.

Strategic Plan Pillars and Goals

PILLAR 1	PILLAR 2	PILLAR 3
		
<p><b>Promoting community vitality</b></p>	<p><b>Enhancing environmental sustainability</b></p>	<p><b>Fostering progressive government</b></p>
<p>Goal 1.3 – Community health, safety and well-being Goal 1.4 – Connected people and places</p>		<p>Goal 3.1 – Continuous improvement and results-driven solutions</p>

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

**DISCUSSION**

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**Background**

The intersection of Oxford Road 8 and Oxford Road 60 is situated in the Township of EZT, as shown in Attachment 1. The current configuration consists of a two-way stop control on Oxford Road 60, with free-flow conditions on Oxford Road 8. Jurisdictional authority of Oxford Road 60 (16<sup>th</sup> Line), from Oxford Road 4 to Oxford Road 8, was transferred from the Township of EZT to the County in 2022 as part of the implementation of the 2021 Road Rationalization Study (Report [PW 2021-29](#)).

This intersection was identified in the 2024 Transportation Master Plan (TMP) as having the tenth most collisions for County rural road intersections (2018-2022) and was identified to undertake an Intersection Control Feasibility Study in the 2034 - 2046 planning horizon.

Intersection illumination at this location was initiated in 2025 and completed in April 2026.

**Comments**

The subject intersection has been monitored over the last three years as a result of increased traffic volumes and intersection-related collisions. Over the past three years (2023 - 2025) collision occurrences included 11 right-angle or turning type collisions, one of which was fatal. Additionally, traffic volumes were found to be within 95% of OTM volume warrants for AWS implementation prior to seeing increased traffic volumes in 2025 during culvert replacements on Oxford Road 59.

Review of collision history that was recently updated with 2025 data has confirmed compliance with OTM AWS collision warrant threshold of nine collisions within a 36-month period, and of the type (angle, turning movements) that would otherwise be mitigated by an AWS.

As a result, implementation of an AWS is recommended to improve intersection safety and overall level of service.

## **CONCLUSIONS**

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While traffic volumes are close to meeting OTM warrant criteria, the collision occurrences are met for AWS implementation at the intersection of Oxford Road 8 and Oxford Road 60.

AWS implementation is expected to reduce collision frequency and severity, as well as provide enhanced intersection control at this location.

## **SIGNATURES**

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### **Report author:**

Original signed by

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Frank Gross, C.Tech  
Senior Manager of Transportation and Waste Management Services

### **Departmental approval:**

Original signed by

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Melissa Abercrombie, P.Eng., PMP  
Director of Public Works

### **Approved for submission:**

Original signed by

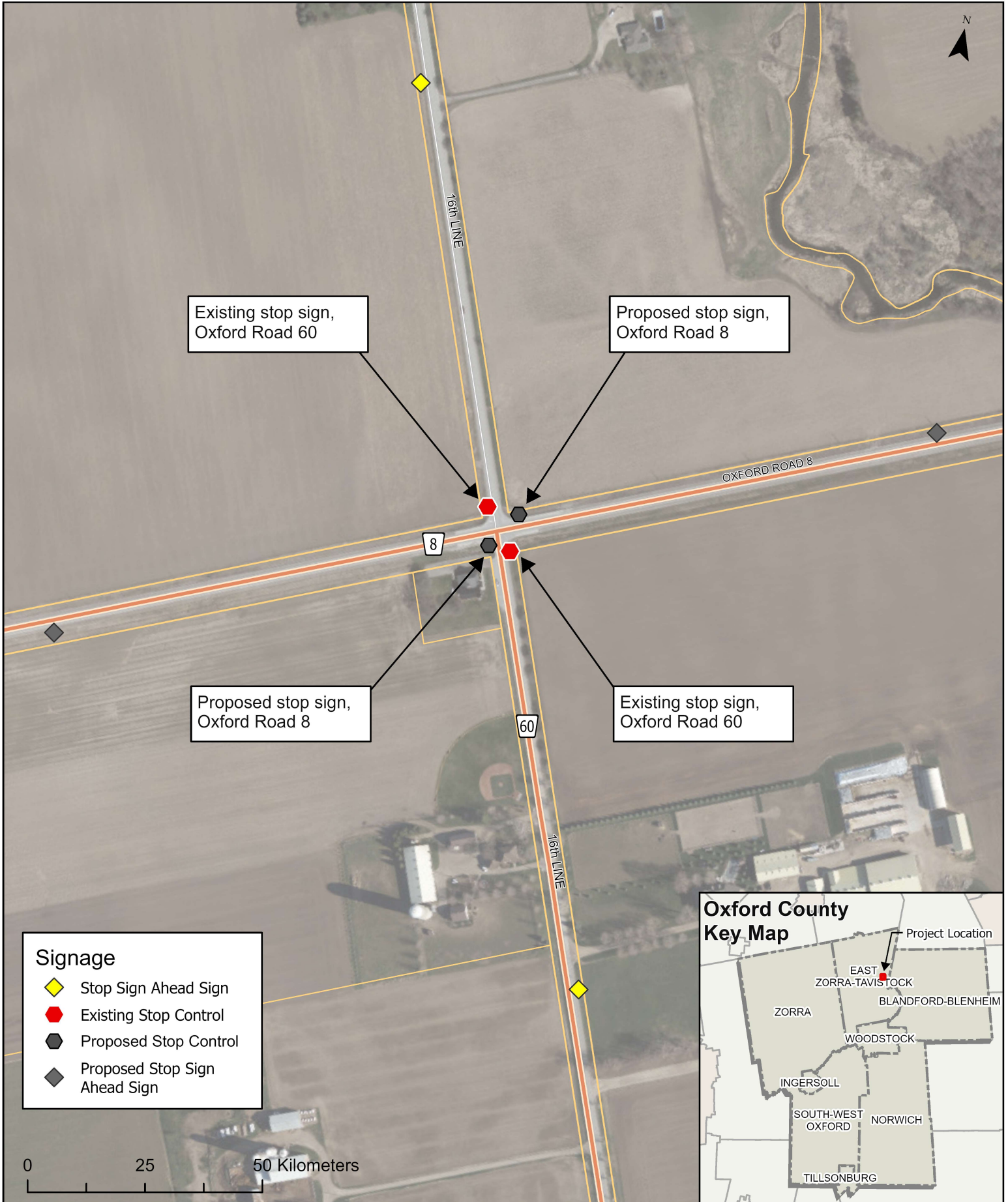
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Benjamin R. Addley  
Chief Administrative Officer

## **ATTACHMENT**

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Attachment 1 - Proposed All-Way Stop Location Map, Oxford Road 8 and Oxford Road 60



## REPORT TO COUNTY COUNCIL

# All-Way Stops at Oxford Road 6 and Oxford Road 17 and Oxford Road 119 and Road 74, Township of Zorra

**To:** Warden and Members of County Council

**From:** Director of Public Works

## RECOMMENDATIONS

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1. That County Council endorse the implementation of all-way stops at the intersections of Oxford Road 6 and Oxford Road 17 and Oxford Road 119 and Road 74 in the Township of Zorra, as outlined in Report PW 2026-11;
2. And further, that County Council authorize the transfer of \$50,000 from the Corporate General Reserve to implement these all-way stop control measures;
3. And further, that a by-law be presented to County Council at the April 22, 2026 Council meeting to amend the Through Highways By-law 3741-98 to designate all-way stops at the intersections of Oxford Road 6 and Oxford Road 17 and Oxford Road 119 and Road 74.

## REPORT HIGHLIGHTS

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- This report seeks County Council approval to implement permanent all-way stop (AWS) controls at the intersections of Oxford Road 6 and Oxford Road 17 (including 39th Line) and Oxford Road 119 and Road 74 in the Township of Zorra.
- Upcoming culvert replacements along Oxford Road 2 (between 21st Line and Oxford Road 6) will require full road closures and detour routes utilizing Oxford Road 119, Road 74, 31st Line, and Oxford Road 6, resulting in increased turning movements and delays at some intersections.
- Additionally, AWS warrant reviews were undertaken and found that traffic volumes and collision occurrences at these two intersections are approaching warrant thresholds and therefore permanent AWS controls are proposed to support the detour route for Oxford Road 2 culvert replacement and ongoing traffic management and road safety.

## IMPLEMENTATION POINTS

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The proposed AWS implementations will include the installation of regulatory signage, pavement markings, transverse rumble strips on Oxford Road 119 and stop sign-mounted red flashing beacons to enhance visibility and driver awareness. Transverse rumble strips are not being recommended for Oxford Road 6 due to the proximity of nearby homes and the excessive noise nuisance for residents.

The AWS's will be implemented immediately so that they are in place for the Oxford Road 2 culvert replacement project, which is scheduled to start on May 4, 2026, in order to support increased traffic volumes associated with detour routes and to allow motorists time to adjust to the new traffic controls.

### Financial Impact

The estimated cost to implement the all-way stop controls, including signage, pavement markings, rumble strips, and flashing beacons, is approximately \$25,000 per intersection, for a total of \$50,000, and will be funded from the Corporate General Reserve which has a 2026 budgeted closing balance of approximately \$5.0 million.

### Communications

Report PW 2026-11, along with the amended by-law, will be circulated to the Township of Zorra and the Ontario Provincial Police for their information. Prior to implementation, the change in intersection controls will be communicated to motorists through the installation of advance warning signage at the sites advising of the upcoming changes.

As this constitutes significant intersection changes, public communications will also include updates via media advisory, social media, advertising, the Oxford County website, and *Council this Week*. Social media messaging will be shared with the Township of Zorra to support coordinated communication efforts.


## 2023-2026 STRATEGIC PLAN

---

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

The recommendations in this report support the following strategic goals.

Strategic Plan Pillars and Goals

PILLAR 1	PILLAR 2	PILLAR 3
		
<p><b>Promoting community vitality</b></p>	<p><b>Enhancing environmental sustainability</b></p>	<p><b>Fostering progressive government</b></p>
<p>Goal 1.3 – Community health, safety and well-being Goal 1.4 – Connected people and places</p>		<p>Goal 3.1 – Continuous improvement and results-driven solutions</p>

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

**DISCUSSION**

**Background**

The intersections of Oxford Road 6 and Oxford Road 17 (including 39th Line) and Oxford Road 119 and Road 74 are both located in the Township of Zorra and currently operate under two-way stop controls, with stop controls on the minor approaches (Oxford Road 17 and 39<sup>th</sup> Line and Road 74) and free-flow conditions on Oxford Road 6 and Oxford Road 119.

The Oxford Road 6 and Oxford Road 17 intersection forms a five-legged configuration, incorporating a local Township Road (39th Line), which contributes to more complex traffic movements and driver decision-making compared to a standard four-leg rural intersection; however, 39<sup>th</sup> Line is a low volume road that primarily serves local traffic.

In advance of planned culvert replacements along Oxford Road 2, the County retained Paradigm Transportation Solutions (Paradigm) to undertake a Transportation Closure Impact Assessment (TCIA) to evaluate traffic management strategies and detour routing. The preferred approach includes full closures of Oxford Road 2 with detours utilizing Oxford Road 119, Road 74, 31st Line, and Oxford Road 6. The TCIA identified that under detour conditions, some intersections may experience excessive delays for stop-controlled movements due to increased turning volumes.

The County also had Paradigm complete AWS warrant reviews at potentially impacted intersections based on existing traffic conditions, which found that the intersections of Oxford Road 6 and Oxford Road 17 and Oxford Road 119 and Road 74 are very close to meeting Ontario Traffic Manual (OTM) collision and volume warrants for a permanent AWS.

Further, staff has been monitoring the intersection of Oxford Road 6 and Oxford Road 17 over the past three years due to an increase in collision occurrences and safety concerns raised by adjacent residents. Previous intersection analysis showed a collision trend of west bound traffic failing to stop resulting in serious vehicle impacts and personal injuries. In 2024, transverse rumble strips were installed on Oxford Road 17 to alert west bound traffic of the approaching stop sign at Oxford Road 6. Traffic volume warrants at the time were found to meet OTM warrants which may have been impacted by detoured traffic from nearby construction projects and associated road closures.

Similarly, the intersection of Oxford Road 119 and Road 74 experienced an upward trend of collision occurrences in 2024, which may have been impacted by detoured traffic from the Oxford Road 16 reconstruction project.

## Comments

The AWS warrant reviews identified the following factors and validated findings from previous intersection reviews:

- Traffic volumes approach warrant thresholds during peak periods, with some hours meeting key criteria for both intersections.
- At the intersection of Oxford Road 6 and Oxford Road 17, a pattern of collisions related to stop-control compliance was identified, particularly for westbound approaches.
- The Oxford Road 6 and Oxford Road 17 intersection's geometry and multi-leg configuration increase driver complexity and conflict points.
- The Oxford Road 119 and Road 74 intersection has seen an increase in general turning movement accidents.
- Collision occurrences over a three-year period at both locations (average 2.3/year) are close to meeting OTM warrants (average 3/year) for AWS implementation.
- Detour conditions associated with Oxford Road 2 construction are expected to significantly increase turning movements and delays at both intersections, further stressing existing operations.

While the intersections do not strictly satisfy all OTM warrant criteria, it is recognized that warrants are intended as guidelines rather than absolute requirements, and engineering judgement may be applied where site-specific conditions justify additional controls.

Although temporary AWS implementations are a recommendation in the TCIA during Oxford Road 2 culvert replacement, staff are concerned that AWS removals following construction will create a greater risk of driver confusion from inconsistent traffic operations and is not considered best practice

Considering that OTM volume and collision warrants for AWS implementations are close to being met based on existing and historical traffic conditions, staff are recommending that AWS's

be implemented at the intersections of Oxford Road 6 and Oxford Road 17 and Oxford Road 119 and Road 74, as outlined in Attachment 1 and 2, respectively. If approved, these AWS's will be implemented immediately to accommodate the Oxford Road 2 detour and they will remain permanently for ongoing traffic management and intersection safety. This is a proactive and appropriate traffic control measure to improve overall intersection safety and operations.

The proposed AWS's will include the installation of regulatory signage, pavement markings, transverse rumble strips on Oxford Road 119 and stop sign-mounted flashing beacons to enhance visibility and driver awareness and are proposed for implementation in advance of the Oxford Road 2 construction detour. Advance warning signage will be installed to notify motorists of the upcoming changes in traffic control.

## **CONCLUSIONS**

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Given the anticipated traffic increases associated with detour routing, existing operational challenges and delay under peak conditions, as well as the multi-leg configuration of the Oxford Road 6 and Oxford Road 17 intersection, and the proximity of traffic volumes and collision occurrences to warrant thresholds for both intersections, AWS's are being recommended at the intersections of Oxford Road 6 and Oxford Road 17 (including 39th Line) and Oxford Road 119 and Road 74.

The implementation of AWS controls at these two intersections is considered a reasonable and proactive measure to enhance intersection safety and improve traffic operations.

## **SIGNATURES**

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### **Report author:**

Original signed by

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Frank Gross, C.Tech  
Senior Manager of Transportation and Waste Management Services

### **Departmental approval:**

Original signed by

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Melissa Abercrombie, P.Eng., PMP  
Director of Public Works

**Approved for submission:**

Original signed by

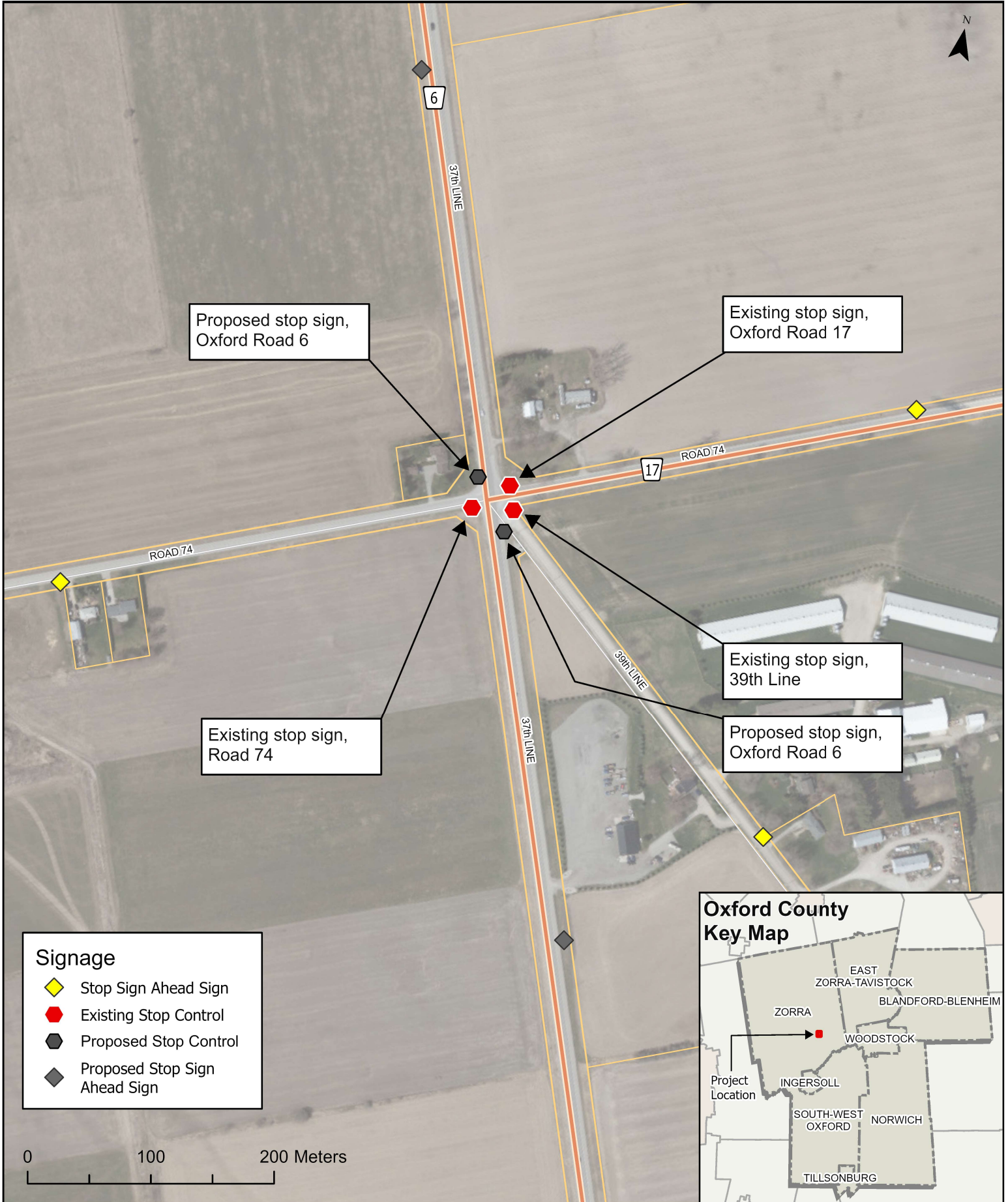
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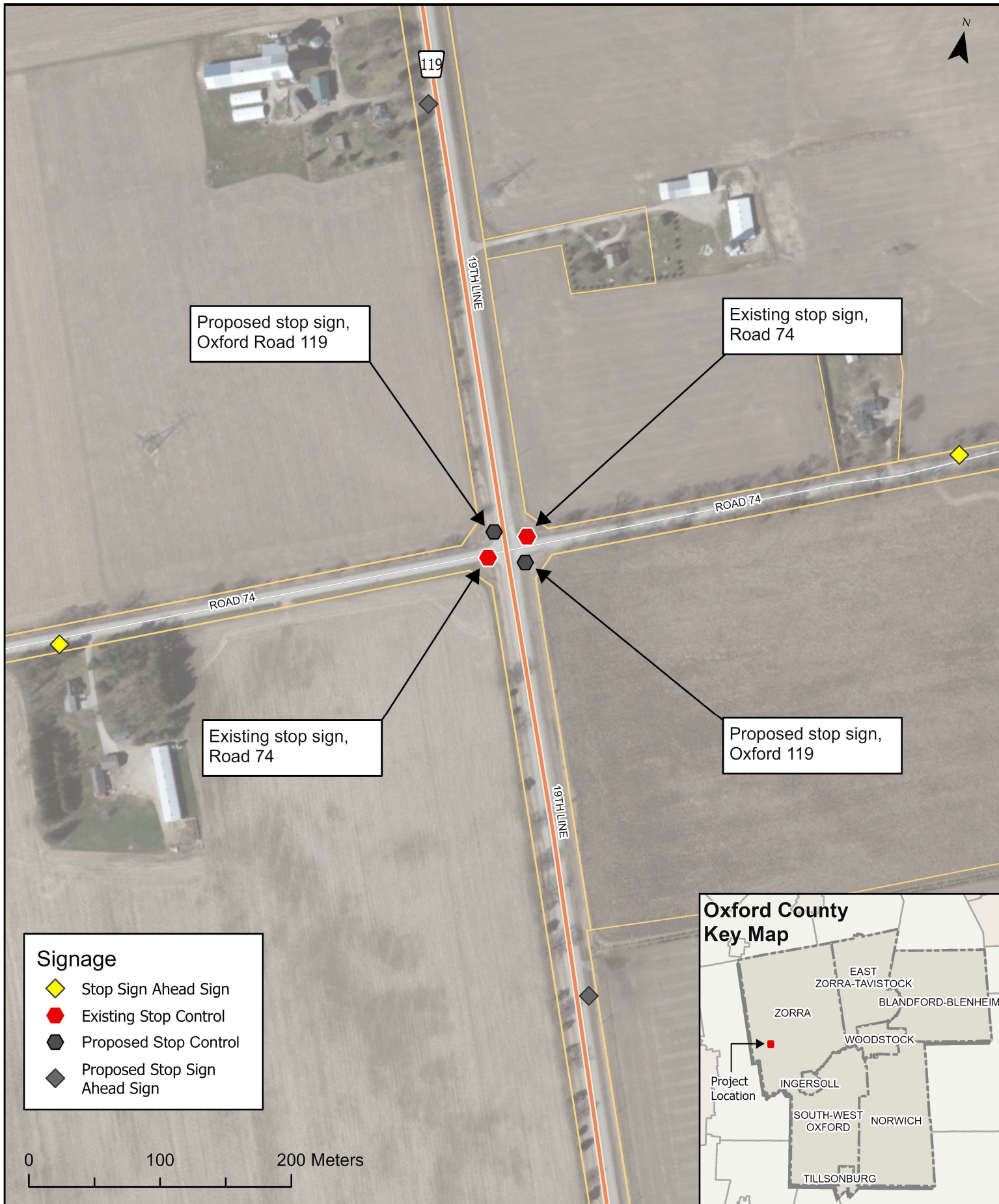
Benjamin R. Addley  
Chief Administrative Officer

**ATTACHMENTS**

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Attachment 1 - Proposed All-Way Stop Location Map, Oxford Road 6 and Oxford Road 17  
Attachment 2 – Proposed All-Wat Stop Location Map, Oxford Road 119 and Road 74





## REPORT TO COUNTY COUNCIL

# Request for Additional Funds and Single Source Approval – Tillsonburg Wastewater Treatment Plant Odour Control Construction

**To:** Warden and Members of County Council

**From:** Director of Public Works

## RECOMMENDATIONS

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1. That County Council authorize the transfer of \$250,000 from the Wastewater – Tillsonburg Reserve to fund the construction of the Tillsonburg Wastewater Treatment Plant Odour Control project;
2. And further, that County Council approve single source award for the construction component to Jackson Electric Incorporated, for \$187,000 (excluding HST), as outlined in Report PW 2026-12, and pursuant to Section 7.3 of the County's Purchasing Policy 6.07;
3. And further, that County Council authorize the Chief Administrative Officer and Director of Public Works to sign all documents related hereto.

## REPORT HIGHLIGHTS

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- The purpose of this report is to obtain County Council approval for the transfer of funds from the Wastewater – Tillsonburg Reserve to undertake the construction of the Tillsonburg Wastewater Treatment Plant (WWTP) Odour Control project.
- In addition, this report seeks County Council approval to single source the construction component of the project to Jackson Electric Incorporated (Jackson Electric). Jackson Electric has a long-standing working relationship with Oxford County Public Works, are familiar with the site and existing systems, consistently provide good value for service, and have committed to completing the required work within a shortened project schedule.

- The original construction cost estimates were underestimated because costs were based on initial high-level assumptions and did not adequately account for the full scope of work. As part of detailed design, the County's design consultant, Aecom, provided updated construction estimates, which showed that additional funds are required to complete the project.
- Installation of odour abatement and mitigation equipment for the recently constructed headworks and waste activated sludge thickening buildings and existing biosolids dewatering building will virtually eliminate all sources of odour being exhausted into the atmosphere from the Tillsonburg WWTP.
- This project will utilize ozone generating technology, which is a broad-spectrum solution, effective across many high-load odour sources with low operating expenses and no consumables.

## **IMPLEMENTATION POINTS**

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Upon County Council approval, and finalization of the odour control design, a contract will be executed with Jackson Electric, prior to proceeding with the work. It is expected that this project will be completed in Q2 of 2026.

### **Financial Impact**

Project costs for the design and construction (design-build) of the Tillsonburg WWTP Odour Control project are shown in Table 1 below. Emergency funding of \$350,000 was previously approved in accordance with the Purchasing Policy for the purchase of the odour control units from Ruks Engineering (September 2025). An additional budget transfer of \$102,000 was approved (December 2025) to address additional design considerations identified during the project, bringing the total design funding for Aecom to \$214,000. These updates informed the design and have led to the current report before Council.

As part of Aecom's expanded scope of work, detailed preliminary construction cost estimates were prepared and submitted. These estimates (ranging from \$310,000 to \$580,000) identified that the project team's original construction cost estimates were underestimated and insufficient to fully account for all aspects of the project. Jackson Electric has submitted a quote of \$187,000 to complete the required construction work, coming in well below the estimated cost provided by Aecom.

Table 1: Expenditure Summary for the Tillsonburg WWTP Odour Control Project

Account/Description	Previously Approved Budget*	Total Project Amount (excluding HST)
<b>250200 - Tillsonburg WWTP - Odour Abatement</b> (Emergency Purchase: \$350,000) (Budget Transfer Memo: \$102,000)	\$452,000	\$639,000
<b>Contingency</b>		<b>\$50,900</b>
<b>Non-Refundable HST (1.76%)</b>		<b>\$12,100</b>
<b>TOTAL ESTIMATED EXPENDITURES</b>		<b>\$702,000</b>
<b>Budget Variance</b>		<b>(250,000)</b>

\*Previously approved 2025 budget with commitments of \$447,000 and remaining funds of \$5,000.

The 2026 budgeted closing balance of the Wastewater – Tillsonburg Reserve is approximately \$12.2 million, which is sufficient to fund the additional requirement of \$250,000 and budget transfer memo of \$102,000 (not included in the 2026 approved budget).

The Single Source provisions under Section 7.3 of the County’s Purchasing Policy 6.07, allow a single source process if the goods are available from more than one supplier, but there are valid and sufficient reasons for selecting one supplier. In this procurement process, staff are recommending a single source supplier process pursuant to 7.3.2 d) which states “The required goods and/or services are to be supplied by a particular supplier(s) having special knowledge, skills, expertise or experience”, supported by the reasons set out in this report. Approval authority for single source procurement for the value of \$120,000 or greater is subject to County Council approval, outlined under the provisions of Section 5.5 of the County’s Purchasing Policy 6.07.

## Communications

The communication strategy for this project will be similar to other County projects. The Contractor and County staff will form an open channel of communication and will include other members of the project team including operational staff.




In addition, project updates will be conveyed to the public through the County website and social media platforms. A *Speak Up, Oxford!* page has been developed to provide updates and answer questions on this and other Tillsonburg water and wastewater projects - <https://speakup.oxfordcounty.ca/tillsonburg-water-and-wastewater-projects>.

**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
		
<p><b>Promoting community vitality</b></p>	<p><b>Enhancing environmental sustainability</b></p>	<p><b>Fostering progressive government</b></p>
<p>Goal 1.3 – Community health, safety and well-being</p>		

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

**DISCUSSION**

**Background**

**Tillsonburg WWTP Upgrade**

The Tillsonburg WWTP is located inside Coronation Park in the Town of Tillsonburg. The WWTP is immediately surrounded by parkland to the south and west, industrial lands to the east and residential units to the north. Additional residential units are located south of Coronation Park.

The WWTP underwent an extensive upgrade (substantially completed in February 2025) to address and rectify process bottlenecks for future capacity expansion. The upgrade included new headwork facilities (screening and grit removal), primary and secondary clarifiers and pumping equipment, aeration equipment and waste activated sludge thickening facilities. These new processes and equipment were commissioned and brought online late 2024 into early 2025.

### WWTP Odours and Preferred Solution

As spring arrived and temperatures rose in April 2025, people began spending more time outdoors. Almost immediately, the County started receiving concerns from nearby residents and businesses about unpleasant odours emanating from the WWTP. As the weather continued to warm, it became clear that the new headworks and waste activated sludge thickening processes were generating nuisance odours that were being exhausted directly to the atmosphere through rooftop heating, ventilation and air conditioning (HVAC) systems.

While these odours do not pose a public health risk, they have significantly affected residents' enjoyment of their properties and nearby outdoor spaces. If left unaddressed, persistent odours also create a risk of corrosion and long-term damage to WWTP infrastructure. Under Section 14 of the *Environmental Protection Act (EPA)*, the Ministry of the Environment, Conservation and Parks (MECP) is granted the authority to respond to odour concerns when there is reason to believe that a discharge into the environment is causing or could cause harm to the natural environment or a person, a loss of enjoyment of the normal use of property, or interferes with the normal conduct of business.

Between April 10 and December 4, 2025, the County received 56 complaints regarding WWTP odour as well as inquiries from Town of Tillsonburg staff, Council and the MECP. The MECP has also received several direct complaints from residents regarding the odour. Each complaint received by staff, as required, has been reported to the MECP District Manager within two business days. Staff have also provided regular updates to MECP outlining corrective actions being taken, including progress on the Tillsonburg WWTP Odour Control Project.

In late August 2025, the County launched a social media campaign to inform the community that the County was aware of the issue and to explain the steps that were being taken to help alleviate the odours.

Staff also consulted with a firm specializing in environmental engineering related to odour/bacterial removal and received recommendations on ozone-generation technology as a preferred solution. Ozone odour removal equipment works by generating ozone (O<sub>3</sub>), a highly reactive molecule, which then oxidizes odour-causing substances, effectively breaking them down and neutralizing the odour. The consultant also identified the onsite biosolids dewatering building as a source of odour and recommended including this building as part of the solution, to fully minimize the potential of any odours leaving the WWTP.

### Emergency Purchase Funding and Budget Transfer

Staff originally planned on requesting funding for odour control equipment as part of the 2026 Business Plan and Budget. However, due to continued residential complaints and impacts of the odours on the surrounding community, emergency funding of \$350,000 was approved in September 2025 to procure the odour control equipment and ensure installation could be completed as soon as possible. Through the emergency funding and single sourcing of the equipment supplier and the design consultant, the project realized approximately five-month time savings. These time saving measures are critical to fast-tracking the completion of this project and reducing the impacts to the community.

At the time emergency funding was requested, staff were unaware of the full level of effort required for odour emission projects. The original design, mechanical, and electrical and control cost estimates underestimated the scope and did not fully account for the modelling, reporting, and the construction work required. As a result, additional funding was required for both the design and construction phases. To avoid interrupting the design schedule and to keep the project moving forward, a budget transfer was approved in December 2025 to fully fund Aecom's expanded scope.

## Comments

### Expanded Project Scope

After several project team meetings and as the project advanced, it became clear that the scope of this project evolved to be significantly larger and more complex than initially anticipated. The project was expanded to include:

- Design of a new, centralized heating, ventilation and air conditioning (HVAC) system for the dewatering building. The building currently has wall and roof-mounted exhaust fans that are incompatible with the odour removal equipment and must be removed. A new, centralized HVAC system is required to replace the existing system in the dewatering building.
- Electrical and instrumentation and control tie-ins for odour equipment for all three buildings.
- Design deliverables summarized in 50% / 90% / Issued for Construction (IFC) packages including drawings, specifications, and cost estimates.
- Updated dispersion modelling for existing odour sources and future odour control, including an updated Emission Summary and Dispersion Modelling (ESDM) report.
- Preparation of an acoustic model to predict the potential noise impacts at nearest noise sensitive receptors due to the existing and future noise sources. The results and status of compliance will be provided in an Acoustic Assessment Report (AAR).
- Pre-submission consultation with the MECP for the Air and Noise Environmental Compliance Approval (ECA) amendment application.
- Project management, technical and contract administration support as well as post-construction services.

Staff recognize the importance of moving forward with the installation of odour removal technology to prevent odour impacts to the neighbours of the Tillsonburg WWTP and the users of Coronation Park. With warmer weather approaching, odour levels are expected to increase at the WWTP and potentially affect nearby residents and park users. Prompt action is needed to complete this project, mitigate impacts on the community, and reduce the risk of infrastructure damage or further MECP involvement, including potential enforcement actions such as provincial orders, penalties or fines.

### Single Source Construction

Staff are proposing to single source the construction of this project to Jackson Electric based on their working experience and the value for service they provide to the County, their availability to meet the proposed construction schedule, and the ability to prioritize work for the County. Single sourcing the construction will save a minimum of two months compared to the competitive process, which could delay rectifying the odour issues further into warmer months.

Accurate costing of this work by a contractor requires detailed design drawings. By single sourcing the construction work, engineered design submittals (50%, 90%, and 100% packages) can be shared directly with the constructor over the course of the project, helping to reduce the overall project schedule and allowing the contractor to propose alternatives that manage costs effectively. These reviews will also help prevent unforeseen delays and additional costs related to information requests and change orders. Jackson Electric has submitted pricing based on the 50% design package. It is anticipated that only minor adjustments will occur between the 50% and 100% design submissions.

Upon Council approval and finalization of the odour control design, the construction component of this project will be awarded to Jackson Electric Incorporated. Jackson Electric is a long-standing contractor of Oxford County, being listed on the Public Works Facilities Division's repair roster and demonstrating excellent value for service. Jackson Electric is familiar with the Tillsonburg WWTP existing mechanical and electric systems and prioritizes service for Oxford County, responding to emergency and reactive maintenance issues quickly.

Jackson Electric understands the urgency of this project and has confirmed they are available for the proposed construction period, further reducing potential delays that could be associated with the tendering process and ensuring that this project is completed as quickly as possible for the Tillsonburg community.

## CONCLUSIONS

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Staff recommend that Council approve the transfer of funds from the Wastewater – Tillsonburg Reserve to fund the construction phase of the Tillsonburg Wastewater Treatment Plant Odour Control project.

Staff also recommend that Council approve single sourcing the construction component of the Tillsonburg Wastewater Treatment Plant Odour project to Jackson Electric Incorporated.

These recommendations are important to keep the project on schedule, reduce odour impacts for the community, and minimize regulatory risks.

## **SIGNATURES**

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### **Report author:**

Original signed by

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Jason Kreitzer  
Supervisor of Wastewater Operations

### **Departmental approval:**

Original signed by

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Melissa Abercrombie, P. Eng, PMP  
Director of Public Works

### **Approved for submission:**

Original signed by

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Benjamin R. Addley  
Chief Administrative Officer

## REPORT TO COUNTY COUNCIL

# 2025 Annual Transportation and Storm Water System Performance

**To:** Warden and Members of County Council

**From:** Director of Public Works

## RECOMMENDATION

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1. That County Council receive Report PW 2026-13 entitled “2025 Annual Transportation and Storm Water System Performance” as information, including the 2025 Storm Water Consolidated Linear Infrastructure Summary Report in accordance with the reporting requirements established in the Environmental Compliance Approval and the requirements of the *Ontario Environmental Protection Act*.

## REPORT HIGHLIGHTS

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- This report provides an overview of the performance of Oxford County’s regional transportation and storm water systems, along with activities undertaken in 2025 related to planning, design, construction, operations, and maintenance.
- A summary of annual transportation and storm system capital investments and an overview of key maintenance activities that were completed in 2025 is provided within this report. The ongoing commitment to preventative maintenance standards and capital upgrades ensures that County transportation and storm assets are maintained in a good state of repair for residents, businesses, and visitors.
- The 2025 Annual Storm Water System report is included with this report and will be submitted to the Ministry of Environment Conservation and Parks (MECP) and posted on the Oxford County website in accordance with environmental approvals issued under the *Ontario Environmental Protection Act*.

## IMPLEMENTATION POINTS

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Following Council’s receipt, this report will be posted on the County’s website for public access and will include the 2025 Storm Water Performance Report that will also be submitted to the

Ministry of the Environment, Conservation and Parks (MECP) in accordance with regulatory requirements.

## **Financial Impact**

There are no financial impacts that will result from the recommendation contained in this report. Any required actions that will result in expenditures have been accounted for in the 2026 Business Plan and Budget for Transportation.

## **Communications**

The 2025 Annual Transportation and Storm Water System Performance report will be available for public viewing on the County's website by April 30, 2026, at [www.oxfordcounty.ca/publications](http://www.oxfordcounty.ca/publications) under Public Works Annual Reports.

This Council Report will also be circulated to Area Municipalities, Woodstock Police Service, and Ontario Provincial Police.

In addition, the County will further communicate 2025 performance highlights of key Public Works systems, including Transportation, to the public through an annual social media campaign during National Public Works Week (May 15 – 21, 2026).




## **2023-2026 STRATEGIC PLAN**

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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
		
<p><b>Promoting community vitality</b></p>	<p><b>Enhancing environmental sustainability</b></p>	<p><b>Fostering progressive government</b></p>
<p>Goal 1.2 – Sustainable infrastructure and development Goal 1.3 – Community health, safety and well-being Goal 1.4 – Connected people and places</p>		<p>Goal 3.1 – Continuous improvement and results-driven solutions Goal 3.2 – Collaborate with our partners and communities</p>

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

**DISCUSSION**

**Background**

**Oxford County Transportation Network**

Under the *Municipal Act, 2001*, the County of Oxford holds non-exclusive municipal authority over “Highways, including parking and traffic on highways” where both upper and lower-tier municipalities have the power to pass by-laws to regulate its transportation systems. Accordingly, the *Municipal Act* also affords the County with the ability to delegate its powers and duties pertaining to the same through agreements with Area Municipalities on behalf of the County.

In the current service delivery model, Oxford County (road authority) owns all the transportation network assets within its regional (arterial) road right-of-ways. Oxford County also operates and maintains all these same system assets, apart from regional roads and bridge assets that are located within the urban limits of Woodstock, Ingersoll, and Tillsonburg. In these cases, Woodstock, Ingersoll, and Tillsonburg operate and maintain the arterial transportation network (roads and bridges) on behalf of Oxford County, under urban road maintenance service contract agreements.

Additionally, the County shares operational and maintenance responsibilities of its boundary roads with other neighbouring municipalities through various service contract agreements.

The County road network is shown on Attachment 1.

### *Transportation System Operations and Maintenance Levels of Service*

To ensure that monitoring and maintenance of the County's Regional Road Network is undertaken in accordance with established Provincial Level of Service standards, Oxford County adopted the road classification system used by the Ministry of Municipal Affairs and Housing in O. Reg. 239/02 - Minimum Maintenance Standards for Municipal Highways (MMSMH), under the *Municipal Act, 2001*.

The MMSMH establishes six road classifications. All County regional roads are major arterial roads with Class 2 through Class 5 classifications, which carry relatively high volumes of traffic. To comply with Ontario Regulation 239/02, road classifications are reviewed annually to ensure they are current. The review is based on average annual daily traffic volumes and speed limits. Using these two values, road classifications are set to meet the Provincial standards. As a result of road classification adjustments, maintenance requirements may be amended accordingly.

In 2003, (Report [PW 2003-148](#)) County Council adopted the Winter Road Maintenance Level of Service (LOS) in accordance with MMSMH and hours of service for winter maintenance from 5:00 a.m. to 11:00 p.m..

Traffic control devices (signage, traffic signals, pavement markings) are installed and maintained in accordance with the Ontario Traffic Manual (OTM) and Manual of Uniform Traffic Control Devices (MUTCD) to ensure consistent application and regulatory compliance in accordance with the Ontario Highway Traffic Act (HTA).

### *County Transportation System Overview*

The Transportation division within Oxford County's Public Works department is responsible for management of the County's transportation network and associated assets including annual operations and maintenance, transportation planning and traffic, and corridor management to provide a safe and efficient multi-modal transportation system for the movement of people and goods into and through the County.

The function and structure of the County transportation network, as defined in the Oxford County Official Plan (OP), is to serve moderate to high volumes of inter-municipal and long-distance traffic movements between Provincial highways and local roads. The strategic approach established in the OP is intended to minimize conflict between non-local and local traffic, identify necessary improvements over time, provide a safe pedestrian environment, and integrate transportation facilities provided by Area and neighbouring Municipalities.

The functionality of the County's transportation network is maintained through corridor management policies to limit direct access to abutting properties where possible, control the number of access points to Residential and Industrial, Commercial, and Institutional (IC&I) development, and restrict on-street parking, as necessary.

The County's Entrance By-law 5222-2010 and accompanying [guidelines](#) were adopted by County Council in 2010 and regulate the number, location, spacing, and function of County road access points from abutting properties and developments.

The County is responsible for the operation and maintenance of ~ \$1.63 billion of transportation network and storm water infrastructure assets as follows:

- 1,335 lane km of roads
- 164 bridges/culverts (> 3 metres span)
- 128 retaining walls
- 104 km of storm sewer
- 1,219 km of ditches/swales
- 39 signalized traffic light intersections
- Three roundabouts
- 17 pedestrian crossings (PXOs)
- 6,410 regulatory/warning signs
- 38 km of active transportation infrastructure (bike lanes, multi-use paths, trails)
- 22 grade level railway crossings\*

\*Ownership of grade level crossings is by the Rail Authority, who are responsible for the condition of the crossing surface and warning devices. Road authorities are responsible for approaches, warning signs, and sightlines.

### Oxford County Storm Water System

Oxford County owns and operates a storm water collection system that is approved under Environmental Compliance Approval (ECA) number 071-S701. The ECA incorporates the County's entire storm water network and was issued by MECP on February 3, 2023, as part of the Consolidated Linear Infrastructure (CLI) approach where historical ECAs are combined as part of one municipal system. Annual system performance reporting is a condition of the CLI-ECA.

The CLI-ECA approach streamlines the approval process by providing pre-authorization for routine system activities and alterations that meet specified design criteria activities. A review of the ECA is required in 2026 and will involve updates to the storm water collection system based on alterations and additions that meet pre-approval criteria and have been completed since the CLI-ECA was issued.

The County's storm water system consists of storm sewers, open ditches, and culverts within County Road right-of-ways (ROW), and is interconnected with Area Municipality systems to control surface water runoff from overland flow to mitigate flooding and property damage. System maintenance is provided by County forces, except in Woodstock, Tillsonburg, and Ingersoll and some boundary roads where storm sewer maintenance is provided by municipal staff as part of associated service agreements.

## Comments

### 2025 Transportation System Performance

Highlights of the activities undertaken in 2025 related to the planning, design, construction, operations, and maintenance of Oxford County's regional transportation system include, but are not limited to:

- Completion of 36 km of road reconstruction and/or road asphalt resurfacing
- Three bridge/culvert (>3 metres span) replacements/rehabilitations completed
- 2,045 metres of guide rails installed (replaced and/or new)
- Implementation of four Speed Feedback Signs, and two controlled PXOs
- Two traffic signal optimizations and six studies completed (i.e. Class Environmental Assessment Studies, Intersection Control/Pedestrian, etc.)
- Winter control response (2024/2025 winter season) to 82 storm weather events
- 774 annual motor vehicle collisions reported, with ten fatal collisions
- 130 Road Issue Notifications on Municipal 511 automated notification system
- Seasonal load restrictions in effect for 21% of the road network
- Implementation of MTO predictive tool for determining start and end dates of reduced load period.

### Traffic and Road Safety Management

Initiatives to promote traffic calming, speed management, and road safety have been undertaken in recent years to provide a safe, sustainable, and multi-modal transportation network that supports all road users, as further summarized below.

#### *Active Transportation*

Ongoing initiatives to support active transportation (AT) include the incorporation of cycling infrastructure and improvements to pedestrian facilities that meet current *Accessibility for Ontarians with Disabilities Act* (AODA) standards as part of scheduled capital improvements and asset management. In 2025, these initiatives resulted in the following AT improvements:

- Cycling infrastructure on Oxford Road 119 from Ingersoll to Thamesford;
- Bike lanes and sidewalk improvements on Oxford Road 35 (Devonshire Avenue) in Woodstock, and;
- Audible pedestrian signals at signalized intersections of Oxford Road 35 (Devonshire Avenue) and Wellington Street and Vansittart Avenue in Woodstock.

#### *County-wide Approach to Speed Management and Traffic Calming*

In 2025, speed data was collected at various locations throughout the County's transportation system. The speed data was utilized to undertake speed management and road safety reviews in areas throughout the County to inform traffic calming recommendations and to assess

effectiveness of traffic calming measures previously implemented, in accordance with the County-wide approach to Speed Management and Traffic Calming.

### *Road Safety*

Staff utilized traffic management principles and engineering best practice methodologies to develop and implement various site-specific evidence-based recommendations intended to improve road safety measures at the following locations:

- Controlled PXOs on Oxford Road 3 (Wilmot Street) in Drumbo and on Oxford Road 53 (Tillson Avenue) in Tillsonburg;
- All-way stops implemented at the intersection of Oxford Road 28 (Maplewood Sideroad) and Oxford Road 119 and Oxford Road 33 and Oxford Road 60 (16<sup>th</sup> Line);
- Installation of centreline flexible delineators at:
  - Oxford Road 9 – Beachville
  - Oxford Road 20 - Delmer
  - Oxford Road 119/Oxford Road 16 - Kintore
  - Oxford Road 28 and Oxford Road 119 – Uniondale;
- Installation of four speed feedback signs; and
- Community Safety Zone (CSZ) designation on Oxford Road 6 in Embro.

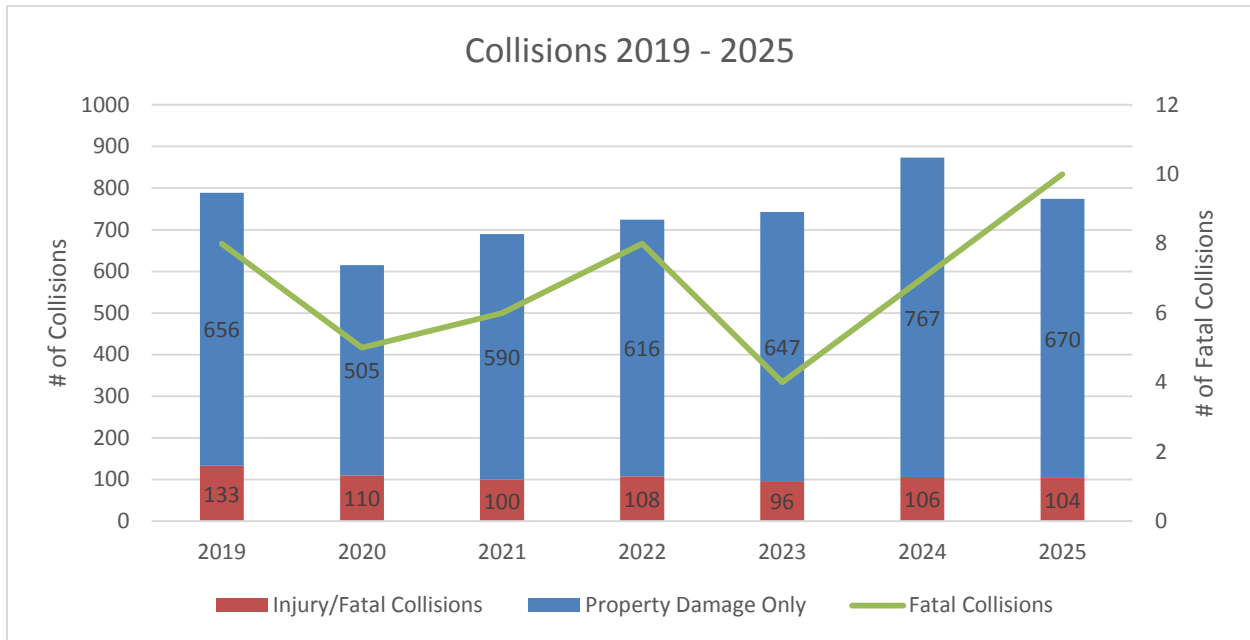
As part of the 2026 Budget and Business Plan, County Council authorized (PW 2025-59) the development of an Oxford County Road Safety Strategy in collaboration with Area Municipalities that will expand on road safety initiatives listed above to identify short and long term strategies to reduce serious injury and fatal collisions. To support this undertaking, a Traffic Management division will be established within the Public Works department in 2026 that will be responsible for ongoing road safety and traffic management initiatives.

### *Frequency and Severity of Collisions*

A review of the collision data shows a total of 774 collisions, 104 of which resulted in injuries/fatalities across the County's road network in 2025. This represents an 11% decrease in total collisions, and a 2% decrease in injury/fatality related collisions, compared to 2024 (refer to Figure 1).

A total of ten fatal collisions occurred on the County road network in 2025 and has averaged seven fatal collisions per year from 2019 -2025.

The 2025 collision rate on the County road network is estimated at 0.32 collisions per one million vehicle kilometres, which is below the 2022 Provincial collision rate of 1.1



**Figure 1 – 2019-2025 Collision Occurrences on County Road Network**

The distribution of collision occurrences throughout the County between 2019 and 2025 is shown on Attachment 2 with the highest number of collisions occurring in the three urban municipalities (Woodstock, Ingersoll, and Tillsonburg).

Collision occurrences are typically higher at intersections where the risk of conflicts is greater as a result of turning movements, speed differential (rear-end collisions), and driver non-compliance (failure to yield, failure to stop, etc.). The top ten urban collision locations are at County intersections within the City of Woodstock and can be attributed to generally higher traffic volumes at these locations.

While the total number of collision occurrences in 2025 decreased compared to 2024, the number of fatal collisions in 2025 is concerning as it represents the highest number since 2019. A cursory review of the 2025 data indicated that six of the ten fatal collisions occurred at rural intersections. Of the four non intersection related fatal collisions, two were the result of oncoming vehicle impacts, one involved a pedestrian, one was a single motor vehicle that lost control.

**Transportation System Asset Management**

The overall asset condition of the County regional transportation system is monitored regularly through the Road Needs Study and biennial Bridge and Culvert inspections. Other inspection programs are initiated from time to time, as required, and include retaining walls, guide rails, and grade level crossings.

These programs provide an inventory of assets, quantitative condition and performance measures, performance prediction as well as engineering and economic analysis tools to

provide costs for future transportation system improvement needs such as resurfacing, rehabilitation, replacement, and reconstruction.

The asset condition monitoring of Oxford County's bridges and major culverts is done through biennial Ontario Structural Inspection Manual (OSIM) inspections as per Provincial legislation O. Reg. 104/97 'Standard for Bridges'. This legislation requires that inspections be undertaken on all structures that have a span greater than three metres in accordance with the OSIM, every two years under the direction of a Professional Engineer. The condition of bridges and major culverts is assessed using the MTO methodology Bridge Condition Index (BCI) and is used to prioritize capital improvements.

A Road Needs Study was initiated in 2025 and is performed every five years through a visual examination to inventory and appraise improvement needs within each road section. The study provides an overall rating of the road system by section, including factors such as surface type, surface width, capacity, structural adequacy, drainage, and geometry. The Study reports on the deficiencies, needs and conditions captured through the Road System Inventory, Road Appraisal Sheets, and Railway Level Crossing Inventory. The Study also identifies recommended timing and estimated cost of the proposed construction and/or rehabilitation improvements.

Similar to bridges and major culverts, the road network is assessed using the MTO Pavement Condition Index (PCI) methodology to rank the current condition of the road segment and identify maintenance and rehabilitation requirements.

### *2025 Transportation System Infrastructure Capital Investments*

The County invested approximately \$25 million in tax supported transportation infrastructure which included, but is not limited to, several notable capital projects as follows:

- Oxford Road 3 Urbanization Princeton – (\$1,400,000)
- Oxford Road 35 (Devonshire Avenue) – phase 1 reconstruction (\$2,000,000)
- Oxford Road 59 (Vansittart Avenue) road reconstruction (\$1,040,000)
- County-wide road resurfacing (\$5,240,000)
- County-wide rural storm replacement (\$3,300,000)
- County-wide urban storm replacement (\$650,000)
- Bridge Rehab – Oxford Road 6 (\$1,700,000)
- Bridge Rehab – Oxford Road 16 (\$970,000)
- Culvert Rehab – Oxford Road 27 (\$615,000)
- County-wide guiderail installation – (\$465,000)
- Controlled Pedestrian Crossings – PXOs (\$280,000)
- Traffic Signal upgrades (\$965,000)
- Princeton Drain (\$828,000)

### *2025 Operation and Maintenance of Transportation System*

In addition to the transportation system capital investments noted above, several planned operational and maintenance activities are carried out annually to help optimize the useful service life and efficiency of transportation infrastructure assets and support a safe and reliable transportation network. The 2025 Roads Operational Expense was approximately \$13.2 million and included several key annual maintenance activities performed on the transportation network as noted in Table 1. The 2024/2025 winter season experienced an increase in winter events compared to the previous season that was largely impacted from significant weather events that occurred in Q1 of 2025. Additionally, the start of the 2025/2026 winter season also experienced an increase in weather events, in Q4 2025, which led to a five-year high in winter related weather events.

**Table 1: Transportation System Operation and Maintenance (2025)**

<b>Activity</b>	<b>Quantity</b>
Road Salt Application - Tonnes of Salt (2024/2025 Winter)	12,400 tonnes
Road Sand Application - Tonnes of Sand (2024/2025 Winter)	7,290 tonnes
Road Side Maintenance / Shouldering - Tonnes of Gravel Placed	13,530 tonnes
Ditch Clean Outs - Length of Ditches Cleaned Out	10,755 metres
Asphalt Patching / Pothole Repair – Tonnes of Hot Mix Placed	1,200 tonnes
Line Painting (kms)	643 centreline kms
Sign Inspections / Reflectivity	6,459 signs
Bridge Washing (Area)	16,630 square metres
Snow Fence Installation/Removal - Metres	10,600 metres
Number of Regulatory Signs Replaced	609

### *2025 Storm Water System Performance*

The 2025 Storm Water System Annual Performance Report (Attachment 3) will be submitted to the MECP by April 30, 2026, and will be posted on the County's website in accordance with regulatory requirements.

Highlights of the storm water system performance in 2025 include:

- No operation and/or performance issues were identified.
- Annual maintenance activities include ditch cleaning and catch basin cleaning.
- 21 complaints/inquiries were received and addressed during the reporting period.
- Alterations include infrastructure improvements related to land development and the County's annual capital replacement program.

In 2025, several initiatives were undertaken in support of the County's storm water system asset management and to ensure compliance with the CLI-ECA that was issued in 2023, as briefly described below.

- An annual storm sewer inspection program utilizing closed-circuit television (CCTV) was initiated to establish infrastructure condition ratings that will support the County's asset management plan and prioritize capital improvements.
- Ongoing field survey to collect missing storm water asset data.
- The administration of storm water system alterations, record keeping, and compliance requirements was transitioned to the Water and Wastewater Technical Services division with support from the Transportation division.
- Submission to MECP of inventory of storm sewer catchment areas and treatment classifications.

### *2026 Storm Water System Initiatives*

In 2026, several initiatives will be undertaken in support of the County's storm water system and CLI-ECA, as briefly described below.

- Continuation of annual storm sewer inspection program utilizing closed-circuit television (CCTV).
- Administration of storm water system alterations, record keeping, and compliance requirements.
- Renewal of CLI-ECA as required by MECP that will include approved system alterations completed since the CLI-ECA was issued in 2023.

## **CONCLUSIONS**

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The 2025 Annual Transportation and Storm Water System Performance Report demonstrate Public Works' continued efforts to maintain the County's transportation and storm water infrastructure in a good state of repair through effective preventative maintenance and optimized infrastructure decision-making.

Submission of the 2025 Annual Storm Water System report to the MECP and posted on the Oxford County website complies with environmental approval conditions issued under the Ontario *Environmental Protection Act*.

Through on-going investment in capital expansion, state-of-good repair works, and operational improvement measures, system performance will continue to meet or exceed current levels of service.

## **SIGNATURES**

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### **Report author:**

Original signed by

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Frank Gross, C. Tech  
Senior Manager of Transportation and Waste Management Services

### **Departmental approval:**

Original signed by

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Melissa Abercrombie, P.Eng., PMP  
Director of Public Works

### **Approved for submission:**

Original signed by

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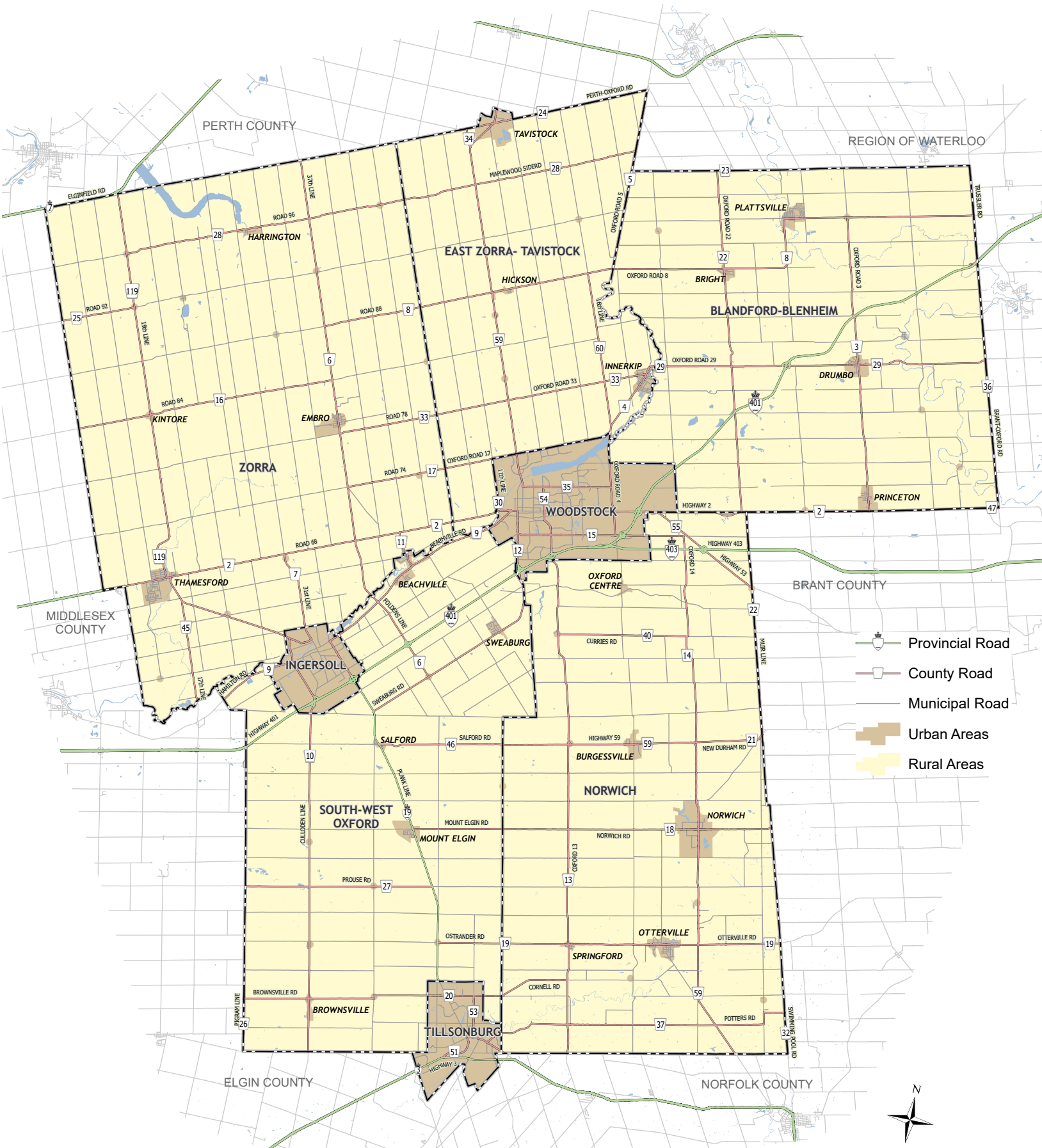
Benjamin R. Addley  
Chief Administrative Officer

## **ATTACHMENTS**

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- Attachment 1 – County Road Network Map
- Attachment 2 – MTO Collision Heat Map 2019-2025
- Attachment 3 – 2025 Storm Water System Performance Report

# Oxford County Road Network

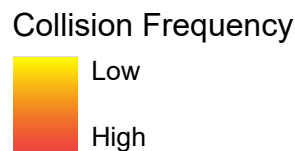


# Oxford County Road Network Collision Heatmap 2019-2025

Report PW 2026-13  
Attachment 2



- Road Network**
- Provincial Road
  - County Road
  - Municipal Road



# 2025 Annual Storm Water System Performance Report

## Oxford County Municipal Stormwater Management System Environmental Compliance Approval (CLI ECA)

### 1. GENERAL INFORMATION

Oxford County (the County) prepares a report summarizing operation and performance status of the Oxford County Storm Water System annually. The report details information required for the Annual Performance Report specified in the County's Stormwater Management System Environmental Compliance Approval (CLI ECA). The report contains a summary of; alterations to the system, maintenance and capital work, operational problems, a summary of any spills, bypasses, as well as complaints received in the previous year. The report is available for review by the end of April on the County website at <https://www.oxfordcounty.ca/w-ww-resources> or by contacting the Public Works Department.

All efforts have been made to ensure the information presented in this report is accurate. If you have any questions or comments concerning this report, please contact the County at the contact information listed below.

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Environmental Compliance Approval (ECA): 071-S701 (February 3, 2023)  
Reporting Period: January 1, 2025 – December 31, 2025

#### Storm Water System Owner & Contact Information:

Oxford County Public Works Department  
P.O. Box 1614  
21 Reeve Street  
Woodstock, ON N4S 7Y3  
**Telephone:** 519-539-9800  
**Toll Free:** 866-537-7778  
**Email:** [publicworks@oxfordcounty.ca](mailto:publicworks@oxfordcounty.ca)

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## 1.1 Background

Oxford County (the County) is a regional government with eight Area Municipalities comprising of the Township of Blandford-Blenheim, Township of East Zorra-Tavistock, Township of Norwich, Township of South-West Oxford, Township of Zorra, Town of Tillsonburg, Town of Ingersoll, and the City of Woodstock.

The County owns and operates the storm water system within its road right of ways that is generally connected to/part of the local storm water system owned and operated by the respective Area Municipality.

County owned storm sewer infrastructure within Woodstock, Tillsonburg and Ingersoll is maintained by the respective Area Municipalities on the County's behalf as part of municipal service agreements.

## 1.2 System Description

The Authorized System consists of storm sewers, culverts, and ditches for the conveyance of surface water runoff to mitigate flooding of private and public property. Table 1 provides a summary of storm water infrastructure that is part of the Authorized System.

**Table 1: Storm Water System Infrastructure**

Infrastructure Type	Quantity (km)
Storm sewer/culverts	104
Ditches/swales	1219
Woodchip bioreactor	n/a

## 2. MONITORING DATA AND ENVIRONMENTAL TRENDS

The County does not currently operate a storm water system monitoring program.

## 3. OPERATIONAL ISSUES

No operational issues were identified during the reporting period.

## 4. INSPECTIONS AND MAINTENANCE

### 4.1 Inspections

Storm sewer inspections completed during the reporting period are summarized in Table 2.

**Table 2: Storm Water System Inspections**

Location	Description
Blandford-Blenheim (Drumbo, Princeton)	CCTV Inspection, 1,272 m
East Zorra-Tavistock (Tavistock, Hickson)	CCTV Inspection, 1,451 m
Zorra (Thamesford)	CCTV Inspection, 120 m
Town of Ingersoll	CCTV Inspection, 489 m
City of Woodstock	CCTV Inspection, 839 m
Town of Tillsonburg	CCTV Inspection, 549 m

## 4.2 Maintenance

Storm water system maintenance activities are summarized in Table 3.

**Table 3: Storm Water System Maintenance**

Location	Maintenance Activity
Oxford Road 20 Frontage of 163663 (north side) Frontages of 163973 - 164103 (north side)	Roadside ditching
Oxford Road 19 Frontage of 225232 (south side)	Roadside ditching
Oxford Road 13 Frontage of 592785 - 592823 (west side) Frontage of 592923 (east side) Frontages of 593133 - 593199 (west side) Frontage of 593462 (east side) Between Evergreen St and Salford Rd (both sides)	Roadside ditching
Oxford Road 18 Frontage of 325243 (north side)	Roadside ditching
Oxford Road 46 Frontage of 384866 (south side)	Roadside ditching
Oxford Road 59 Frontage of 594203 (west side)	Roadside ditching
Oxford Road 14 Frontage of 774033 (west side) Frontage of 445692 (west side)	Roadside ditching

Location	Maintenance Activity
Oxford Road 12 Frontage of 484981 (west side) Frontage of 484061 (north side)	Roadside ditching
Oxford Road 9 Frontages of 584946 - 584960 (south side) Frontages of 584436 - 584856 (south side) Frontages of 584776 - 584780 (south side) Frontages of 584050 - 584086 (south side)	Roadside ditching
Oxford Road 17 Frontages of 744913 - 744919 (north side)	Roadside ditching
Oxford Road 119 Frontage of 194789 (south side) Bates Lane to 110m south (west side) Frontage of 195226 (west side) Frontage of 195953 (west side) Frontages of 196614 - 196642 (east side)	Roadside ditching
Oxford Road 28 Frontages of 963348 - 963370 (south side)	Roadside ditching
Oxford Road 6 Frontage of 376511 (west side) Frontages of 376035 - 376063 (west side)	Roadside ditching
Oxford Road 33 Frontage of 435620 (north side)	Roadside ditching
Oxford Road 59 Frontages of 595629 & 784993 (west side)	Roadside ditching
Oxford Road 60 Frontage of 675968 (east side)	Roadside ditching
Oxford Road 8 Frontage of 676212 (south side) Frontages of 885806 - 885886 (south side) Frontages of 885813 - 885865 (north side) Frontage of 886644 (south side) Frontage of 886613 (north side) Frontage of 947240 (north side)	Roadside ditching
Oxford Road 3 Frontage of 896565 (west side) Taylor St to Jarvis St (east side)	Roadside ditching
Oxford Road 29 Frontage of 807118 (south side)	Roadside ditching

Location	Maintenance Activity
Frontage of 815874 (north side) Alma St to 20m north (east side)	
Oxford Road 55 200m west of East St - 100m east of East St (north side)	Roadside ditching
County-wide	Catch basin cleaning

## 5. COMPLAINTS/INQUIRIES

A total of 21 complaints/inquiries were received by the County related to storm water system and are summarized in Table 4. All complaints are followed up by County staff via phone or in person inspection.

**Table 4: Summary of Complaints and Actions Taken**

Nature of Complaint	Total Complaints	Action Taken
Catch basin Maintenance or Repair	2	Follow up actions include clearing of obstructions, repairs, and/or adding to existing maintenance schedules.
Culvert Maintenance or Repair	12	Follow up actions include clearing of obstructions, repairs, and/or adding to existing maintenance schedules.
Ditching/Drainage Maintenance or Repair	6	Follow up actions include clearing of obstructions, repairs, and/or adding to existing maintenance schedules.
Storm Sewer Maintenance inquiry	1	This complaint was redirected to the Township

## 6. SPILLS

There were no spills that impacted the Authorized System in 2025.

## 7. ALTERATIONS

Pre-approved alterations to the Authorized System are summarized in Table 5.

**Table 5: Alterations to the Authorized System**

Location	Description of Alteration
Oxford Road 35 & 59	New 300mm and 375mm PVC storm sewers on Vansittart Ave. from 60m south of Devonshire Ave. to the bridge, including catch basins. New 300mm, 375mm, and 600mm PVC and concrete storm sewers on Devonshire Ave. from Vansittart Ave. to Victoria Street.
Oxford Road 8 - Township of Blandford Blenheim	Replacement of existing storm sewers in the village of Washington with new PVC pipe.
Oxford Road 6 (from OR 2 to Road 66)	Culvert replacement
Oxford Road 8 (from Hofstetter Rd to Trussler Rd)	Culvert replacement
Oxford Road 25 (from OR 119 to Cobble Hills Rd)	Culvert replacement
Oxford Road 59 (from OR 17 to OR 8)	Culvert replacement
Oxford Road 119 (from Thamesford to OR 16)	Culvert replacement

## 8. EFFORTS TO IMPROVE/CORRECT PERFORMANCE

Oxford County has initiated a CCTV inspection program of our stormwater systems. Review of the inspections will influence future maintenance and capital construction projects.

## 9. STATUS OF ACTIONS FROM PREVIOUS REPORTING YEAR

The County continues to strive to complete all the implementation requirements under the CLI ECA. Currently, the County is preparing the required application for review to be submitted to the MECP for approval in 2026.

## REPORT TO COUNTY COUNCIL

# 2025 Annual Energy Report

**To:** Warden and Members of County Council

**From:** Director of Public Works

## RECOMMENDATION

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1. That County Council receive Report PW 2026-14 entitled “2025 Annual Energy Report” as information.

## REPORT HIGHLIGHTS

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- The purpose of this report is to summarize the County’s 2025 renewable energy (RE) generation results and provide an overview of annual energy consumption and greenhouse gas (GHG) emissions by County-owned facilities and fleet assets in 2025.
- The County’s annual RE generation has increased by approximately 192% since 2015 baseline levels, with 5.35 million kilowatt hours (ekWh) of RE produced in 2025 from various solar, biogas and geothermal applications - reaching 8.9% of the County’s total energy needs compared to the 2025 target of 11.7%.
- County facilities consumed just under 50.9 million ekWh of energy in 2025, costing approximately \$5.4 million. Despite total energy consumption by facilities increasing 9.8% since 2015 due to expanded provisions of municipal services, the actual energy use intensity (EUI) for buildings/minor assets and water/wastewater treatment plants has reduced by 16.8% and 2.7%, respectively.
- The County’s fleet and equipment consumed approximately 9.3 million ekWh of energy in 2025, which equates to \$1.12 million in fuel purchases of unleaded gasoline, diesel, compressed natural gas (CNG) and electricity. Approximately 34% of the County’s in-service fleet (60 out of 179 units) have been converted to alternative fuels as of the end of 2025 to reduce fossil fuel consumption and GHG emissions.
- County facilities and fleet produced 6,473 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) in GHG emissions in 2025, which is 4.0% higher than 2015. Factoring in service growth, the actual GHG intensity for facilities and fleet decreased by about 14.5% and 9.8%, respectively.

## IMPLEMENTATION POINTS

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As required by O. Reg. 25/23 of the *Electricity Act*, 1998, S.O. 1998, c. 15, Sched. A, the 2025 energy consumption data and GHG emissions will be reported through the Broader Public Sector reporting portal by July 1, 2026.

### Financial Impact

There are no financial impacts as a result of this report. Any required actions that will result in expenditures have been accounted for in the 2026 Business Plan and Budget based on the County's *2024 Energy Management Plan*, *2022-2032 Renewable Energy Action Plan* and the *2025 Fleet Management Plan*.

### Communications

Upon Council approval, this Council report will be circulated to Area Municipalities, Smart Energy Oxford, the County's staff Energy Team and Extended Leadership Team as information outlining the progress of Oxford County's corporate organization relating to the goals of the *100% RE Plan*.

As all municipalities are required under *O. Reg. 25/23: Broader Public Sector: Energy Reporting and Conservation and Demand Management Plans*, the County communicates energy performance to the Ministry of Energy, via annual energy consumption and GHG emissions reporting. This is completed annually, as well as through the County's *2024 Energy Management Plan* (EMP), updated in 2024.

Annual energy updates are posted to the Oxford County website at [www.oxfordcounty.ca/en/your-government/reports-and-publications.aspx](http://www.oxfordcounty.ca/en/your-government/reports-and-publications.aspx), with highlights shared on social media. In addition, the County will further communicate 2025 performance highlights of key Public Works systems, including energy initiatives, to the public through an annual social media campaign during National Public Works Week (May 17–23, 2026).

## 2023-2026 STRATEGIC PLAN

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

The recommendation in this report supports the following Strategic Plan pillars and goals:

### Strategic Plan Pillars and Goals

		
<b>Promoting community vitality</b>	<b>Enhancing environmental sustainability</b>	<b>Fostering progressive government</b>
Goal 1.2 – Sustainable infrastructure and development	Goal 2.1 – Climate change mitigation and adaptation	Goal 3.1 – Continuous improvement and results-driven solution

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

## DISCUSSION

### Background

On June 24, 2015, Oxford County Council unanimously passed the 100% RE goal by 2050. This was followed up when County Council adopted the [100% RE Plan](#) on June 27, 2018, which lays out a strategic approach to achieving the goal of 100% RE by 2050. This initiative seeks to reduce energy consumption, while at the same time increasing RE generation to achieve net-zero performance across the geographical County by the year 2050.

The 100% RE Plan is based on a community-wide initiative. The County as an organization is a major contributor to the potential achievement of the 100% RE Plan by addressing the energy consumption and generation potential of the County's facility and fleet portfolio, striving to be a leader within the community and demonstrating active support for this important community goal.

As shown in Figure 1 below, the 100% RE Plan has a number of contributor groups, including individual residents, organization groups, businesses residing in the community and governments, which include the area municipalities, as well as the County organization.

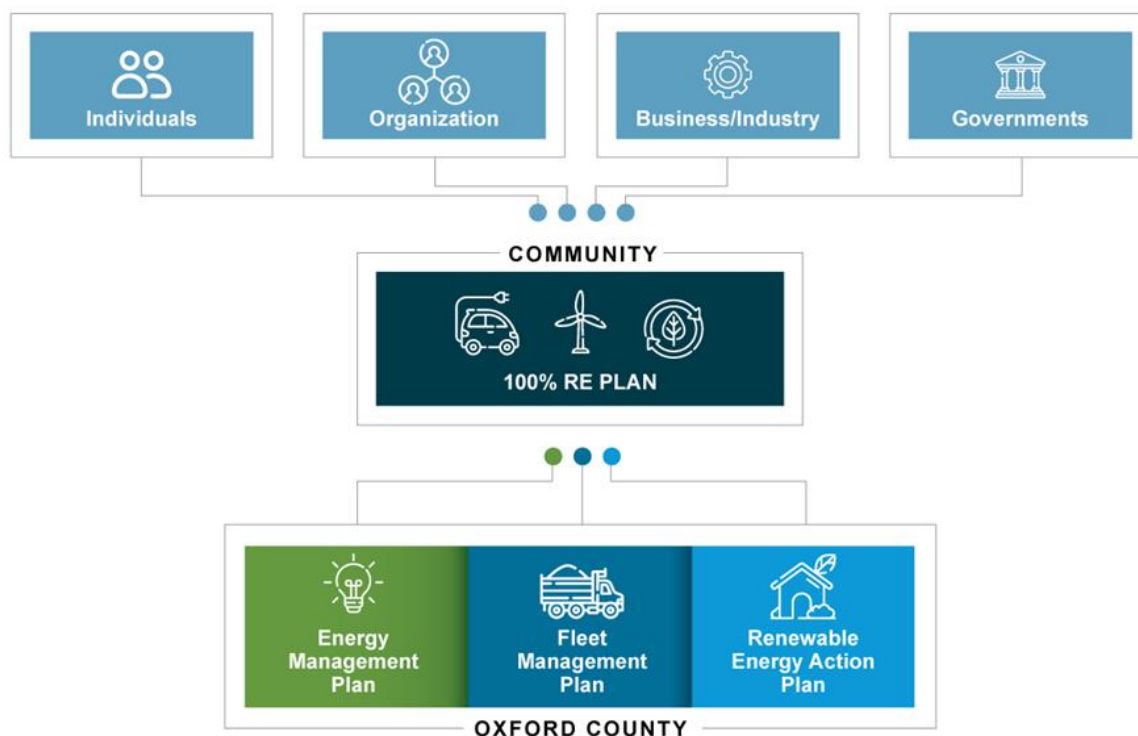


Figure 1 – 100% RE Plan Contributors

Over the last number of years, Oxford County has set organizational goals to help advance the progress of the 2050 100% RE community goal. Of note, the County has developed and implemented various plans to drive efforts of energy conservation and RE generation (or harvesting) as follows:

- 2024 Energy Management Plan** – On July 10, 2024, County Council approved Report [PW 2024-25](#), which outlined the County's updated [Energy Management Plan](#) (EMP-2024) for 2024 through to the end of 2028. EMP-2024 is the third iteration of the County's EMP, with the first being enacted in 2014. As required by provincial regulation O. Reg. 25/23, this EMP is required to be updated every five years, with the next update due by July 2029. The focus of this plan is on energy conservation and GHG emission reductions.
- 2025 Fleet Management Plan** – On November 12, 2025, County Council adopted Report [PW 2025-60](#), which outlined the County's [Fleet Management Plan](#) (FMP-2025) transitioning from the former *2021 Green Fleet Plan*. This revised plan took a more expansive view of how the County manages all aspects of its fleet to provide additional transparency through financially and environmentally responsible procurement, operations, maintenance, regulatory compliance, and asset management. The FMP-2025 continues to place focus on energy efficiency and environmental sustainability within the fleet portfolio.

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- 2022-2032 Renewable Energy Action Plan** – On August 10, 2022, County Council approved Report [PW 2022-37](#), which outlined the County’s ten-year [Renewable Energy Action Plan](#) (REAP) for 2022 through to 2032. The REAP will expand upon the County’s existing renewable energy systems through a proposed multi-year capital implementation plan comprised of an additional solar PV system, geothermal / air source heat pump, heat recovery and wood pellet boiler technology applications. The focus of this plan is on RE generation (harvesting), as well as energy conversion to reduce GHG emissions.

Management of energy and GHG emissions plays an integral role in reducing GHG emissions and energy consumption, improving energy efficiency, establishing financial stability and increasing RE harvesting. Management includes planning, implementing, verifying and reporting. For this reason, the County organization has established and adopted the EMP, FMP, and REAP, each of which plays a role in identifying where the County may reduce energy dependence and resulting GHG emissions in support of the community's 100% RE Plan. These plans provide a roadmap, along with actionable items required to meet the targets. Refer to Table 1 below for a summary of how the County organization is progressing with respect to targets as identified in the 100% RE Plan.

Table 1 – 100% RE Plan Energy and GHG Target Status\*

Description	Current 2025	Intermediate Target 2025	Final Target 2050
Total energy reduction from 2015	<b>-8.9%</b>	10.5%	54%
Total GHG emissions reduction from 2015	<b>-4.0%</b>	11%	47%
Total Renewable Energy mix	<b>8.9%</b>	11.7%	80.3%

\* Note: The initial targets approved by Council did not speak to changes related to servicing community growth.

## Comments

Oxford County, as an organization, owns, operates and maintains various assets that affect energy consumption and GHG emissions as well as RE utilization (also referred to as harvesting).

To differentiate where energy is consumed, how GHG’s are emitted, and where RE is utilized, these assets have been broken down into three main service areas, including Facilities, RE Utilization and Fleet. To come up with cumulative energy consumption, various energy types are quantified into a single metric by converting to equivalent kilowatt hours (ekWh) which assists in comparing year-to-year metrics across all commodities (i.e. electricity, natural gas, gasoline, diesel, etc.).

A summary of the County’s energy metrics is outlined in Attachment 1.

## Facilities

The County operates 285 individual buildings across 261 facility sites that consume energy such as electricity, natural gas or propane. These assets have been organized by operation type to line up in general with *O. Reg. 25/23 Broader Public Sector* reporting requirements and are comprised of 93 facility building locations (i.e. non-process assets including administrative offices, housing, patrol yards, libraries, etc.), 98 plant locations (i.e. treatment plants and pumping stations) and 70 minor asset locations (i.e. street lighting, COIN Towers and stand-alone public Electric Vehicle Chargers).

In 2025, these assets had a total purchased energy consumption of just under 46 million ekWh, which included 29.1 million kWh of electricity, 1.59 million m<sup>3</sup> of natural gas, 73,017 litres of propane and 5,400 litres of diesel. The total utility cost of this purchased energy was \$5.4 million, with \$4.78 million related to electrical and \$660,000 in natural gas (including propane).

For asset comparison purposes, these values can be represented as an Energy Use Intensity (EUI), either ekWh per square meter (SM) (non-process assets), or as ekWh per megalitre (ML) of fluid moved (plant process assets). The comparison of net-energy usage intensity per SM and per ML of each individual operation type is summarized in Table 2 below. The RE consumed by buildings and plants are broken out and included as a separate line to show the RE contribution towards total energy consumption requirements. In 2025, the gross consumption of energy by County facilities was the equivalent of 50.8 million ekWh, which is a 9.8% increase from 2015 consumption levels of 46.3 million ekWh.

Table 2 – 2025 Facilities Consumption by Operation Type

Operation Type	Area (SM)	Flow (ML)	Energy (ekWh)	EUI (ekWh/SM)	EUI (ekWh/ML)
Woodingford Lodge (LTC)	15,664	-	8,552,996	546	-
Human Services (Multi-Unit Housing)	31,323	-	6,859,559	219	-
Public Works (Admin, libraries, EMS stations, childcare, etc.)	21,330	-	4,617,019	216	-
Human Services (Single Family Townhouses)	13,008	-	2,262,108	174	-
Public Works (Patrol Yard Facilities)	8,735	-	1,241,879	142	-
Public Works (Waste Facilities)	7,167	-	272,439	38	-
Buildings RE Consumption	-	-	964,975	10	-
Public Works (Street/Traffic Lighting)	-	-	229,552	-	-
Public Works (COIN Towers/EV chargers)	-	-	66,853	-	-

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Operation Type	Area (SM)	Flow (ML)	Energy (ekWh)	EUI (ekWh/SM)	EUI (ekWh/ML)
Public Works (Wastewater Plants)	13,317	16,711	13,651,827	-	817
Public Works (Water Plants)	5,846	12,036	8,218,313	-	683
Plant RE Consumption	-	-	3,910,787	-	136
<b>TOTAL</b>	<b>116,390</b>	<b>28,747</b>	<b>50,848,307</b>	<b>-</b>	<b>-</b>

While overall energy consumption (from both renewable and non-renewable sources) has risen substantially over the 2015 baseline, the EUI for both SM (non-process building / minor assets) and ML of flow (plant process – water and wastewater treatment plant assets) has reduced significantly as shown in Table 3, resulting in noteworthy energy consumption avoidance while supporting a growing community. These improvements in EUI are a result of energy conservation, optimization initiatives and process changes implemented by the County since 2015. Based on 2015 energy intensities and using updated variables, the 2025 energy consumption would have been projected to be 53.6 million ekWh (increase of 15.7% over 2015 actuals) had no energy conservation measures been in place.

Another factor of influence includes weather temperatures. In 2025, heating degree days (HDDs) were 5% less than the 2015 baseline, but 18% greater when compared to 2024, while cooling degree days (CDDs) were 64% greater than 2015 and 1.7% greater than 2024. Over the past decade, on average this region's HDDs outpace CDDs by a factor of 7.7, meaning the 2025 combined weighted heating and cooling degree days actually matched the 2015 actuals but increased by 15.8% when compared to 2024. Due to the complexity of applying this variable across the various facilities, weather factors have not been included in the baseline adjustments shown in this report. As this can act as a large variable in yearly consumption data, staff will further explore ways to concisely incorporate this information into future year reporting baselines. A further illustration of actual energy consumption, as well as avoidance based on the 2015 EUI baseline, is shown in Figure 2.

Table 3: Facilities Energy Intensity Overview

Service Area	2015 EUI	2025 EUI	Reduction
Buildings/Minor Assets	310 ekWh/SM	258 ekWh/SM	<b>16.8%</b>
Plants	922 ekWh/ML	897 ekWh/ML	<b>2.7%</b>

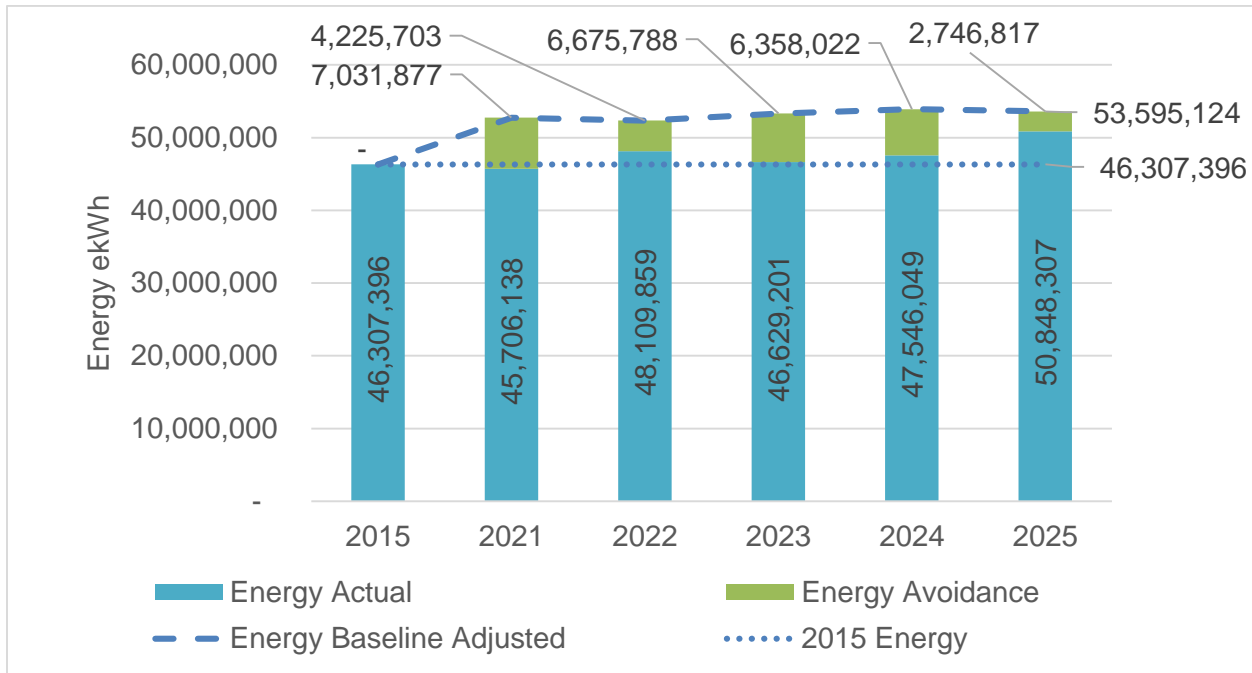


Figure 2 – Facilities Energy Consumption and Avoidance Trending (2015 to 2025)

### Renewable Energy Utilization

The County’s RE assets are divided into sub-categories based on technology type including biogas boiler, geothermal (ground source and air source), solar PV (feed-in tariff and net-metered) and solar thermal and may expand in the future as new technologies emerge or are implemented (i.e. biomass, air source heat pump, etc.), as per the *REAP*.

These existing assets are summarized in Table 4 below, showing the overall portfolio production for 2025. To assist Council and the public in understanding the financial implications of the RE harvesting, the associated financial benefit has also been included in the table for each system type. Financial benefits from these systems can either come from direct revenue, such as FIT solar contracts with IESO, or through cost avoidance using direct harvesting through County-owned systems, such as solar net-metering, biogas use, geothermal, etc. In total, for 2025, the harvested RE resulted in approximately \$454,300 in operational savings, or a cost avoidance equating to 8.4% of the 2025 utility budget.

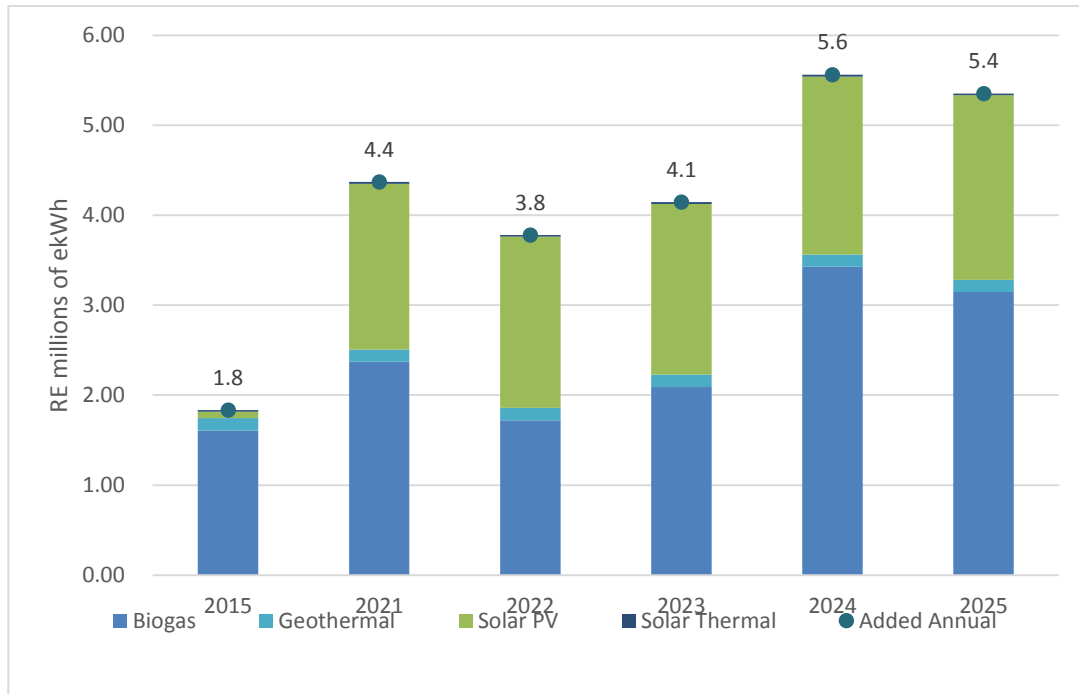
The majority of the energy that is harvested across the County’s RE portfolio is utilized by County assets directly on the site where the system is located, with a smaller percentage of systems (i.e. FIT/micro-FIT systems) fully exporting RE back to the electrical grid generating revenue. In 2025, 4.88 million ekWh were consumed on site, while 478,000 ekWh were exported back to the electrical grid. Overall, all RE produced is considered an offset to the total energy consumption needs of the County.

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Table 4: County RE System Performance

<b>RE Harvesting Technology</b>	<b>Asset Count</b>	<b>Utilization Actuals 2025 (ekWh)</b>	<b>Revenue or Avoided Cost</b>	<b>RE Annual Revenue (or Avoided Cost)</b>
Solar PV (Feed-in-Tariff)	12	370,000	Revenue	\$138,600
Solar PV (Net-Metered)	11	1,680,000	Avoided Cost	215,900
Biogas (Ingersoll and Woodstock WWTPs)	2	3,146,000	Avoided Cost	95,000
Geothermal (Social Housing - 111 Brock St.)	1	138,000	Avoided Cost	4,200
Solar Thermal (Social Housing - 742 Pavey St.)	1	20,000	Avoided Cost	600
<b>TOTAL</b>	<b>27</b>	<b>5,354,000</b>		<b>\$454,300</b>

Since 2015, total annual RE harvesting has gone from 1,843,000 ekWh to 5,354,000 ekWh, representing an increase of 192% (refer to Figure 3). This total RE harvested by the County would be enough to supply the annual energy needs for 110 typical family homes in southwestern Ontario. In 2025, the amount of RE harvested as a percentage of the total energy consumption (considered the RE mix from generation) was 8.9%. This results in a slight decrease over 2024 due to an increase in energy demand combined with a slight decrease in biogas utilization, as well as more than normal snow cover in November and December impacting Solar PV generation; however, is maintaining progress towards the 2025 target of 11.7% in the 100% RE Plan.



**Figure 3 – Annual RE Harvesting Trending (2015 to 2025)**

It is important to note that the RE industry is rapidly changing, and in order to achieve some of the identified future targets of the 100% RE Plan, regulatory restrictions related to Virtual Net-Metering and other constraints will need to continue to be advocated for in order to expand potential deployment capacity. County staff will continue to look for opportunities to provide feedback and influence regulatory decision-making.

## Fleet

The County's fleet travelled approximately 3.0 million kms in 2025, down about 36,000 kms from 2024. These assets can be organized into the following sub-categories:

- Commercial (light-duty vehicles, cars, SUVs, etc.)
- Industrial (heavy vehicles, including plows, leachate trucks, vacuum trucks, tractors, etc.)
- Paramedical (ambulances, first response units, etc.)
- Equipment (all unlicensed, off-road vehicles including compactors, forklifts, etc.)

Fleet assets are powered by a variety of fuels, including gasoline, diesel, CNG and battery electric. In 2025, fleet fuel costs across all fuel types were a combined \$1.12 million. Overall fleet energy usage increased in 2025 by 8.7% over 2024, which was primarily driven by a 45% increase in fuel energy consumption within the industrial fleet. While the total number of fleet assets in operation did not change, there was a significant increase in industrial fleet activities related to winter road operations from the previous year. In 2025, there was 105 winter road events which is an increase of 64% over 2024, which had 64 events. While total fleet kilometers travelled decreased slightly in 2025, the increased winter operations resulted in the

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consumption of more diesel fuel and CNG producing higher GHG emissions. The previous five years averaged 63 winter road events per year, so 2025 operations was a significant increase having a negative impact on the fleet energy metrics. Table 5 summarizes the fleet assets, kilometres driven, fuel equivalent consumption and fuel efficiency.

Table 5: 2025 Fleet Asset Utilization Overview

Fuel Type	Fleet Type	Asset Count	Travel Distance (km)	Fuel* (eL unleaded)	Efficiency (eL/100 km)
<b>Fuel Unleaded (Includes HEV)</b>	Commercial	60	1,285,590	179,743	14.0
	Paramedical	26	830,735	137,701	16.6
	Equipment	2	228	231	101.2
<b>Subtotal (L)</b>		<b>88</b>	<b>2,116,553</b>	<b>317,675</b>	<b>15.0</b>
<b>Fuel Diesel</b>	Commercial	2	33,906	8,094	23.9
	Industrial	24	454,851	286,226	62.9
	Paramedical	-	-	-	-
	Equipment	31	11,995	224,192	1,869.0
<b>Subtotal (L)</b>		<b>57</b>	<b>500,752</b>	<b>518,512</b>	<b>102.7</b>
<b>Fuel CNG (kg)</b>	<b>Industrial</b>	<b>4</b>	<b>95,906</b>	<b>91,003</b>	<b>94.9</b>
<b>Dual Fuel - Unleaded / CNG (eL)</b>	<b>Commercial</b>	<b>11</b>	<b>184,306</b>	<b>30,407</b>	<b>16.5</b>
<b>Fuel Propane (L)</b>	<b>Equipment</b>	<b>3</b>	<b>170</b>	<b>249</b>	<b>146.5</b>
<b>Fuel Electric</b>	Commercial	12	126,240	6,268	5.0
	Equipment	3	73	11	14.5
<b>Subtotal (kWh)</b>		<b>15</b>	<b>126,313</b>	<b>6,279</b>	<b>5.0</b>
<b>Dual Fuel - Unleaded / Electric (eL)</b>	<b>Commercial</b>	<b>1</b>	<b>9,022</b>	<b>86</b>	<b>1.0</b>
<b>TOTAL</b>		<b>179</b>	<b>3,033,023</b>	<b>964,212</b>	<b>31.8</b>

\* Note: Fuel consumption has been converted to equivalent gasoline (eL unleaded or eL) for all fuel types to demonstrate a common “apples to apples” comparison. Using this comparison, the eL is actually more than actual volumes consumed due to conversions (i.e. a litre of diesel has a higher energy content than a litre of unleaded gasoline so when expressed as eL the volume is greater).

As of the end of 2025, 33.5% of the County’s fleet (60 out of 179 units) have been converted to alternative fuels to reduce GHG emissions. This represents a small percentage increase from 2024 due to an increase in Electric Fleet assets combined with a decrease in Dual Fuel – Unleaded/CNG fleet. With current market conditions, the existing County fleet can attain a maximum of 42% alternate fuel deployment (76 out of 179 units). By the end of 2026, it is

projected that 35% of the County's fleet (63 of 180) will have been converted to alternative fuels. Through fuel diversification, there is also an added benefit of mitigating commodity volatility cost impacts during times of fuel market challenges impacted by external geopolitical events.

### Greenhouse Gas Reductions

Reducing the County's overall GHG emissions has been a consistent consideration for ongoing initiatives, including the REAP and FMP. As the County continues to grow as an organization to support a growing community (i.e. a larger staff complement equating to more space, a larger fleet, etc.), the overarching goal of reducing emissions remains. However, it should be noted that the growth of the organization may translate to an emissions avoidance and is not always a clear reduction simply based on the number of buildings, size of the fleet, etc.

In 2025, the County emitted the equivalent of 6,473 tCO<sub>2</sub>e in GHGs (4,229 tCO<sub>2</sub>e Facilities and 2,244 tCO<sub>2</sub>e Fleet), which is a 4.0% increase from 2015 emissions of 6,223 tCO<sub>2</sub>e (3,984 tCO<sub>2</sub>e Facilities and 2,239 tCO<sub>2</sub>e Fleet). The 100% RE Plan includes a GHG emissions reduction target of 11% by 2025, which works out to a 1.1% year over year GHG reduction from 2015 or target of 5,607 tCO<sub>2</sub>e in GHGs for the County in 2025.

Despite this increase, the GHG intensity (GHG per SM, per ML and per km driven) has reduced substantially more compared to the 2015 baseline (refer to Table 6), resulting in significant GHG emissions avoidance while supporting a growing community. Based on 2015 GHG emissions intensities and using updated variables, GHG emissions would have been projected to be 7,203 tCO<sub>2</sub>e (increase of 15.8% over the 2015 adjusted baseline) had no energy conservation measures been in place. A further illustration of actual GHG emissions, as well as avoidance based on the 2015 emission intensity baseline and 100% RE Plan GHG emissions reduction target is shown in Figure 4.

**Table 6: GHG Emissions Intensity Overview**

<b>Sector</b>	<b>2015 GHGI</b>	<b>2025 GHGI</b>	<b>Reduction</b>
Facility GHG/SM	0.037 tCO <sub>2</sub> e	0.031 tCO <sub>2</sub> e	16.2%
Facility GHG/ML	0.048 tCO <sub>2</sub> e	0.043 tCO <sub>2</sub> e	10.4%
Fleet GHG/100 KM	0.082 tCO <sub>2</sub> e	0.074 tCO <sub>2</sub> e	9.8%

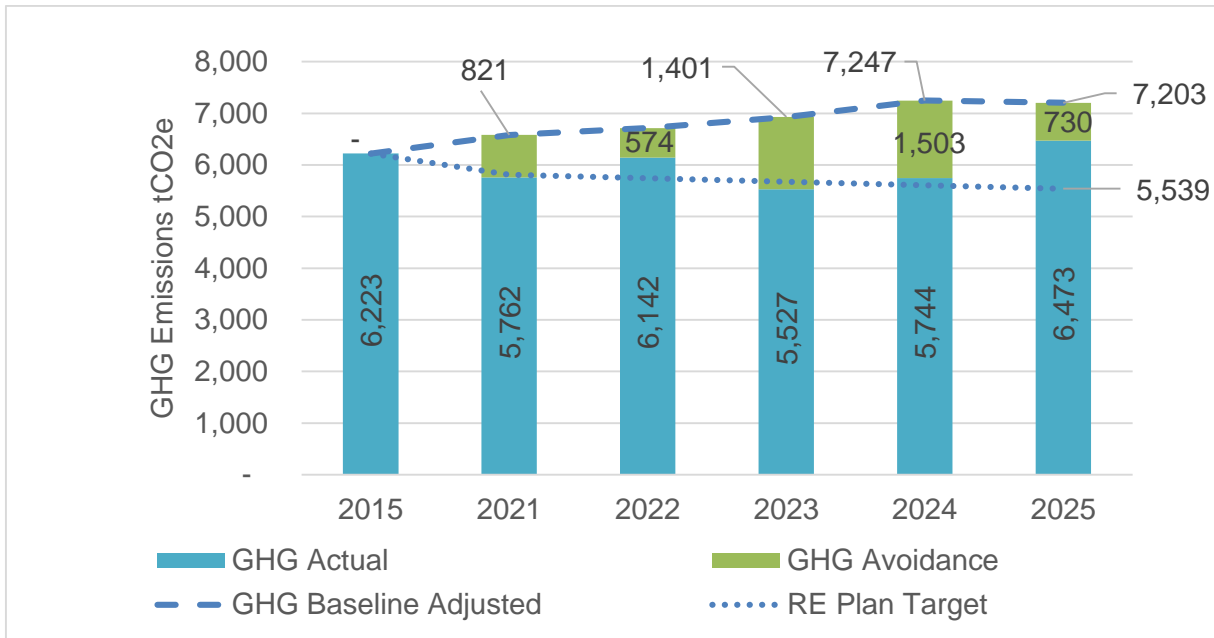


Figure 4 – GHG Emissions and Avoidance Trending (2015 to 2025)

In 2025, the top energy fuel source utilized by County assets was electricity, which makes up over 52% of all energy consumption, but only equates to 17% of all GHG emissions. The top fuel source contributing to GHG emissions is natural gas/CNG, at just under 50% of all GHG emissions, but makes up just over 30% of all energy consumption. The fuel source with the highest GHG intensity was diesel, making up 9% of energy consumption but contributing 20% of all GHG emissions. Refer to Figure 5 below for a comparison of energy consumption versus GHG emissions by fuel source type.

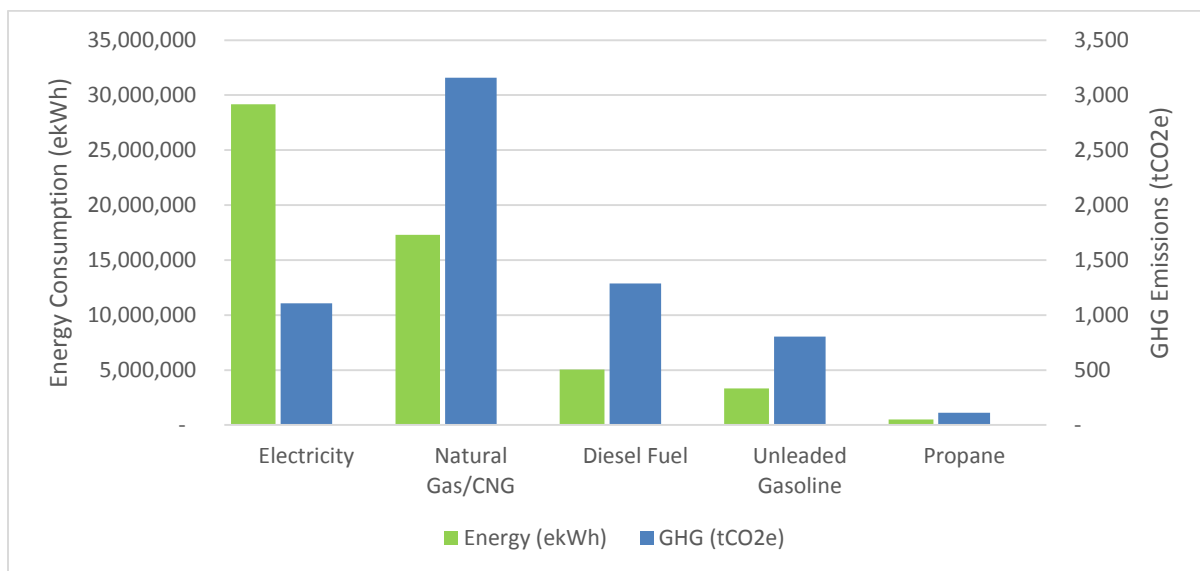


Figure 5 – 2025 Energy Fuel Source Type and GHG Emissions

To provide further clarity, Table 7 below outlines the GHG emissions per 1 million ekWh consumption for each fuel type. These numbers help to illustrate the importance of the REAP and FMP initiatives to implement alternative fuel sources where appropriate, as well as the EMP for overall conservation and energy demand reduction. The Government of Canada's latest GHG emissions factor for Ontario's electricity that was used for 2025 rose by 26.7%, which has negatively impacted the County's emissions reduction from the previous year. The increase in the amount of GHG produced by the Ontario electricity grid is a result of additional gas plant generation for peak demand and nuclear plant downtime. IESO forecasts show the GHG intensity of the Ontario electricity grid slightly increasing in the near term in an effort to meet consumption demand, but decreasing over time as more sustainable projects are approved to meet long term energy needs (i.e. wind, nuclear, etc.). Where possible, the County will continue to monitor for appropriate advocacy opportunities for a cleaner provincial electricity grid to positively impact the County's GHG performance through electrification.

Table 7: GHG Emission Rates

Energy Type	GHG/1 million ekWh (tCO <sub>2</sub> e)
Diesel Fuel	254.8
Unleaded Gasoline	241.6
Propane	219.2
Natural Gas/CNG	182.6
Electricity	38.0

### 2025 Plan Updates

In 2025, the County completed several initiatives identified in the EMP-2024, FMP-2025 and REAP-2022.

Under EMP-2024, which includes carry forward initiatives from EMP-2019, the County conducted a Demand Control Ventilation project at WFL Woodstock, targeting an estimated reduction of 172,000 ekWh per year, with verification and commissioning planned in 2026. LED lighting retrofits were implemented at fourteen Multi-Unit Residential Building (MURB) sites, contributing an additional 120,000 kWh per year in energy savings. Sub-metering installations were completed at four facilities including the Woodstock WWTP at 195 Admiral, WFL Woodstock, WFL Ingersoll and WFL Tillsonburg, with the potential to reduce energy consumption through identification of energy in-efficiencies. Energy assessments were finalized at five locations, including the Thamesford and Tavistock WWTPs, as well as MURB site locations at 816 Alice Street in Woodstock and 174 and 215 Lisgar Ave in Tillsonburg. These assessments will work to inform improvement work to be included in the next EMP iteration. Work also progressed on the Green Initiatives MURB 2025 projects at 82 Finkle Street in Woodstock and 70 Maria Street in Tavistock, with design, tendering, award and construction

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activities underway with completion targeted for later in 2026. In addition, the Oxford County Energy Team was formally established to support ongoing energy management efforts across the organization.

In 2025, Council approved the County's FMP which continues a focus on green fleet initiatives as well as overall best management practices of the County's fleet assets. In the past year, three battery electric vehicles and 2 hybrid electric vehicles were added to the County's fleet through planned asset renewals, further improving both life cycle cost and environmental performance. In addition, fleet asset reviews were completed on an as needed basis to identify and implement efficiencies. An example of this was the conversion of Unit 684 from a heavy-duty crane truck to a crane trailer as outlined in [Report PW 2025-06](#).

Through the REAP-2022, the County completed several renewable energy projects. Solar PV systems at 135 Carroll Street and 364 Athlone Avenue were completed and put into service, resulting in an estimated 278,000 kWh per year in new generation, or a 14.4% increase to the solar portfolio moving forward. The Thornton Wellfield Solar PV project progressed through design, tendering and award, with a targeted completion date later in 2026 and estimated generation of 906,000 kWh per year. The Woodstock WWTP Biogas Utilization project reached major milestones with completion of design and submission to the Ministry of Environment Conservation and Parks (MECP) for the Renewable Energy Approval (REA) application, targeting tender and contract award in 2026, and completion early in 2027 at a targeted net energy savings of 2.4 million ekWh per year.

Both the Thornton Solar and Woodstock WWTP Biogas Utilization project have faced regulatory delays resulting in these projects not coming online as quickly as initially anticipated. Design, planning approvals and completing the necessary steps for the Environmental Activity and Sector Registry (EASR) related to the Thornton Solar project took most of 2025 with the project being tendered at the end of the year. Similarly for the Woodstock WWTP Biogas Utilization project, the REA process has taken much longer than originally anticipated due to factors including various design challenges and scope development, as well as the ongoing consultation process and MECP review requirements, resulting in delays to the original target completion date outlined in the REAP. Staff are hopeful that as these projects clear these regulatory hurdles, implementation will proceed in a smoother manner; however, depending on the project type, bringing generation online can be dependant on final activities completed by the local utility company. This can add some additional time outside the project team's control, as has been the case with some of the recently completed solar projects at 135 Carroll Street, 364 Athlone Avenue, and the soon to be completed Thamesford WWTP which should be online in the first half of 2026.

Staff continue to monitor all Plans, explore new emerging technologies and best practices, with the intention that projects may be added or removed through the annual budget process based on economic circumstances. Staff will continue to evaluate and propose implementation recommendations for Council's consideration to further the County's strategic goals.

Furthermore, it has been noted in the past that established performance targets related to energy conservation, GHG emissions and RE energy mix did not sufficiently account for community growth, and subsequent County organizational growth, to provide the necessary services. The 100% RE Plan was based on a population projection of 133,907 by 2050. This

projection has already been exceeded and is not reflective of current estimates which show a potential population of 202,400 by 2051, and further growth to 233,600 by 2061 as outlined in [Report CP 2026-08](#). Through this latest growth forecast, staff recognize the need to revisit the goals outlined in the 100% RE Plan based on recent growth compared to the established 2015 baseline, and that a review will be brought forward as a project in the Climate Action Plan.

## CONCLUSIONS

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The 2025 Annual Energy Report demonstrates Public Works' continued administration of the County's comprehensive energy portfolio to effectively manage operational costs while striving to contribute to the 100% RE goal.

Through future years' budgets, the County organization will continue to work to reduce energy consumption and GHG emissions further in the coming years through planned ongoing implementation of the EMP, the REAP and the FMP.

## SIGNATURES

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### Report author:

Original signed by

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Nathan E. Gerber, A.Sc.T., CEM, CMVP  
 Coordinator of Energy Management

### Departmental approval:

Original signed by

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Melissa Abercrombie, P.Eng., PMP  
 Director of Public Works

### Approved for submission:

Original signed by

---

Benjamin R. Addley  
 Chief Administrative Officer

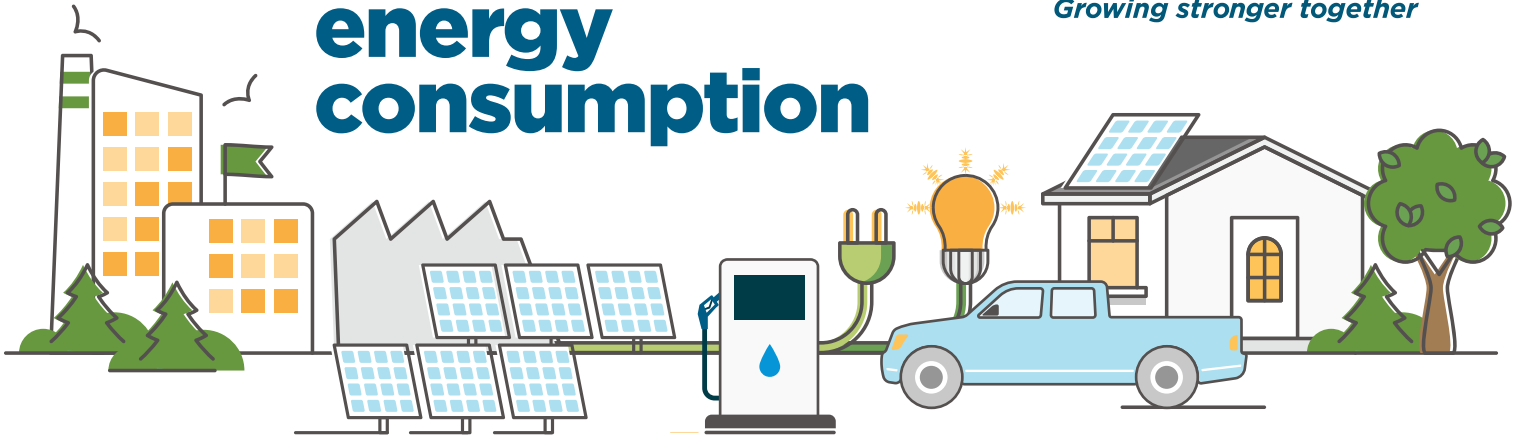
## ATTACHMENT

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Attachment 1 – Overview of 2025 Corporate Energy Consumption



# 2025 Corporate energy consumption



**60.1** million kWh

**Total energy consumed**  
(facilities and fleet)

↑ 7% from 2024

↓ 5.3% from 2015\*

\*Adjusted baseline (63.5)

**964** thousand equivalent gas litres

**Fleet fuel consumed**  
(unleaded, diesel, CNG, electric, propane)

↑ 8.7% from 2024

↓ 6.3% from 2015\*

\*Adjusted baseline (1,029)

**\$6.52** million dollars

**Total energy cost**  
(facilities and fleet)

↑ 12.4% from 2024

↓ 4.6% from 2015\*

\*Adjusted baseline (\$6.8 million)

## Key drivers in 2025

↑ **1,207<sup>SM</sup>**

**increase in newly acquired housing facilities**  
(square metres)



↑ **15.8%**

**increase in heating/cooling degree days**



↑ **64%**

**increase in snow events**



## Energy use by service area

**CORPORATE FACILITIES (50,848 eMWh) | ↑ 6.7%/2024**



**Buildings**

24,771 eMWh



**Plants**

25,781 eMWh



**Minor Assets\***

296 eMWh

**TOTAL: \$5.40 MILLION | ↑ 14.8%/2024**

**CORPORATE FLEET (9,283 eMWh) | ↑ 8.6%/2024**



**Commercial**

2,162 eMWh



**Equipment**

2,163 eMWh



**Industrial**

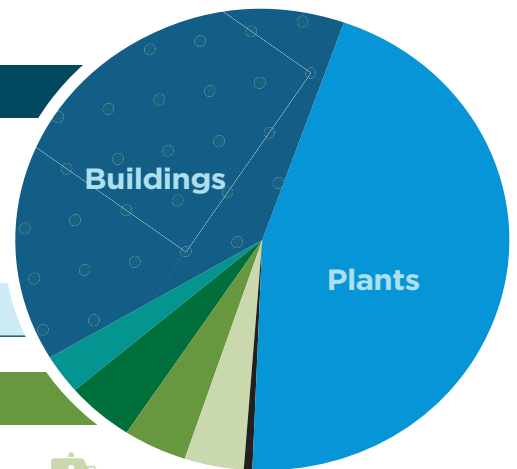
3,632 eMWh



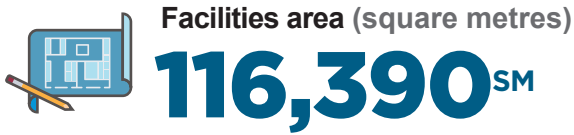
**Paramedical**

1,326 eMWh

**TOTAL: \$1.12 MILLION | ↑ 2.8%/2024**



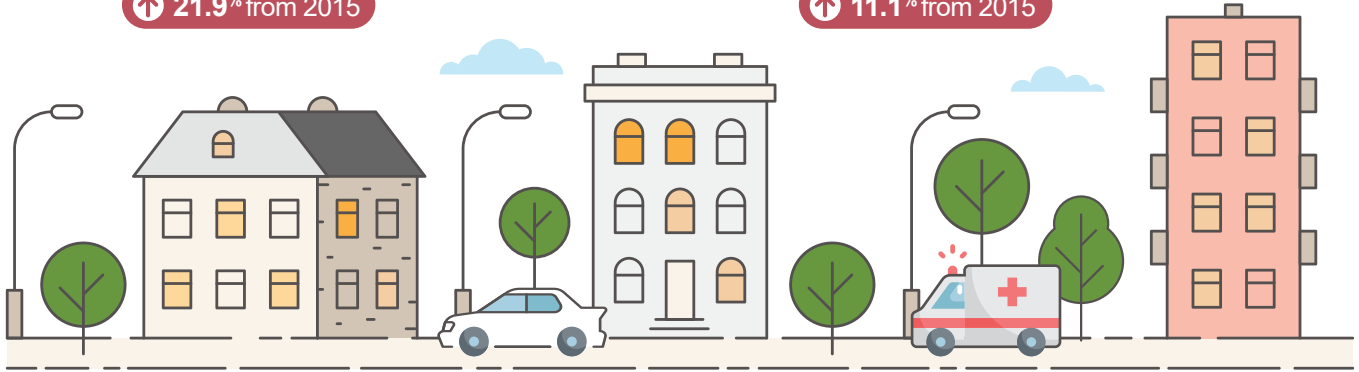
\*Minor assets include: street lighting, communication towers, etc.



↑ 1.3% from 2024  
 ↑ 21.9% from 2015

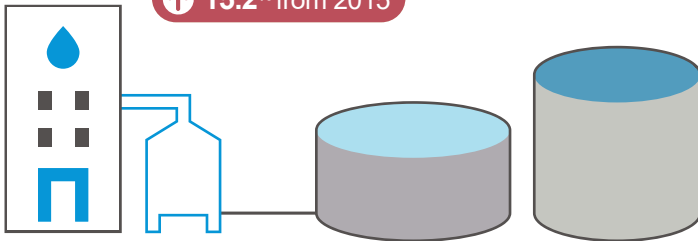


↓ 1.2% from 2024  
 ↑ 11.1% from 2015



**28,747<sup>ML</sup>**

↓ 1.1% from 2024  
 ↑ 15.2% from 2015



**6,473<sup>tCO2e</sup>**

↑ 12.7% from 2024  
 ↓ 10.1% from 2015



**natural gas**

**1,585,000 m<sup>3</sup>**

↑ 8.6% from 2024  
 ↑ 12% from 2015



**purchased electricity**

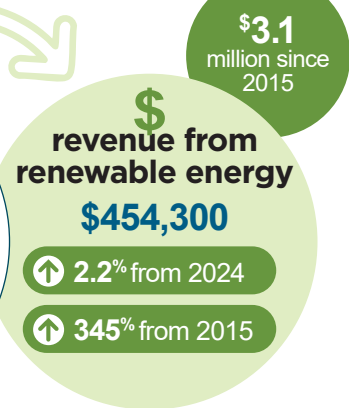
**29,104,000 kWh**

↑ 7.2% from 2024  
 ↓ 0.9% from 2015



**renewable energy generated**  
**5,354,000 ekWh**

↓ 3.7% from 2024  
 ↑ 192% from 2015





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## REPORT TO COUNTY COUNCIL

# Oxford Road 119 (Harris Street) and Clarke Road Intersection Improvements and Oxford Road 119 Widening, Ingersoll, Class Environmental Assessment Study – Notice of Completion

**To:** Warden and Members of County Council

**From:** Director of Public Works

## RECOMMENDATIONS

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1. That County Council authorize staff to proceed with the preferred alternative solution and preferred alternative design concept (Alternative 3), which includes construction of a single-lane roundabout with a right-turn exit lane and widening of Oxford Road 119, for the Oxford Road 119 (Harris Street) and Clarke Road Intersection Improvements and Oxford Road 119 Widening Class Environmental Assessment Study as summarized in Report PW 2026-15;
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 119 (Harris Street) and Clarke Road Intersection Improvements and Oxford Road 119 Widening in the public record for 30 days in accordance with the requirements of the Municipal Class Environmental Assessment process;
3. And further, that County Council authorize the transfer of \$407,773 from the Development Charges – Roads reserve, and \$142,227 from the Roads reserve to fund the 2026 budget shortfall for this project.

## REPORT HIGHLIGHTS

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- The purpose of this report is to obtain Council approval of the preferred alternative solution and design concept for the Oxford Road 119 (Harris Street) and Clarke Road Intersection Improvements and Oxford Road 119 Widening Class Environmental Assessment (Class EA) Study and to issue the Notice of Completion, which triggers the mandatory 30-day public review period and posting of the Environmental Study Report (ESR) for the public record.

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- The recommendation of the Class EA will address anticipated future traffic growth and improve overall traffic operations and safety by increasing capacity and improving speed control at the intersection.
- A harmonized Class EA was completed, satisfying the requirements of a Schedule C Municipal Class EA and Group B Ministry of Transportation Ontario (MTO) Class EA under the *Ontario Environmental Assessment Act*, with regular consultation with the MTO due to the intersection's proximity to Highway 401.
- This improvement supports the recommendations of the 2024 County of Oxford Transportation Master Plan (TMP), which identifies Oxford Road 119 from the intersection at Clarke Road to Highway 401 for major road reconstruction within the five-year planning horizon. Improvements at the Oxford Road 119 and Clarke Road intersection are also required to accommodate anticipated growth and increased traffic demand in the area, including traffic associated with the Town of Ingersoll's planned Multi-Use Recreation Centre (MURC) site located east of the intersection.
- The recommended solution and design will require property acquisition on each corner of the intersection of varying amounts to accommodate the planned implementation of a roundabout at the Oxford Road 119 and Clarke Road intersection.
- The recommendation to increase the 2026 budget by \$550,000 to fund property acquisition, utility relocation and detailed design. This will keep the project on schedule as the surrounding area continues to develop.

## IMPLEMENTATION POINTS

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Following Council's adoption of this report, a Notice of Study Completion will be published in the local newspapers and County website. The Notice will be circulated to groups of interest (i.e. adjacent property owners, review agencies, Town of Ingersoll, County Councillors, Indigenous Communities, etc.).

The Notice will inform the public and interested parties of the completion of the Schedule C Class EA Study and the start of the minimum 30-day public review period of the associated ESR. Under Section 16 of the Class EA Study process, the Minister of Environment Conservation and Parks (MECP) has the authority and discretion to make an order for the project to undergo further study, monitoring or consultation. If no Section 16 order requests are received during the 30-day review period, staff shall proceed with property acquisition, detailed design, utility relocation and construction.

## Financial Impact

As shown in Table 1 below, the total fiscal implications related to the preferred alternative design for the forthcoming projects based on preliminary high level planning estimates obtained through the EA process, suggest that the anticipated cost for property acquisition, utility relocation, detailed design and construction is approximately \$6.45 million. These cost

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estimates are below pre-project estimates of \$8.0 million and are expected to undergo further refinement as the detailed design and planning advances in 2026, with 2027 estimated costs requested as part of the 2027 Business Plan and Budget process.

The projects were incorporated in the 2024 DC Background Study. The Oxford Road 119 and Clarke Road roundabout design and construction is approximately 77% funded by development charges, and the Oxford Road 119 widening from Clarke Road to Highway 401 is approximately 68% funded by development charges. The remaining costs are funded by the Roads Reserve.

Table 1: Preliminary Cost Estimates

Project Description	Available 2026 Budget	Preliminary 2026 Cost Estimate	2026 Budget Surplus (Deficit)	2027 Estimated Costs
930119 - Oxford Road 119 and Clarke Road Intersection - Roundabout	\$200,000	\$590,000	(\$390,000)	\$3,700,000
930119 - Oxford Road 119 Widening – from Clarke Road to Highway 401	200,000	360,000	(160,000)	1,800,000
<b>Total Expenditures</b>	<b>\$400,000</b>	<b>\$950,000</b>	<b>(\$550,000)</b>	<b>\$5,500,000</b>
<b>Capital Funding Sources</b>				
Development Charges – Roads Reserve	\$289,445	\$697,218	(\$407,773)	\$4,060,712
Roads Reserve	110,555	252,782	(142,227)	1,439,288
<b>Total Funding</b>	<b>\$400,000</b>	<b>\$950,000</b>	<b>(\$550,000)</b>	<b>\$5,500,000</b>

The 2026 budgeted closing balance of the Development Charges – Roads Reserve is \$195,571, which is insufficient to fund the additional \$407,773 required DC Funding. A number of DC eligible projects were completed under budget in 2025 or were deferred to a future year resulting in a December 31, 2025 closing balance of approximately \$1.99 million, significantly exceeding the forecasted closing balance of \$150,000. Available funding from the Development Charges – Roads reserve will be updated as part of the Q2 Business Plan and Budget Review. In the event that DC revenue collection and estimated expenditures are such that an insufficient balance remains at year end to cover the additional need, the costs would be funded by DC revenue in a future year.

The 2026 budgeted closing balance of the Roads Reserve is approximately \$16.2 million which is sufficient to fund the additional requirement of \$142,227.

## Communications

Consultation with the public, property owners, review agencies and other impacted stakeholders occurred early and often throughout the process of the Class EA Study, including the development and evaluation of alternative solutions and the recommendation of the preferred alternative solution.

The following is a summary of consultation activities:

- A Notice of Study Commencement and Notice of Public Consultation Center 1 was advertised in the *Oxford Review* (September 11 and 18, 2025) and the *Woodstock Ingersoll Echo* (September 12, 2025). This notice was delivered to 21 property owners or occupants within the vicinity of the Study Area, as well as to 78 agency contacts, organizations, local utility companies and Indigenous Communities who may have been interested in the project.
- Notice of Public Consultation Center 2 was advertised in the *Oxford Review* (October 30 and November 14, 2025) and the *Woodstock Ingersoll Echo* (November 7, 2025). This notice was delivered to 21 property owners or occupants within the vicinity of the Study Area as well as to 78 agency contacts, organizations, local utility companies and Indigenous Communities who may have been interested in the project.
- Radio ads (30 seconds long) on Heart FM informing the public of the Public Consultation Centers ran eight times per day, not including weekends, during the following schedule:
  - September 10 – September 15, 2025
  - November 13 – November 26, 2025
- Public Consultation Centers were held on September 25, 2025 and November 27, 2025.
- Meeting(s) and correspondence with Upper Thames River Conservation Authority, MTO, MECP, Ministry of Natural Resources and Forestry (MNRF), Indigenous Communities and other stakeholders.
- A dedicated project website, <https://speakup.oxfordcounty.ca/or119-clarke-ea>, was created to make information about the study publicly available, to provide the opportunity for members of the public who could not attend public meetings to see all documents presented and to advise of future consultation events, and for members of the public to submit comments or questions to the project team.
- Information was also posted to the Oxford County website in the **Studies** section; all notices were posted to the **Public notices** section; and updates were added to the County's online **newsroom**. Information about upcoming Public Consultation Centres was also posted to the County's social media channels.




County staff reviewed and considered all public feedback, including comment forms, e-mail and written correspondence. Staff will continue communication efforts during the upcoming planning, design and construction phases to effectively mitigate any potential impacts associated with the project. This will include a comprehensive communication plan to communicate to residents in

the study area and all Ingersoll residents during the construction period. Ongoing discussions with the Town of Ingersoll will be maintained throughout the project.

**2023-2026 STRATEGIC PLAN**

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

The recommendations in this report support the following Strategic Plan Pillars and Goals:

		
<p><b>Promoting community vitality</b></p>	<p><b>Enhancing environmental sustainability</b></p>	<p><b>Fostering progressive government</b></p>
<p>Goal 1.2 – Sustainable infrastructure and development Goal 1.4 – Connected people and places</p>		<p>Goal 3.1 – Continuous improvement and results-driven solutions</p>

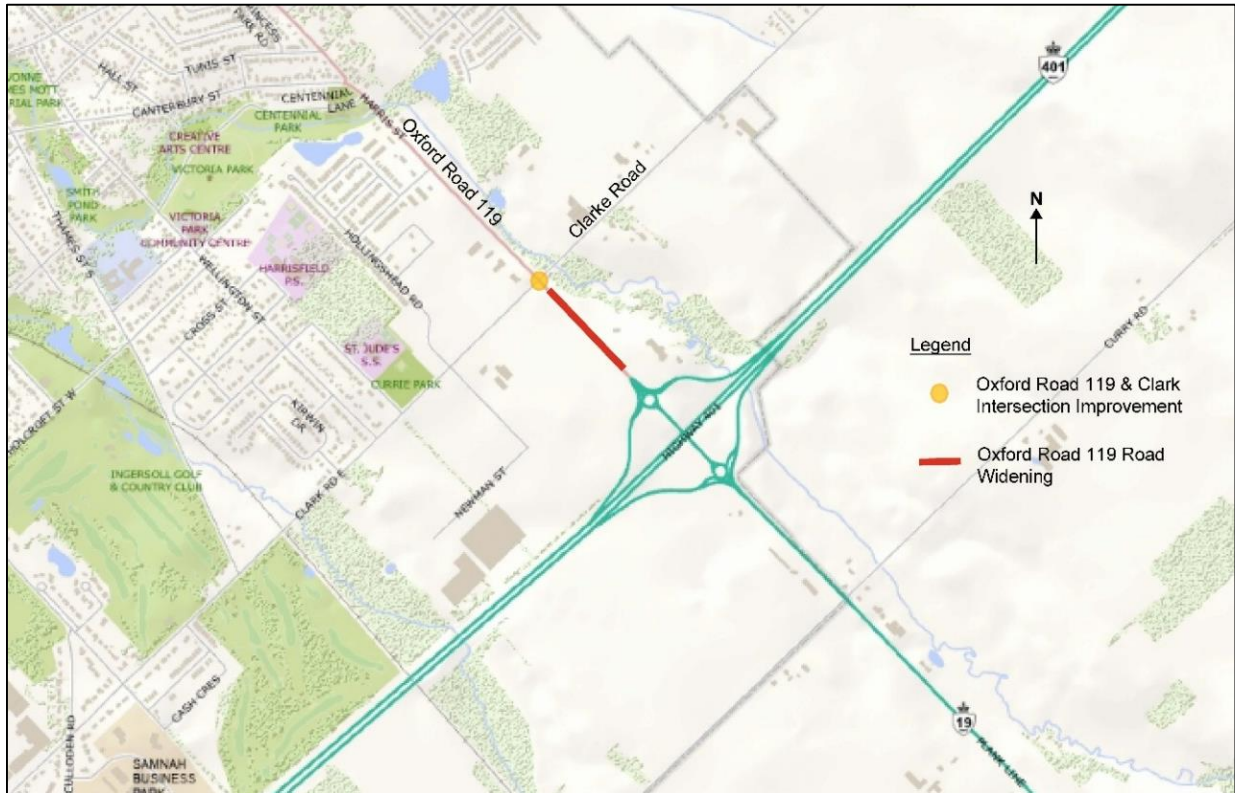
See: [Oxford County 2023-2026 Strategic Plan](#)

**DISCUSSION**

**Background**

The study area for the intersection of Oxford Road 119 (Harris Street) and Clarke Road, and for the Oxford Road 119 corridor from Clarke Road to Highway 401, is shown in Figure 1 below. The study area is located in the southeast portion of Ingersoll, located 650 metres north of Highway 401, and is predominantly surrounded by commercial and agricultural properties.

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**Figure 1 – Location of Oxford Road 119 (Harris St) and Clarke Road and Oxford Road 119 Road Widening**

Oxford Road 119 (between Clarke Road and Highway 401) is a north-south roadway with a two-lane rural cross section and was identified in the 2024 TMP as requiring road widening to address projected growth and increasing traffic demand within this corridor. In response to this recommendation, and to address anticipated traffic associated with development located both east and west of the Oxford Road 119 and Clarke Road intersection, the County retained Dillon Consulting Limited to undertake a Harmonized Class EA Study for the widening of Oxford Road 119 and improvements to the intersection at Clarke Road. The study satisfies the requirements of both a Schedule C Municipal Class EA and a Group B MTO Class EA.

The study has evaluated alternative design concepts to improve traffic operations, safety, and overall network performance within this key transportation corridor. The proposed improvements include upgrades to the Oxford Road 119 and Clarke Road intersection, with the implementation of a roundabout and pedestrian crossing facilities to better manage traffic and pedestrian movements and intersection efficiency, as well as widening of Oxford Road 119 to a 3-lane cross section (two northbound and one southbound).

These improvements are intended to accommodate both existing traffic volumes and projected increases in traffic demand resulting from continued growth in the Town of Ingersoll and surrounding area. In particular, the future MURC planned east of the intersection is expected to generate additional vehicular, pedestrian and active transportation traffic associated with recreational programming, community events, and peak usage periods. The proposed corridor

widening and intersection improvements will help ensure that Oxford Road 119 continues to function safely and efficiently as a key arterial connection between the Town of Ingersoll and Highway 401 while supporting future development and community infrastructure within the area.

**Comments**

**Study Process**

The Oxford Road 119 (Harris Street) and Clarke Road Intersection Improvements and Oxford Road 119 Widening Harmonized Class EA was initiated by staff in January of 2025 with the assistance of engineering consultant, Dillon Consulting Limited.

The Study was conducted in accordance with the process for Schedule C projects outlined in the Municipal Engineers Association (MEA) Municipal Class Environmental Assessment (2024) as well as Group B MTO Class EA for Provincial Transportation Facilities and Municipal Expressways (2024), which is an approved process under Ontario’s *Environmental Assessment Act*.

Proponents planning to undertake Schedule ‘C’ MEA activities, as well as Group ‘B’ Provincial activities, are required to complete the process as outlined in Figure 2 below.

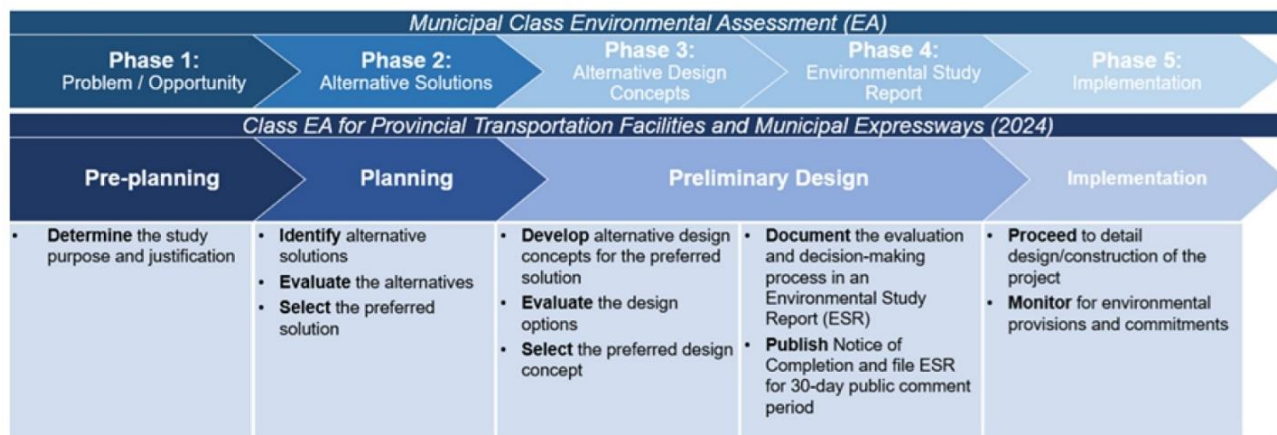


Figure 2 – Schedule ‘C’ MEA Class EA and Group ‘B’ Provincial Class EA Processes

*Phase 1 – Identification of the Problem or Opportunity*

The Oxford Road 119 and Clarke Road Intersection Improvements and Oxford Road 119 Widening Harmonized Class EA addresses the following Problem / Opportunity Statement:

As Oxford County continues to experience growth and development, the section of Oxford Road 119 from Clarke Road to Highway 401 is anticipated to face capacity challenges in the near future. The current infrastructure is not equipped to handle the projected increase in traffic volume, which could lead to congestion, delays and safety concerns.

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*Phase 2 – Identification and Evaluation of Alternative Solutions and Selection of the Preferred Solution(s)*














The Harmonized Class EA Study project team identified three preliminary alternative solutions to the problem statement, described in detail below:

- Alternative 1 – Do nothing: This alternative would involve the continued operation of the existing intersection and roadway without any improvements or changes to the existing infrastructure.
- Alternative 2 – Signalized Intersection with Widening on Oxford Road 119: This alternative would involve the installation of traffic signals at the intersection of Oxford Road 119 and Clarke Road and the widening of Oxford Road 119 to the south with additional through traffic lanes. Under this alternative, Oxford Road 119 will be subject to increased traffic stoppages. Additional through traffic lanes on Oxford Road 119 would be installed to provide additional capacity.
- Alternative 3 – Roundabout with Widening on Oxford Road 119: This alternative would involve the installation of a roundabout at the intersection of Oxford Road 119 and Clarke, and the widening of Oxford Road 119 to the south with additional through traffic lanes. Under this alternative, a roundabout would reduce the number of stops and delays and decrease the severity of collisions. While this alternative has higher initial construction cost, there is minimal maintenance required. Additional through traffic lanes on Oxford Road 119 would be installed to provide additional capacity.

The list of alternative solutions was generated by taking into consideration the Study Area conditions and County Road / Right-of-Way upgrade requirements. As shown in Table 2, an analysis of the list of alternative solutions was undertaken based on potential related impacts to the natural environment, cultural, social-economic, technical and financial criteria.

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Table 2: Comparative Evaluation of Alternative Solutions

Factor Area	Alternative 1 Do Nothing	Alternative 2 Signalized Intersection	 Alternative 3 Roundabout
<b>Natural Environment</b>	<ul style="list-style-type: none"> <li>No additional disruptions to local environment due to construction</li> <li>Increased idling time due to anticipated capacity issues leading to congestion</li> </ul> 	<ul style="list-style-type: none"> <li>Smaller proposed area of disturbance; some vegetation removals required</li> <li>Potential for longer idling time and vehicle emissions</li> </ul> 	<ul style="list-style-type: none"> <li>Largest proposed area of disturbance; more vegetation removals required</li> <li>Reduces idling time and vehicle emissions</li> </ul> 
<b>Socio-Economic Environment</b>	<ul style="list-style-type: none"> <li>Does not accommodate planned growth in the surrounding area</li> <li>Not in alignment with Oxford County Transportation Master Plan (2024) – does not address existing and future capacity concerns</li> </ul> 	<ul style="list-style-type: none"> <li>Accommodates planned growth in the surrounding area</li> <li>In alignment with Oxford County Transportation Master Plan (2024); addresses existing and future capacity concerns</li> <li>Does not introduce any speed control/traffic calming features</li> </ul> 	<ul style="list-style-type: none"> <li>Accommodates planned growth in the surrounding area</li> <li>In alignment with Oxford County Transportation Master Plan (2024); addresses existing and future capacity concerns</li> <li>Provides a Gateway feature into the Town of Ingersoll</li> <li>Provides speed control / traffic calming</li> </ul> 
<b>Engineering</b>	<ul style="list-style-type: none"> <li>No additional requirements beyond existing maintenance</li> <li>Potential increase in collisions due to higher traffic volumes</li> <li>No increase in capacity</li> </ul> 	<ul style="list-style-type: none"> <li>Higher maintenance requirements (electrified infrastructure, etc.)</li> <li>Less complex construction</li> <li>Increased risk for severe/high speed collisions</li> </ul> 	<ul style="list-style-type: none"> <li>Some ongoing maintenance (landscaping)</li> <li>Decreases severity of collisions</li> <li>Fewer stops and delays</li> <li>More complex construction</li> </ul> 
<b>Cost</b>	<ul style="list-style-type: none"> <li>No additional cost beyond existing maintenance</li> </ul> 	<ul style="list-style-type: none"> <li>Moderate capital cost, but moderate maintenance costs</li> </ul> 	<ul style="list-style-type: none"> <li>Highest capital and property costs, but relatively low maintenance cost</li> </ul> 

*Phase 3 – Alternative Design Concept Review and Evaluation*

In implementing the preferred solution, there are different design options that must be considered. In Phase 3 of the Harmonized Class EA Study, design alternatives were evaluated through a comparative assessment of three alternative roundabout concepts, considering their potential effects on the natural environment, socio-economic environment, engineering requirements, and overall project costs. The findings of this evaluation provide a basis for selecting the most suitable upgrade option that aligns with the problem and opportunity statement. The alternative design concepts are described in detail below and further summarized in Table 3.

Alternative 1: Multi -Lane Roundabout

This alternative consists of a multi-lane roundabout designed to accommodate higher traffic volumes and support long term growth within the corridor. From an environmental perspective, this option would have less impact on the Halls Creek culvert compared to Alternative Design Concept 2; however, it would result in greater impacts to the southwest woodlot due to the wider road platform required. From an engineering standpoint, the additional lanes increase the pavement width, resulting in the longest pedestrian crossing distances and the longest construction duration. While this option effectively addresses capacity needs and aligns with the 2024 TMP, it also carries the highest capital and property acquisition costs among the alternatives. See Figure 3 below.

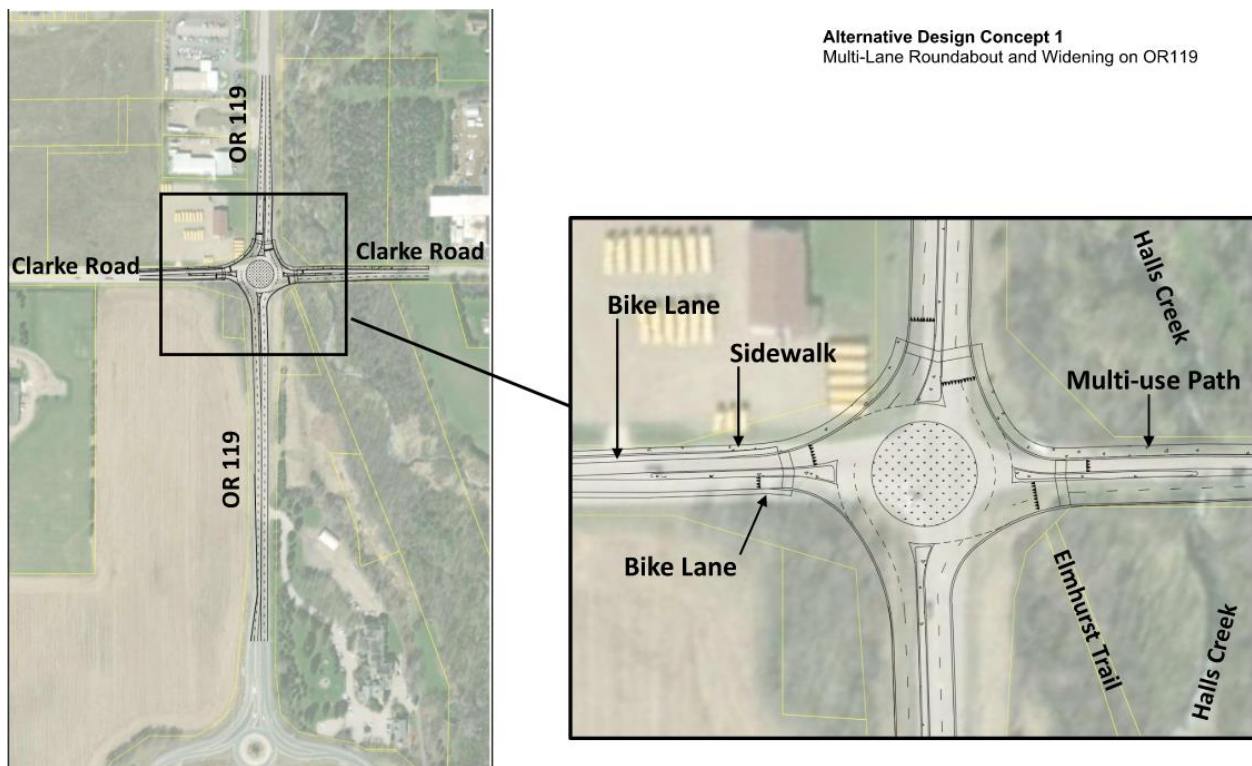


Figure 3 – Alternative Design Concept 1: Multi-Lane Roundabout

Alternative 2: Single-Lane Roundabout with Right-Turn Bypass Lane

This alternative incorporates a single-lane roundabout with a dedicated right-turn bypass lane intended to improve operational efficiency for certain turning movements. While it would have less impact on the southwest woodlot compared to Alternative Design Concept 1, it would result in the greatest impact to the Halls Creek culvert due to the wider roadway footprint required for the bypass lane. Engineering considerations indicate that this option would provide the shortest pedestrian crossing distances and a shorter construction period compared to the multi-lane roundabout. Capital and property acquisition costs are expected to be moderate, with maintenance costs similar to the other alternatives. See Figure 4 below.

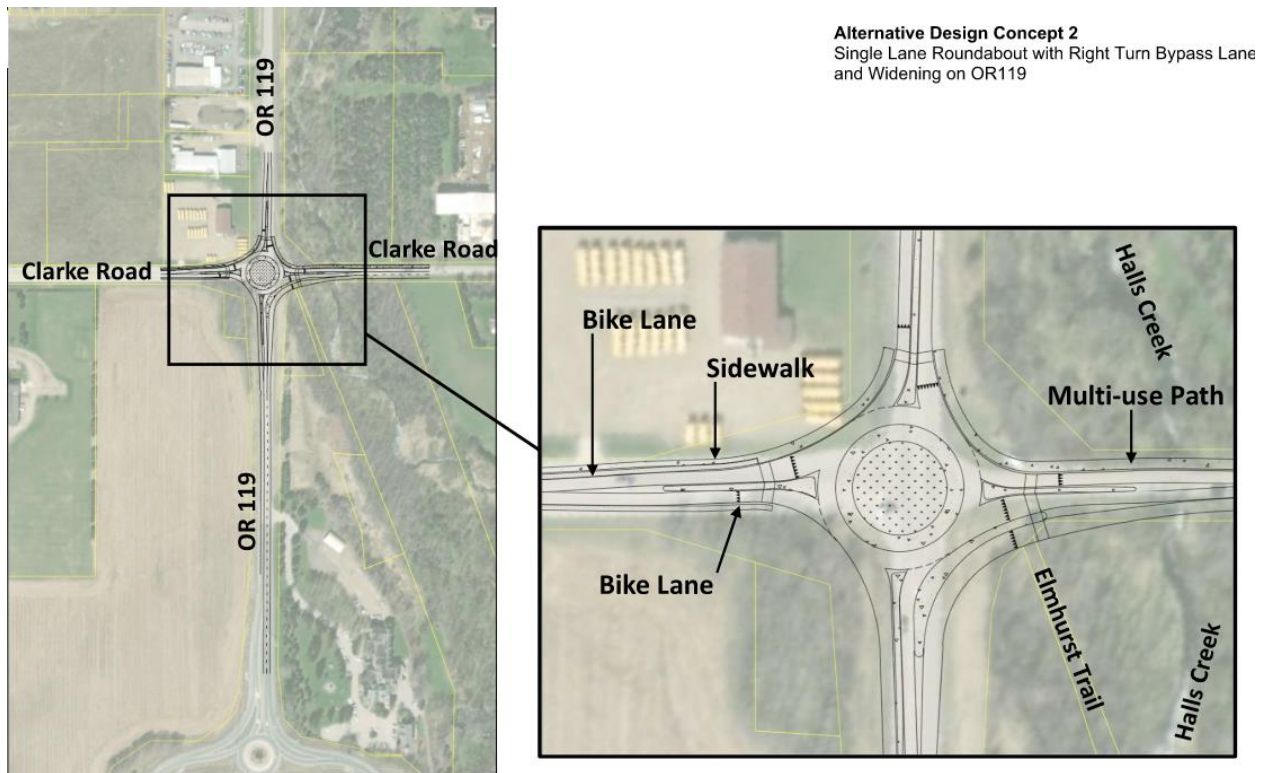


Figure 4 – Alternative Design Concept 1: Single Lane Roundabout with Right Turn Bypass Lane

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Alternative 3: Single-Lane Roundabout with Right-Turn Exit Lane

This alternative includes a single-lane roundabout with a right-turn exit lane that improves traffic flow while maintaining a relatively compact footprint. From an environmental perspective, this option presents fewer impacts to both the Halls Creek culvert and the southwest woodlot when compared with the other alternatives. Engineering considerations indicate moderate pedestrian crossing distances and a shorter construction duration relative to the multi-lane roundabout. In addition, this option represents the lowest capital and property acquisition cost among the alternatives while maintaining similar long-term maintenance costs. See Figure 5 below.

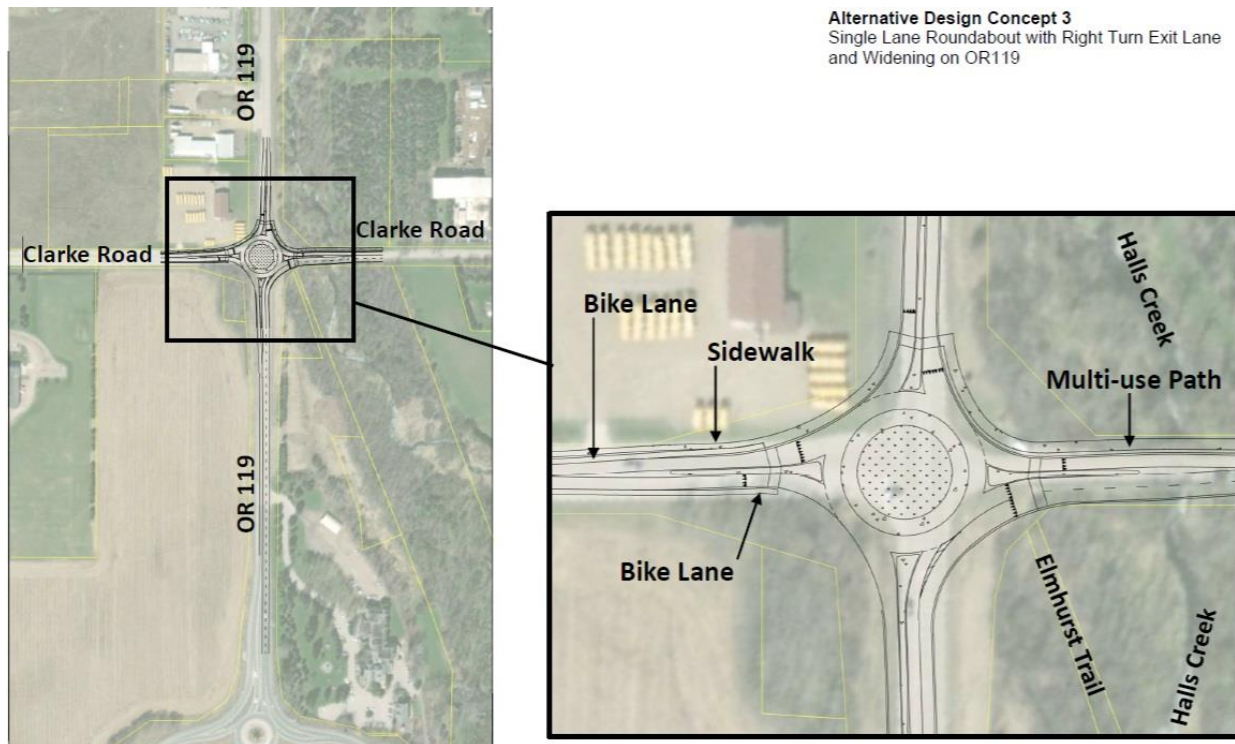















Figure 5 – Alternative Design Concept 3: Single-Lane Roundabout with Right-Turn Exit Lane

As shown in Table 3, an analysis of the list of alternative design concepts was undertaken based on potential related impacts to the natural environment, cultural, social-economic, technical and financial criteria.

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Table 3: Comparative Evaluation of Alternative Design Concepts

Factor Area	Alternative 1 Multi-Lane Roundabout	Alternative 2 Single-Lane Roundabout with Right-Turn Bypass Lane	Alternative 3 Single-Lane Roundabout with Right-Turn Exit Lane 
<b>Natural Environment</b>	<ul style="list-style-type: none"> <li>Less impact to the Halls Creek culvert when compared with Alternative 2</li> <li>Additional impacts to the woodlot to the southwest</li> </ul> 	<ul style="list-style-type: none"> <li>Greatest impact to the Halls Creek culvert due to wider road platform</li> <li>Less impact to the southwest woodlot when compared with Alternative 1</li> </ul> 	<ul style="list-style-type: none"> <li>Less impact to the Halls Creek culvert when compared with Alternative 2</li> <li>Less impact to the southwest woodlot when compared with Alternative 1</li> </ul> 
<b>Socio-Economic Environment</b>	<ul style="list-style-type: none"> <li>Accommodates planned growth and addresses capacity concerns</li> <li>Aligns with the Oxford County Transportation Master Plan (2024)</li> <li>Provides a Gateway feature into the Town of Ingersoll</li> <li>Provides speed control / traffic calming</li> </ul> 	<ul style="list-style-type: none"> <li>Accommodates planned growth and addresses capacity concerns</li> <li>Aligns with the Oxford County Transportation Master Plan (2024)</li> <li>Provides a Gateway feature into the Town of Ingersoll</li> <li>Provides speed control / traffic calming</li> </ul> 	<ul style="list-style-type: none"> <li>Accommodates planned growth and addresses capacity concerns</li> <li>Aligns with the Oxford County Transportation Master Plan (2024)</li> <li>Provides a Gateway feature into the Town of Ingersoll</li> <li>Provides speed control / traffic calming</li> </ul> 
<b>Engineering</b>	<ul style="list-style-type: none"> <li>Longest crossing distance for pedestrians due to additional pavement width</li> <li>Longest construction due to additional lanes at roundabout and additional OR119 southbound lane</li> </ul> 	<ul style="list-style-type: none"> <li>Shortest crossing distance for pedestrians</li> <li>Shorter construction when compared with Alternative 1</li> </ul> 	<ul style="list-style-type: none"> <li>Moderate crossing distance requirements for pedestrians</li> <li>Shorter construction when compared with Alternative 1</li> </ul> 
<b>Cost</b>	<ul style="list-style-type: none"> <li>Highest capital cost</li> <li>Highest property cost</li> <li>Relatively low maintenance cost</li> </ul> 	<ul style="list-style-type: none"> <li>Moderate capital cost</li> <li>Moderate property cost</li> <li>Similar maintenance costs to Alternative 1</li> </ul> 	<ul style="list-style-type: none"> <li>Lowest capital cost</li> <li>Lowest property cost</li> <li>Similar maintenance costs to the other alternatives</li> </ul> 

Alternative design concept 3, single-lane roundabout with right-turn exit lane, was identified as the preferred solution as it provides the most balanced approach when considering environmental impacts, engineering feasibility, and overall cost. The design minimizes impacts to natural features and still accommodates anticipated traffic volumes and supports planned growth in the area. In addition, it maintains the operational and safety benefits associated with roundabouts, including improved traffic flow, speed management, and enhanced gateway features into the Town of Ingersoll. It achieves the lowest capital and property acquisition costs among the alternatives.

As outlined in the ESR, all of the design alternatives require some level of property acquisition. The preferred design alternative has been identified as the least impactful to neighbouring properties in order to deliver the needed improvement. Initial notification has been provided to property owners within the project area regarding the proposed improvements, and County staff have begun preliminary discussions with affected landowners to address questions and receive feedback. See Figure 6 below for an outline of proposed property acquisition areas.

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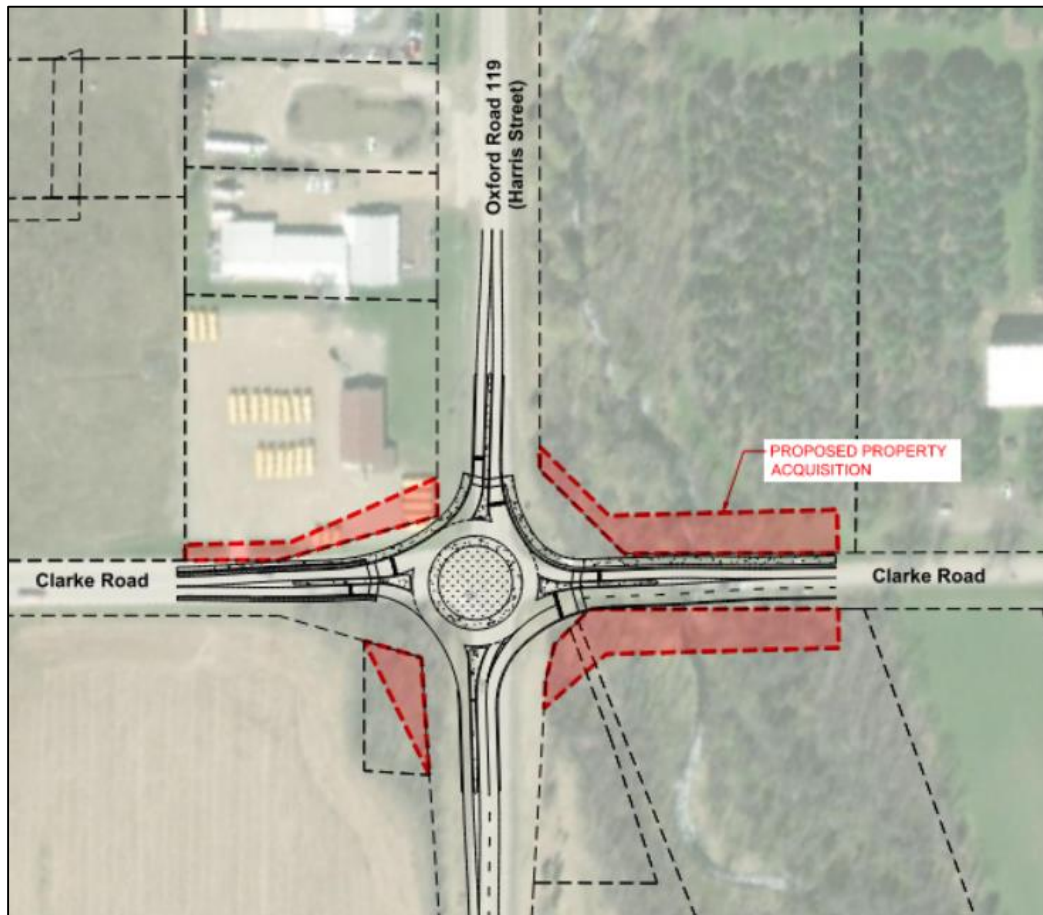


Figure 6 – Proposed Property Acquisition Requirements

*Phase 4 – Completion of the Environmental Study Report (ESR)*

An ESR will be made available on the project webpage and has been preliminarily circulated to Review Agencies, such as the MECP and Upper Thames River Conservation Authority (UTRCA), for comment. A Stage 1 Archeological Assessment was completed and incorporated into the ESR. Upon completion of the Stage 1 Archeological Assessment, a Stage 2 Archeological Assessment was recommended for completion. The Stage 2 assessment will be completed during the initial stages of detailed design and in advance of construction.

Upon Council approval, a Notice of Study Completion will be advertised letting the public and interested parties know that the complete ESR is available for comment for 30-days. The ESR will be filed with the MECP. In the event that no outstanding concerns under Section 16 of the *Environmental Assessment Act* require a higher level of study (i.e. requiring an individual/comprehensive EA approval before being able to proceed), or that conditions be imposed (i.e. require further studies), the project will progress to Phase 5 of the Municipal Class EA.

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*Phase 5 – Project Implementation, Detailed Design, Contractor Procurement and Construction Works*

Phase 5 is implementation of the Municipal Class EA Study process and involves the completion of detailed design drawings, specifications, and tender documents to be provided to a successful contractor for the construction of the proposed project. During the implementation phase, the County will adhere to mitigation measures and monitoring plans as documented in the ESR to be posted to the project webpage.

The County will be implementing the detailed design phase concurrently with property acquisitions once the ESR has been approved by Council to progress the project through the timeline for a desired construction schedule in 2027. Expropriation for property acquisition may be necessary to meet the deadline above, but the County will strive to negotiate with all landowners.

## **CONCLUSIONS**

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Staff recommend that Council approve the preferred alternative solution and design for the Oxford Road 119 (Harris Street) and Clarke Road Intersection Improvements and Oxford Road 119 Widening Class EA Study, being a single-lane roundabout with right-turn exit lane and additional northbound lane on widening section (Alternative Solution 3), that the Notice of Study Completion be posted for a 30-day public review period, and that a total of \$550,000 be added to the 2026 budget for these projects.

## **SIGNATURES**

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### **Report Author:**

Original signed by:

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Noah Brister, P.Eng., PMP  
Project Engineer

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**Departmental Approval:**

Original signed by:

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Melissa Abercrombie, P.Eng., PMP  
Director of Public Works

**Approved for submission:**

Original signed by:

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Benjamin R. Addley  
Chief Administrative Officer

## REPORT TO COUNTY COUNCIL

# Long-Term Care Committee of Management Quarterly Report April 2026 (Q1)

**To:** Warden and Members of County Council

**From:** Director of Long-Term Care

## RECOMMENDATION

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1. That Oxford County Council receive the Committee of Management Updates from Woodingford Lodge as information as per the requirements under the *Fixing Long-Term Care Act (FLTCA), 2021, Section 135.*

## REPORT HIGHLIGHTS

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- Committee of Management Quarterly Reports provide County Council a detailed quarterly summary of key activities and Quality Metrics within Woodingford Lodge.
- Committee of Management Quarterly Reports can include the advocacy requests of the residents, families, and staff to ensure high-quality care and services are being communicated to County Council.
- Committee of Management is a requirement under the FLTCA and is responsible for ensuring compliance with the requirements of the Act.

## IMPLEMENTATION POINTS

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Quarterly Reports will be provided to the Committee of Management to ensure continued compliance requirements are fulfilled.

### Financial Impact

No additional financial impact beyond the approved 2026 operating budget.

## Communications

This Committee of Management report is being published as per the guidelines set out in the FLTCA and Ontario Regulation 246/22 and ensures continued awareness among the Residents and Family Members of Woodingford Lodge.

The Woodingford Lodge Progress Reports and Quality Improvement Plans for the Provincial fiscal year ending March 31, 2026, are found on the County’s website:




- [2025 Ingersoll Progress Report & Ingersoll Quality Improvement Plan Narrative](#)
- [2025 Tillsonburg Progress Report & Tillsonburg Quality Improvement Plan Narrative](#)
- [2025 Woodstock Progress Report & Woodstock Quality Improvement Plan Narrative](#)

## 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
		
<b>Promoting community vitality</b>	<b>Enhancing environmental sustainability</b>	<b>Fostering progressive government</b>
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

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

## DISCUSSION

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### Background

All long-term care homes are required to report annually to the province and publicly share quality performance indicators in accordance with O. Reg. 246/22. In addition, the regulation mandates that each home establish a Continuous Quality Improvement Committee with cross-functional staff representation, as outlined under Section 135 of the FLTCA.

A key responsibility of this committee is to prepare an annual report outlining continuous quality improvement initiatives across the three homes and ensure the report is publicly available on the organization's website.

### Comments

#### Operational Performance Overview

Operational performance across the three homes remains strong and aligned with provincial expectations, with a continued focus on access to care, system utilization, and resident complexity.

Occupancy levels have consistently exceeded the established target of 97%, with performance maintained above 99% across all four quarters on an annual basis. This reflects effective bed utilization, strong demand, and efficient admission processes across the organization.

Demand for long-term care services remains high, as evidenced by sustained wait lists at all three sites. Woodingford Lodge Woodstock continues to carry the largest wait list, followed by Ingersoll and Tillsonburg, with stable average wait times ranging from 125 to 175 days. This indicates ongoing system pressure and reinforces the need for continued coordination with regional partners to support timely access to care.

Emergency Department (ED) transfer rates vary across sites and quarters, with some periods exceeding the provincial average of 7.2%. While there are fluctuations, recent quarters show improvement at several sites, on an annual review demonstrating progress in reducing avoidable hospital transfers and strengthening in-home clinical management.

Resident demographics remain consistent, with an average age of approximately 82 years across the homes. Admission volumes fluctuate quarter to quarter, reflecting both system capacity and discharge flow from acute care. The average length of stay also varies, indicating changes in resident acuity and care needs over time.

The Case Mix Index (CMI) continues to trend upward, with values increasing from 1.501 to 1.55 over the reporting period. This reflects growing resident complexity and higher care needs, reinforcing the importance of appropriate staffing models, clinical support, and resource allocation to maintain quality of care.

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Overall, the organization demonstrates strong operational performance, with high occupancy, sustained demand, and increasing resident acuity, while continuing to focus on reducing ED visits and improving system flow. Table 1 shows Woodingford Lodge Operational Data.

Table 1 – Woodingford Lodge Operational Data

			2025			2026			
Strategic Objectives	Measures	Home	Q2	Q3	Q4	Q1	Comments		
<b>Operational</b>	<b>Wait List</b>	<b>Number of People on Wait List</b>	Woodstock	502	466	476	484		
			Ingersoll	326	310	324	339		
			Tillsonburg	260	274	280	288		
		<b>Average Days on the Wait List</b>	Woodstock	155	155	155	155		
			Ingersoll	125	125	125	125		
			Tillsonburg	175	175	175	175		
	<b>ER Visits</b>	<b>Residents transferred to ER</b>	Woodstock	13.1%	13.8%	17.5%	13.8%	Provincial Average 7.2%	
			Ingersoll	5.9%	17.6%	14.7%	5.9%		
			Tillsonburg	14.7%	8.8%	2.9%	5.9%		
	<b>Resident Stays</b>	<b>Length of Stay (years)</b>	Average of 3 Sites	2.56	1.62	3.16	1.57		
<b>Resident Demographics</b>	<b>Age of Resident</b>	Average of 3 Sites	82.8	82.9	82.6	82.3			
<b>Admissions</b>	<b>Admissions</b>	Average of 3 Sites	23	14	30	29			
<b>Occupancy</b>	<b>Occupancy</b>	Average of 3 Sites	99.10%	99.55%	98.98%	99.06%	To Remain Above 97%		
<b>Case Mix Index</b>	<b>Current CMI Values</b>	Average of 3 Sites	1.501	1.526	1.556	1.55	CMI to Remain Above 1.000		

Source – Ontario Health atHome & Health Quality Ontario & Point Click Care

## Regulatory Performance and Compliance

Compliance across the three homes continues to demonstrate strong adherence to legislative and regulatory requirements under the *Fixing Long-Term Care Act, 2021 (FLTCA)* and O. Reg. 246/22, as well as applicable standards from Public Health and the *Occupational Health and Safety Act (OHSA)*.

Ministry of Long-Term Care (MLTC) inspection activity occurred routinely across all sites, with Woodstock experiencing the highest number of inspections over the reporting period. Importantly, all homes achieved zero findings related to non-compliance, compliance orders, and Administrative Monetary Penalties (AMPs), reflecting a high level of regulatory adherence.

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One written notification related to protocols in treating high blood sugar levels was issued at Woodstock in Q1 of 2026, that is currently being reviewed and addressed in the home.

Public Health kitchen inspections were conducted regularly across the homes, with minor violations identified at Woodstock and Ingersoll. Notably, all homes achieved zero violations, demonstrating improved food safety practices, effective corrective actions, and sustained monitoring aligned with public health standards.

Ministry of Labour inspections, conducted under the OHSA, included both routine and injury-based visits. While inspection activity varied by site, all homes maintained a record of zero orders issued, reflecting strong occupational health and safety practices and a commitment to maintaining a safe environment for staff and residents.

Overall, the organization continues to demonstrate a proactive and disciplined approach to compliance, with strong inspection outcomes, minimal findings, and effective corrective action processes. This performance reflects a culture of accountability and continuous improvement in alignment with legislative requirements and sector best practices. Woodingford Lodge inspection dates and findings are in Table 2 below:

Table 2 – Inspection Findings

				2025			2026		
Strategic Objectives		Measures	Home	Q2	Q3	Q4	Q1	Comments	
Compliance	MOLTC	Number of MOLTC Inspections	Woodstock	1	1	2	1	Number of times MOLTC came into the home to inspect	
			Ingersoll	0	0	1	0		
			Tillsonburg	1	0	1	0		
		Number of Remedied Non-Compliance	Woodstock	0	0	0	0	Goal of 0 Findings	
			Ingersoll	0	0	0	0		
			Tillsonburg	0	0	0	0		
		Number of Written Notifications	Woodstock	0	0	0	1	Goal of 0 Findings	
			Ingersoll	0	0	0	0		
			Tillsonburg	0	0	0	0		
		Number of Compliance Orders	Woodstock	0	0	0	0	Goal of 0 Findings	
			Ingersoll	0	0	0	0		
			Tillsonburg	0	0	0	0		
	Number of AMPS	Woodstock	0	0	0	0	Goal of 0 Findings		
		Ingersoll	0	0	0	0			
		Tillsonburg	0	0	0	0			
	Public Health	Number of Inspections	Woodstock	1	1	1	0	Routine Kitchen Inspections	
			Ingersoll	1	2	0	0		
			Tillsonburg	1	1	0	0		
Number of Violations		Woodstock	1	2	0	0	Goal of 0 Findings		
		Ingersoll	1	1	0	0			
		Tillsonburg	0	0	0	0			

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Strategic Objectives	Measures	Home	2025			2026	Comments
			Q2	Q3	Q4	Q1	
Ministry of Labour	Number of Inspections	Woodstock	0	2	0	1	Routine & Injury Based
		Ingersoll	0	1	0	0	
		Tillsonburg	0	1	0	0	
	Number of Orders	Woodstock	0	0	0	0	Goal of 0 Findings
		Ingersoll	0	0	0	0	
		Tillsonburg	0	0	0	0	

### Critical Incident & Mandatory Reporting to MOLTC

Under the *Fixing Long-Term Care Act, 2021*, long-term care homes are legally required to report certain incidents to MOLTC through the Critical Incident System (CIS). These include:

- **Mandatory Reports:** Incidents such as abuse, neglect, improper care, unlawful conduct, or misuse of resident funds must be reported immediately upon suspicion.
- **Critical Incidents:** Events like unexpected deaths, disease outbreaks, missing residents, or serious injuries must be reported within one business day, with a full investigation submitted within 10 days.

These reporting requirements ensure transparency, accountability, and timely intervention to protect resident safety and uphold care standards. In 2025/2026, Woodingford Lodge reported the following, in Table 3 below:

**Table 3 – Woodingford Lodge Reports Submitted in 2025/2026**

Type of Report of Submitted		Number Submitted			
		2025 Q2	2025 Q3	2025 Q4	2026 Q1
Abuse/Neglect	Resident to Resident	3	7	2	3
	Staff to Resident	2			2
	Visitor to Resident				1
Improper/Incompetent Treatment of a Resident Resulting in Harm or Risk of Harm			1	1	1
Misuse/Misappropriation of Residents Money					
Unlawful Conduct Resulting in Harm or Risk of Harm					
Misuse/Misappropriation of Funding Provided to a Licensee					
Unexpected Death or sudden death, including an accident or suicide					
Disease Outbreak		4	4	5	3
Incident that Causes an Injury Where Resident is Taken to Hospital & Results in a Significant Health Status Change	Fracture not Related to Fall				
	Fall with Injury	2	3	2	1
	Injury of Unknown Cause				

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Type of Report of Submitted		Number Submitted			
		2025 Q2	2025 Q3	2025 Q4	2026 Q1
Medication Incident/Adverse Drug Reaction	Errors in Administering that Altered a Resident's Health Status				
	Adverse Reaction that Altered a Resident's Health Status				
An Emergency	Bomb Threat				
	Fire				
	Unplanned Evacuation				1
	Intake of Evacuees				
	Strike (Staff Shortage)				
	Pandemic				
	External Chemical Spill				
	External Air Quality				
	Severe Weather				
	Violent Outburst				
Environmental Hazard	Failure/Breakdown of Major Equipment				
	Failure/Breakdown of Major System				
	Loss of Essential Services				
	Flooding				
Missing Resident	Less Than/Equal to 3 Hours	1			
	Greater than 3 Hours		1		
	Returns with Injury		1		
Controlled Substance Missing/Unaccounted For		1			2
Contamination of Drinking Water Supply		1			
Use of Glucagon, Resulting in Transfer to Hospital				1	
Severe or Unresponsive Hypoglycemia, Resulting in Transfer to Hospital					
Written Complaint/Response Concerning Resident Care			2	2	
Written Complaint/Response Concerning Operation of LTC Home				1	

Summary of Critical Incident Reporting for 2026 Q1, as other incidents have been addressed in previous Committee of Management Reports:

- **Abuse Incidents:**
  - Staff to Resident Abuse – Two (2) incidents reported this quarter, one was determined to be unfounded and the second resulted in the termination of a team member, as neglect connected to social well-being was found during the investigation process.
  - Visitor to Resident Abuse – There was one (1) financial abuse incident determined by the home regarding payment of monthly expenses and not providing the required personal items the resident needed.

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- **Improper Treatment of a Resident Resulting in Harm or Risk of Harm:**
  - There was one (1) report of improper care towards a resident, based on an incident with a call bell was found on the floor disconnected; however, after investigating this concern was unfounded, as resident stated that when she pulled on the alarm it fell and that no one removed it from her reach.
- **Missing controlled substances:**
  - Two (2) instances of missing controlled substances were identified and traced back to the pharmacy. These events prompted updates to Woodingford Lodge's medication management policies and additional staff training.
- **Unplanned evacuation:**
  - In February, a sprinkler system malfunction caused significant water damage. As a result, residents had to be temporarily evacuated from the affected area, and their dining room was relocated to the Worship Centre until restoration of the area was completed. One resident needed overnight stay in a room that was not theirs.

### Infection Control and Resident Safety

Infection Prevention and Control (IPAC) performance across the three homes reflects a continued focus on minimizing health care-associated infections, reducing outbreak frequency, and strengthening outbreak management practices in alignment with the *Fixing Long-Term Care Act, 2021 (FLTCA)*, O. Reg. 246/22, and Public Health guidance.

The rate of health care-associated infections showed variability across the reporting period, with performance improving significantly in Q1 to 5.7%, below the internal target of 7.5%. Q4 exceeded this target, highlighting areas that were addressed through enhanced surveillance, staff education, and reinforced infection control practices.

Outbreak activity remained above the organizational goal of two or fewer per quarter, with a range of three to five outbreaks reported. While this reflects the ongoing risk of infectious illness in long-term care, a reduction in the number of outbreaks in Q1 indicates progress through earlier identification, improved cohorting practices, and strengthened outbreak response measures.

The average duration of outbreaks remained well below the target of 30 days across all quarters, demonstrating effective containment and management. Although 2026 Q1 saw an increase to 18.3 days in length, performance continues to reflect strong adherence to outbreak control protocols. Refer to Table 4 below:

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Table 4 – IPAC Measures

				2025			2026		
	Strategic Objectives	Measures	Home	Q2	Q3	Q4	Q1	Comments	
<b>Infection</b>	<b>IPAC Compliance</b>	<b>Number of Health Care Associated Infections</b>	All Sites	9.2%	8.3%	11.4%	5.7%	Internal Goal of below 7.5%	
		<b>Number of Outbreaks</b>	All Sites	4	4	5	3	Goal is 2 or less per quarter	
		<b>Average Length</b>	All Sites	16	11.8	9.8	18.3	Goal is to remain below 30 days	

As part of ongoing quality improvement, a new IPAC initiative will be implemented to strengthen admission and readmission screening processes. Carbapenemase-Producing Enterobacteriaceae (CPE) screening will be incorporated into both admission assessments and return-from-hospital protocols to support early identification of antimicrobial-resistant organisms (AROs). This proactive approach is intended to reduce transmission risk, enhance resident safety, and align with evolving IPAC best practices.

Overall, IPAC performance demonstrates meaningful progress in reducing infection rates and effectively managing outbreaks, with a continued focus on prevention, early detection, and system-wide consistency in infection control practices.

### Resident & Family Experience and Quality Outcomes

Resident and family experience data reflects the organization's ongoing commitment to resident-centered care, quality outcomes, and continuous improvement, in alignment with the *Fixing Long-Term Care Act, 2021 (FLTCA)*, including the Resident Bill of Rights, and provincial reporting requirements through CIHI quality indicators. The data in Table 5 shows experience and quality data for the past 4 quarters.

Table 5 – Experience and Quality Data

				2025			2026		
	Strategic Objectives	Measures	Home	Q2	Q3	Q4	Q1	Comments	
<b>Resident/Family</b>		<b>Percentage of ALL QI's Above Provincial Average</b>	Average of 3 Sites	46.0%	56.0%	53.0%	N/A	Goal of 80% of On Target or Better Than Provincial Average	
		<b>Residents Experiencing Moderate to Severe Pain</b>	Average of 3 Sites	7.0%	4.9%	5.3%	N/A	Provincial Average is 5.3%	

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Strategic Objectives	Measures	Home	2025			2026	Comments
			Q2	Q3	Q4	Q1	
Quality Indicators - (CIHI Numbers typically 1 Quarter behind)	Daily						
	Residents with Worsened Pain	Average of 3 Sites	11.2%	15.7%	18.5%	N/A	Provincial Average is 11.5%
	Residents Who Fell in the Home	Average of 3 Sites	27.2%	20.6%	18.4%	N/A	Provincial Average is 17.2%
	Residents Receiving Antipsychotic	Average of 3 Sites	14.8%	9.9%	8.0%	N/A	Provincial Average is 21.8%
	Residents with a Worsening Stage 2-4 Pressure Ulcer	Average of 3 Sites	4.8%	1.0%	1.1%	N/A	Provincial Average is 2.5%
	Residents with Worsened Mood from Symptoms of Depression	Average of 3 Sites	27.6%	23.0%	25.2%	N/A	Provincial Average is 18.1%
	Residents who Require a Restraint	Average of 3 Sites	1.8%	1.1%	0.9%	N/A	Provincial Average is 1.8%
Falls	Number of Residents that have fallen	Average of 3 Sites	175	229	230	198	Goal is to have lower numbers each quarter
	Number of Falls resulting in transfer to hospital	Average of 3 Sites	6	7	8	3	Goal is 0
Medication Incidents	Number of Medication Incidents in Home	Average of 3 Sites	49	57	43	N/A	Lower the better
	Number Involving High Alert Meds	Average of 3 Sites	34.7%	19.3%	32.6%	N/A	Goal is 25% or Lower
	Number of Incidents Causing Harm	Average of 3 Sites	0	0	3	N/A	Goal of 0 Harm Incidents (Includes Glucagon Use)
Resident Satisfaction Scores	Excellent Rating on "WFL is an exceptional	Average of 3 Sites	N/A	69%	N/A	N/A	128 Surveys Completed

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Strategic Objectives	Measures	Home	2025			2026	Comments
			Q2	Q3	Q4	Q1	
	place to live"						
<b>Family Satisfaction Scores</b>	<b>Excellent Rating on "WFL is an exceptional place for your loved one to live"</b>	Average of 3 Sites	N/A	81%	N/A	N/A	59 Surveys Completed
<b>Complaints</b>	<b>Number of Verbal Complaints Addressed in 24 hours</b>	Total of 3 Sites	20	27	12	17	Residents & Families are encouraged to bring forward complaints and there is no limitation on the number that is received.
	<b>Number of Complaints Addressed Greater than 24 Hours</b>	Total of 3 Sites	22	27	21	8	

Performance across key quality indicators demonstrates mixed results when compared to provincial benchmarks. Between 46% and 56% of indicators were above the provincial average, below the organizational goal of 80%, indicating continued opportunity to strengthen overall clinical performance. Positive trends were observed in several areas, including a reduction in residents experiencing daily moderate to severe pain and a sustained decrease in antipsychotic use, both performing at or better than provincial averages. Pressure ulcer rates also showed significant improvement and remained well below the provincial benchmark.

Opportunities for improvement remain in areas such as worsened pain, falls, and mood related to symptoms of depression, where performance exceeded provincial averages. Falls continue to be a key focus, with a downward trend observed in percentage rates, although total fall volumes remain variable. Encouragingly, falls resulting in hospital transfer decreased significantly in Q1, reflecting improved prevention and post-fall management strategies.

Medication safety remains a priority. While total medication incidents fluctuate, the organization has maintained a low number of incidents resulting in harm, with only three reported in Q4 and none in other quarters, each of these were related to the use of glucagon when a resident was hypoglycemic. Continued focus is required to reduce the proportion of incidents involving high-alert medications, with a target of 25% or lower.

To further reduce medication incidents, the home is strengthening its focus on prevention through enhanced education during new hire orientation. This includes reinforced training on safe medication administration practices, high-alert medications, and error prevention strategies, aligned with regulatory standards and best practices. By building competency and awareness early, the organization aims to promote consistency, reduce risk, and support a culture of safety and accountability across all registered staff.

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Resident and family satisfaction results indicate strong overall perception of care and living environment, with 69% of residents and 81% of families giving an *excellent* rating of the home as an exceptional place to live. These results reflect positive engagement and care experiences, while also highlighting an opportunity to further elevate satisfaction levels.

The organization continues to promote a culture of openness and responsiveness to feedback. Complaint data demonstrates that concerns are actively brought forward by residents and families, with a strong proportion addressed within 24 hours. Notably, complaints exceeding 24 hours decreased significantly in Q1, indicating improved responsiveness and resolution processes.

For the upcoming year, the organization has identified key Quality Improvement Plan (QIP) priorities to enhance resident outcomes and overall experience across all three homes. At a system level, efforts will focus on reducing falls, improving pain management, strengthening palliative care delivery, and decreasing avoidable emergency department transfers. These priorities reflect both resident needs and provincial quality indicators, with an emphasis on safety, comfort, and quality of life.

In addition, each home has identified a targeted area of focus based on resident and family feedback. Woodstock will prioritize improving respect for resident privacy, including interactions between staff and co-residents. Ingersoll will focus on increasing resident involvement in care and medication-related decisions, reinforcing resident-centered care principles. Tillsonburg will work to enhance food quality, supporting both satisfaction and nutritional well-being.

These priorities will guide quality improvement efforts over the coming year, supported by ongoing monitoring and evaluation to ensure measurable progress and sustained impact for residents and families.

Overall, the data reflects a solid foundation of performance, while also identifying clear, targeted opportunities to further strengthen care delivery. Maintaining a focused approach to falls prevention, pain and mood management, medication safety, and timely responsiveness to feedback will be essential to advancing resident outcomes and enhancing the overall care experience.

### Clinical Care Delivery and Medical Services Performance

Treatment and clinical service delivery across the three homes continues to demonstrate a strong commitment to meeting resident care needs through appropriate staffing, specialized clinical resources, and ongoing monitoring, in alignment with the *Fixing Long-Term Care Act, 2021 (FLTCA)* and O. Reg. 246/22. Table 6 shows medical data for each home.

Table 5 – Medical Data

				2025			2026		
Strategic Objectives		Measures	Home	Q2	Q3	Q4	Q1	Comments	
Medical	Medical Team	Medical Team Positions Filled	All Sites	3	2	3	3	Target of 2 NP's & Medical Director	
		Wound Care	All Sites	1	1	1	1	Maintain NSWOC RN in	

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Strategic Objectives	Measures	Home	2025			2026	Comments
			Q2	Q3	Q4	Q1	
Wound Care	RN Position Filled						Position
	Number of Total Skin Concerns	Woodstock	223	318	519	N/A	Goal is a reduction from previous quarter - Increase in wound numbers due to new reporting system that captures all skin issues
		Ingersoll	53	62	135	N/A	
		Tillsonburg	54	67	100	N/A	
	Percentage of High-Risk Residents for Skin Breakdown	Woodstock	16.9%	16.3%	18.8%	18.8%	All High-Risk Residents are reviewed monthly by the Wound Care RN.
		Ingersoll	14.7%	8.8%	5.9%	5.9%	
		Tillsonburg	5.8%	8.8%	8.8%	8.8%	
	Number of Consultations by Wound Care RN	Woodstock	232	315	414	278	Goal is non-specific, Wound Care RN to see all wounds that require a consultation
		Ingersoll	32	60	64	47	
		Tillsonburg	25	29	27	44	

Medical coverage remained stable throughout the reporting period, with all sites meeting or exceeding the target of two Nurse Practitioners and a Medical Director. This consistent physician and nurse practitioner presence supports timely access to care, proactive clinical decision-making, and reduced reliance on external health system resources.

Wound care services remain a key area of clinical focus. The organization successfully maintained a dedicated NSWOC (Nurse Specialized in Wound, Ostomy and Continence) RN position, ensuring access to specialized expertise. An increase in reported skin concerns was observed, particularly in Woodstock, largely attributed to the implementation of an enhanced reporting system that captures a broader range of skin issues. This reflects improved surveillance rather than a decline in care quality. The majority of skin issues at each site are of low risk: rashes, bruises, abrasions and skin tears; with a low number of pressure injuries, as reflected in the homes CIHI data. Monitoring high-risk residents for skin breakdown remains an area of focus, as all residents are proactively monitored to prevent any or further concerns.

Wound care consultation volumes increased across all sites, demonstrating active involvement of the specialized wound care nurse in assessment, treatment planning, and ongoing management. This supports best practice in wound prevention and treatment, contributing to improved healing outcomes and reduced complications.

Overall, treatment and clinical services reflect a strong foundation in specialized care delivery, with clear opportunities to strengthen consistency in high-risk monitoring and prevention strategies. Continued focus on leveraging clinical expertise, enhancing early intervention, and

maintaining robust reporting practices will support improved resident outcomes and quality of care.

## Conclusions

This report reflects a strong and stable foundation across all three homes, with consistent performance in key operational, clinical, and compliance areas. High occupancy, sustained demand, and positive inspection outcomes demonstrate effective system management and adherence to legislative requirements under the *Fixing Long-Term Care Act, 2021 (FLTCA)* and O. Reg. 246/22.

At the same time, the data provides clear direction on where focused improvement will have the greatest impact. Priorities such as reducing falls, strengthening pain and palliative care, improving infection prevention, and minimizing avoidable emergency department transfers are aligned with both resident needs and provincial expectations. Enhancements in medication safety, wound care monitoring, and resident engagement further support a proactive and person-centered approach to care delivery.

The organization remains committed to continuous quality improvement through strong governance, cross-functional collaboration, and data-driven decision-making. By maintaining discipline in execution and accountability at all levels, the homes are well-positioned to build on current performance, address identified gaps and deliver meaningful improvements in resident outcomes and experience.

Overall, the focus moving forward is clear: sustain what is working, act decisively on opportunities, and continue to elevate the standard of care for residents and families.

## SIGNATURES

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### Departmental approval:

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Mark Dager  
Director of Long-Term Care

### Approved for submission:

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Benjamin R. Addley  
Chief Administrative Officer

## REPORT TO COUNTY COUNCIL

# Development Charges Annual Report - 2025

**To:** Warden and Members of County Council

**From:** Director of Financial Services

## RECOMMENDATIONS

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1. That County Council receive Report FS 2026-08, prepared in accordance with Section 12 of O.Reg.82/98 of the *Development Charges Act, 1997*;
2. And further, that County Council endorse using the Statistics Canada Non-residential Business Price Index for London under O. Reg 164/25, for the purpose of indexing Oxford County Development Charges.

## REPORT HIGHLIGHTS

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- Total development charges collected amounted to \$6,131,576 (\$5,852,572 – 2024)
- Accrued interest earned by the development charges accounts was \$751,131 (\$1,126,449 – 2024)
- Total development charge exemptions funded was \$6,242,178 (\$12,170,378 – 2024)
- Total development charge funds used for capital and operating projects was \$11,183,924 (\$18,767,177 – 2024)

## IMPLEMENTATION POINTS

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In accordance with subsection 43(2.1) of the *Development Charges Act, 1997 (DCA)*, following adoption of the recommendation contained in this report, the report will be made available to the public by posting it to the County website.

## Financial Impact

Growth related capital projects have been funded using development charge revenues based on actual expenditures incurred in 2025 for projects identified in the Development Charges Background Study. Development Charge Reserve Funds Statement of continuity, attached as Attachment 1, illustrates the total contributions to and from each reserve fund by service that occurred in the year. Attachment 2 presents details of funding sources for the growth related projects included in the Development Charge Background Study.

The Treasurer confirms that the County is in compliance with subsection 59.1(1) of the *DCA*<sup>1</sup>.

## Communications




This report will be posted on the County’s website for public information.

## 2023-2026 STRATEGIC PLAN

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

The recommendations in this report support the following strategic goals.

### Strategic Plan Pillars and Goals

PILLAR 1	PILLAR 2	PILLAR 3
		
<b>Promoting community vitality</b>	<b>Enhancing environmental sustainability</b>	<b>Fostering progressive government</b>
Goal 1.2 – Sustainable infrastructure and development		Goal 3.1 – Continuous improvement and results-driven solutions Goal 3.2 – Collaborate with our partners and communities Goal 3.4 – Financial sustainability

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

<sup>1</sup> Subsection 59.1(1) A municipality shall not impose, directly or indirectly, a charge related to a development or a requirement to construct a service related to development, except as permitted by this Act or another Act. 2015, c.26, s.8

## DISCUSSION

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### Background

In accordance with Section 43 of the *DCA*, the Treasurer of the municipality shall provide to Council a financial statement relating to the reserve funds established under a by-law to collect development charges. The statement provided by the Treasurer is required to be made available to the public and to the Minister of Municipal Affairs and Housing upon request.

Attachment 1 and 2 provides the development charge continuity information prescribed to be included in the statement of the treasurer of a municipality. In accordance with section 43(2), “A statement must include, for the preceding year,

- (a) statements of the opening and closing balances of the reserve funds and of the transactions relating to the funds;
- (b) statements identifying,
  - (i) all assets whose capital costs were funded under a development charge by-law during the year,
  - (ii) for each asset mentioned in subclause (i), the manner in which any capital cost not funded under the by-law was or will be funded;
- (c) a statement as to compliance with subsection 59.1 (1); and
- (d) any other information that is prescribed.”

### Comments

#### Development Charge Eligible Cost Analysis

The nature of capital projects and timing identified when the Development Charge By-law and amending By-law were passed, reflected the intentions of the Council at that time. Nevertheless, over time municipal projects and Council priorities change; Council’s intentions may alter; and different capital projects (and timing) may be required to meet the need for services required by new growth. Project timing, along with estimated expenditures and funding sources are reviewed with each budget and business plan cycle.

Development Charges are used to finance capital works required for new housing and non-residential development. The County Development Charge By-law and amending By-law applies to most new residential and non-residential development on lands within the boundaries of Oxford County.

Development Charges (DC) revenues are allocated toward growth-related costs, including growth-related studies, services related to a highway, ambulance services, waste diversion, library services, and water and wastewater services within a geographic area defined in the by-law. County Development Charge By-law 6639-2024, enacted under the authority of the *DCA*, came into effect on June 13, 2024 and was subsequently amended by By-law 6709-2025 on February 26, 2025. The 2025 allocation of development charge reserve funds meets or exceeds the requirements for prescribed services (water, wastewater and roads) as set out in Section 35 of the *DCA* (Use of Reserve Funds).

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As part of this by-law amendment, Long-term Care Development Charge was removed and \$531,752 was transferred to the Long-term Care Future Capital Reserve for future capital growth projects.

### Development Charge Exemptions and Discounts

Notwithstanding statutory exemptions set out in the *DCA*, the Act allows municipalities to exempt from development charges certain types of development. The Act does not permit capital funding shortfalls created by development charge exemptions or discounts to be funded through other development charge eligible sources. Within the 2025 reporting year, the cost of statutory and non-statutory development charge exemptions and discounts funded by taxation are illustrated in Table 1. Although the non-statutory exemption for Industrial buildings was removed effective February 25, 2025 certain developments are still eligible for the exemption based on applicable rate freeze dates identified under Section 26.2 of the *DCA*.

Table 1 – 2025 Development Charge Exemptions

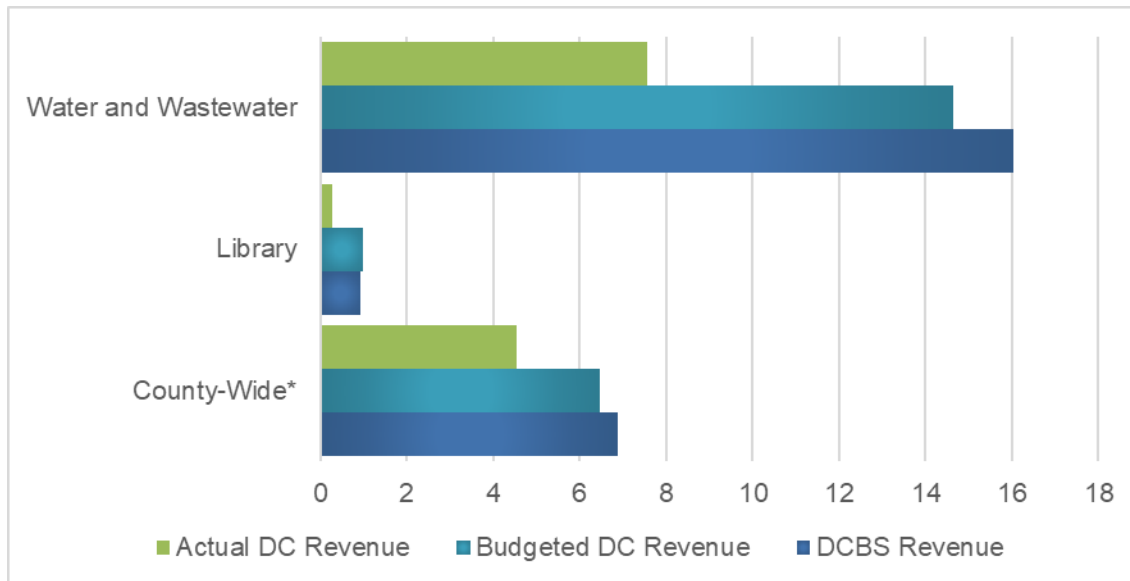
Exemption	County	Library	Water	Wastewater	Total
Industrial buildings	\$59,971	\$56	\$62,778	\$75,111	<b>\$197,916</b>
Affordable housing	75,564	-	41,182	74,123	<b>190,869</b>
Educational	14,699	550	9,090	12,533	<b>36,871</b>
Municipal	18,533	914	3,739	764	<b>23,950</b>
Rental discounts	5,203	177	2,911	5,057	<b>13,348</b>
Additional Residential Units	414,456	45,136	235,501	356,982	<b>1,052,075</b>
<b>Subtotal Statutory</b>	<b>588,426</b>	<b>46,833</b>	<b>355,200</b>	<b>524,570</b>	<b>1,515,029</b>
Industrial buildings	1,494,688	24,985	1,247,030	1,785,159	<b>4,551,862</b>
Farm buildings	117,110	5,800	-	-	<b>122,910</b>
Private schools	10,998	542	7,476	24,019	<b>43,035</b>
Lands in CBD and ED <sup>1</sup>	3,514	-	2,200	3,628	<b>9,342</b>
<b>Subtotal Non-Statutory</b>	<b>1,626,310</b>	<b>31,327</b>	<b>1,256,706</b>	<b>1,812,806</b>	<b>4,727,149</b>
<b>Total</b>	<b>\$2,214,736</b>	<b>\$78,161</b>	<b>\$1,611,906</b>	<b>\$2,337,375</b>	<b>\$6,242,178</b>

Note 1: Central Business District (CBD) and Entrepreneurial District (ED)

Revenue Analysis

The 2024 DC background study (DCBS) included cash flow calculations undertaken by service for both residential and non-residential, which includes developer funded revenue and self-funded revenue related to exemptions. To determine overall budgeted revenue staff adjust cash flow projections where recent trends suggest anticipated revenue will differ from that included in the background study. Figure 1 illustrates the breakdown of revenue collections by service component.

Figure 1 – 2025 Budgeted DC Revenue versus 2025 Actual DC Revenue (\$ Millions)



\* County-Wide DC revenue includes services related to a highway, waste diversion, land ambulance, growth-related studies and long-term care.

The funding sources of the 2025 DC revenues are:

- \$6.1 million or 50% developer paid DC levies;
- \$1.5 million or 12% tax supported statutory (legislated) DC exemptions and
- \$4.7 million or 38% tax supported discretionary (Council approved) DC exemptions.

In total, approximately \$22.11 million in DC revenue was budgeted in 2025, however actual revenue was \$12.37 million (56% of the projected revenue). A similar shortfall is anticipated for 2026, increasing the risk of funding growth-related infrastructure projects in the near term and potentially increasing the need for debenture financing. The nature and timing of growth-related capital projects will be re-assessed during every capital budget cycle as needs evolve.

Indexing

The County schedule of Development Charges is adjusted annually as of June 13, using the most recent 12-month change in the Statistics Canada Non-residential Building Construction Price Index in accordance with Section 7 of O. Reg. 82/98. On August 1, 2025 the Province filed O. Reg. 164/25 which added a London Index that could be used over the Toronto Index, to

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allow municipalities closer to the London area to use an index more reflective of local cost conditions.

Oxford County Development Charge By-law 6639-2024 provides for annual indexing based on the most recent 12-month change in the index, but does not specify the geographical index, allowing the County to apply the most appropriate index. Historically, the County has used the Toronto Index as more relevant over the Ottawa-Gatineau Index (previously the only two options available). While Q1 2026 rate is not yet available, the Q4 2025 year-over-year increase was 3.6% for Toronto and 9.9% for London. Staff recommend adopting the London index beginning with the June 13, 2026 indexing. Given Oxford County's proximity to London and the intent of O. Reg. 164/25 to allow use of a more regionally representative index, staff consider the London series to be the most appropriate index for annual development charge indexing.

Once the Q1 2026 rate is available, the schedule of charges will be updated and posted on the County's website. Charges for residential development are set by unit type (single and semi-detached dwelling units; apartments; and other multiples) while charges for non-residential development are levied per square meter of gross floor area. The total County charge is the county-wide charge plus the applicable area-specific charges for water and wastewater services.

#### Development Charge Reserve Allocation

In accordance with Section 35 (2) of the DCA *"a municipality shall spend or allocate at least 60 per cent of the monies that are in a reserve fund for the following services at the beginning of the year:*

1. *Water supply services, including distribution and treatment services.*
2. *Waste water services, including sewers and treatment services.*
3. *Services related to a highway as defined in subsection 1 (1) of the Municipal Act, 2001 or subsection 3 (1) of the City of Toronto Act, 2006, as the case may be."*

Attachment 1 illustrates that at least 60% of water, wastewater, and services related to a highway DC reserve funds are spent or allocated to projects within the 10-year capital planning horizon.

#### Development Charges Debt

In some cases, growth-related capital projects are completed prior to having fully collected the necessary DCs to fund the project. In these situations, external debt is permitted under the DCA, to cash flow the capital costs of the project and is repaid by the future DC collections. There was no debt issued for unfinanced DCs in 2025. Anticipated debenture requirements for the growth-related portion of ongoing projects include:

- Lansdowne Sanitary Pumping Station - \$2,529,000 (2026)
- Mt Elgin Wastewater Treatment Plan Expansion Phase 3 and 4 - \$3,495,000 (2026)
- Woodstock North-East Industrial Park Water Expansion - \$2,375,767 (2026)
- Plattsville Wastewater Treatment Plant Operational Enhancements - \$1,200,000 (2028)
- Thamesford Wastewater Treatment Plant – up to \$6,500,000 (2028)
- Embro CT Enhancement Study - \$660,000 (2028)

## Canada-Ontario Partnership to Build and Development Charge Reductions

On March 30, the federal and provincial governments signed the Canada-Ontario Partnership to Build, an initiative designed to accelerate housing construction and infrastructure delivery across Ontario. An element of this partnership is a temporary reduction in development charges by up to 50% over three years. Municipalities that implement the reductions are expected to be eligible to apply for funding through the \$8.8 billion Build Communities Strong Fund using an application-based process. At the time of writing this report, no program details have been provided by the federal or provincial government. Staff will continue to monitor the program as further details are released in order to determine the potential applicability and impacts on Oxford County.

## CONCLUSIONS

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Growth-related capital projects were funded using development charge revenues based on 2025 actuals for projects identified in the Development Charges Background Study. Staff recommend using the London Non-Residential Building Construction Price Index for the June 13, 2026 development charge indexing, as it is more representative of local conditions given Oxford County's proximity to London.

This report meets the annual financial reporting requirements as set out in the *DCA*.

## SIGNATURES

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### Report author:

Original signed by

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Jennifer Lavallee, CPA, CGA  
 Manager of Long-Term Financial Planning

### Departmental approval:

Original signed by

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Carolyn King, CPA, CA  
 Director of Financial Services

### Approved for submission:

Original signed by

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Benjamin R. Addley  
 Chief Administrative Officer

## **ATTACHMENTS**

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Attachment 1 – Development Charge Reserve Funds Continuity Statement, December 31, 2025  
Attachment 2 – Growth-Related Projects Funding Sources, 2025

Description of Service	Fund	2025 Opening Balance	Revenues			Expenses			2025 Closing Balance	2026 - 2035 Commitments	% Committed
			Development Charges Collected	Interest Earned	Exemptions Funded	Transferred to Capital Projects	Transferred to Operating	Amounts Refunded			
Services related to a highway	91230	191,362	1,946,896	26,468	2,000,034	(2,174,853)	-	-	1,989,908	59,560,436	> 100%
Waste Diversion	91231	82,894	49,577	2,956	20,556	-	(41,174)	-	114,809	1,395,043	> 100%
Ambulance Services	91500	1,009,553	63,646	35,762	113,624	(270)	-	-	1,222,315	1,021,041	84%
Growth-Related Studies	91100	391,003	58,548	13,416	56,986	-	(82,780)	-	437,174	2,310,293	> 100%
Library Service	91600	665,410	196,541	22,132	78,161	-	(297,478)	-	664,766	9,467,017	> 100%
Long-term Care	91235	290,676	205,900	11,640	23,535	-	(531,752)	-	-	-	-
Water Services*		4,761,954	1,529,905	169,953	1,611,906	(1,964,879)	(1,215,724)	-	4,893,114	53,670,973	> 100%
Wastewater Services*		13,884,231	2,080,563	468,803	2,337,375	(4,417,523)	(989,243)	-	13,364,207	116,067,389	> 100%
		<b>21,277,083</b>	<b>6,131,576</b>	<b>751,131</b>	<b>6,242,178</b>	<b>(8,557,525)</b>	<b>(3,158,151)</b>	<b>-</b>	<b>22,686,292</b>	<b>243,492,191</b>	<b>&gt; 100%</b>

**Notes**

\* see supplementary table for system specific details.

Description of Service	Fund	Opening Balance	Revenues			Expenses			Closing Balance	Commitments	% Committed
			Development Charges Collected	Interest Earned	Exemptions Funded	Transferred to Capital Projects	Transferred to Operating	Amounts Refunded			
<b>Water Services</b>											
Woodstock	91261	1,110,940	931,276	34,165	955,577	(1,356,327)	(675,426)	-	1,000,205	25,700,505	> 100%
Tilsonburg	91262	1,264,345	380,022	48,956	285,008	(547,637)	-	-	1,430,693	7,264,747	> 100%
Ingersoll	91263	537	58,968	5,705	342,045	(24,098)	(383,158)	-	0	7,907,754	> 100%
Plattsville	91266	1	20,946	227	1,892	(90)	(22,975)	-	1	820,626	> 100%
Drumbo	91268	11,044	-	178	-	(11,220)	-	-	1	502,170	> 100%
Tavistock	91265	754,084	83,777	26,159	-	(24,143)	-	-	839,877	5,229,946	> 100%
Innerkip	91271	597	-	19	186	(48)	-	-	756	35,164	> 100%
Norwich	91264	142,490	36,737	5,244	27,198	(1,057)	-	-	210,612	1,951,459	> 100%
Thamesford	91267	1,334,569	4,200	44,899	-	(181)	-	-	1,383,487	1,695,716	> 100%
Embro	91270	2,680	-	88	-	(46)	-	-	2,722	775,685	> 100%
Mt Elgin	91269	140,666	13,979	4,312	-	(32)	(134,165)	-	24,761	1,787,201	> 100%
		<b>4,761,954</b>	<b>1,529,905</b>	<b>169,953</b>	<b>1,611,906</b>	<b>(1,964,879)</b>	<b>(1,215,724)</b>	<b>-</b>	<b>4,893,114</b>	<b>53,670,973</b>	<b>&gt; 100%</b>
<b>Wastewater Services</b>											
Woodstock	91251	1,929,996	1,307,659	56,825	1,410,799	(3,362,015)	-	-	1,343,264	34,562,812	> 100%
Tilsonburg	91252	7,235,198	86,210	241,212	64,143	(552,289)	(42,649)	-	7,031,825	7,323,933	> 100%
Ingersoll	91253	2,132	159,555	10,475	783,621	(211,198)	(744,585)	-	1	19,418,433	> 100%
Plattsville	91256	1	27,598	227	831	(9,096)	(19,560)	-	1	2,073,726	> 100%
Drumbo	91258	2	-	156	-	(156)	-	-	2	7,124,622	> 100%
Tavistock	91255	278,848	377,771	10,120	-	(113,963)	(182,449)	-	370,328	16,864,787	> 100%
Innerkip	91250	64,871	-	2,449	16,413	(1,154)	-	-	82,579	2,285,901	> 100%
Norwich	91254	4,301,460	56,707	145,348	61,568	(36,933)	-	-	4,528,150	13,278,813	> 100%
Thamesford	91257	63,888	16,780	1,412	-	(82,080)	-	-	0	7,637,198	> 100%
Embro	91249	7,835	-	264	-	(43)	-	-	8,055	822,589	> 100%
Mt Elgin	91259	0	48,282	316	-	(48,596)	-	-	2	4,674,577	> 100%
		<b>13,884,231</b>	<b>2,080,563</b>	<b>468,803</b>	<b>2,337,375</b>	<b>(4,417,523)</b>	<b>(989,243)</b>	<b>-</b>	<b>13,364,207</b>	<b>116,067,389</b>	<b>&gt; 100%</b>
		<b>18,646,185</b>	<b>3,610,467</b>	<b>638,756</b>	<b>3,949,282</b>	<b>(6,382,402)</b>	<b>(2,204,966)</b>	<b>-</b>	<b>18,257,321</b>	<b>169,738,362</b>	<b>&gt; 100%</b>

**Definitions**

**Description of the Service** – service for which the fund was established.

**Opening Balance** – balance of the reserve fund at the beginning of the year.

**Development Charges Collected** – funds received from property owners/developers usually at the date that a building permit is issued.

**Interest Earned** – interest earned on the fund balance.

**Exemptions Funded** – the amount of funds contributed to the reserves based on statutory and non-statutory exemptions and discounts granted throughout the year.

**Transferred to Capital Projects** – funds taken from the reserve funds to meet growth-related net capital costs for which the development charge was imposed.

**Transferred to Operating** – funds taken from the reserve funds to meet growth-related eligible costs within operating for which the development charge was imposed, along with payment of principle and interest for debt issued related to eligible capital costs. Long-Term Care funds transferred to Long-Term Care Future Capital Reserve.

**Amounts Refunded** – if the development charge is amended by Council or by the Municipal Board, the County shall immediately refund the difference.

**Closing Balance** – balance of the reserve fund at the end of the year

**Commitments** – anticipated costs for growth-related projects included the the latest approved 10-year Capital Plan, principal and interest obligations related to issued debentures over the life of the debenture, and repayment of unfunded prior projects



**Growth-Related Projects Funding Sources  
For year ending December 31, 2025**

Prj.No	County Project #	Increased Service Needs Attributable to Anticipated Development / Project Description	YTD Expenditures	Unfinanced Development Charges *	Total	Development Charges **	Other Sources ***
<b>SERVICES RELATED TO A HIGHWAY</b>							
Implement Annual Capital Programs							
1	930076	Pedestrian Crossings	281,366	-	281,366	56,273	225,092
2	930078	Intersection Illumination	2,065	-	2,065	413	1,652
4	930198	Urban Storm Sewer - Oxford Road 9 / King Street (Oxford Road 10 to Town Limits)	56,547	-	56,547	24,068	32,479
6	930198	Urban Storm Sewer - Oxford Road 2 (Oxford Road 12 to West Limit of Woodstock)	16,781	-	16,781	2,856	13,925
7	930198	Urban Storm Sewer - Oxford Road 35 (Oxford Road 59 to Oxford Road 54)	571,011	-	571,011	97,180	473,832
9	930198	Urban Storm Sewer - Oxford Road 59 (Wilson Street to Norwich Avenue)	4,734	-	4,734	806	3,928
13	930199	Rural Storm Sewer - Oxford Road 59 (within the village of Burgessville)	25,075	-	25,075	10,673	14,402
15	930199	Rural Storm Sewer - Stream Realignment near Oxford Road 16	283,813	-	283,813	120,810	163,003
20	930300	Traffic Signal - Optimization/Upgrades	133,770	-	133,770	66,885	66,885
21	930301	Traffic Calming	99,864	-	99,864	19,973	79,891
Road Widening							
22	930119	Harris St & Clarke Intersection Design & Construction (Roundabout)	88,343	-	88,343	67,685	20,658
23	930119	Clarke St to 401 widening	84,136	-	84,136	57,301	26,834
Major Road Reconstruction / Rehabilitation							
24	930003	Oxford Road 3 (Road part of Princeton Drainage Project by Township of BB and includes Urbanization)	1,396,836	-	1,396,836	594,586	802,249
26	930035	Oxford Road 35 (Oxford Road 59 to Oxford Road 54)	1,111,269	-	1,111,269	189,208	922,062
28	930002	Oxford Road 2 (Oxford Road 12 to West Limit Woodstock)	124,829	-	124,829	21,252	103,577
32	930019	Oxford Road 19 (Highway 19 to Norfolk County Border)	32,373	-	32,373	5,512	26,861
Road Urbanization							
36	930009	Oxford Road 9 / King Street (Oxford Road 10 to Town Limits)	361,693	-	361,693	153,952	207,741
38	930150	Oxford Road 59 (within the village of Burgessville)	40,860	-	40,860	17,391	23,469
Active Transportation							
42	930079	Oxford Road 119 from Ingersoll to Thamesford	566,371	-	566,371	241,085	325,286
Undertake Intersection Upgrades / Improvements							
53	930015	Oxford Road 15 & Springbank Avenue - North Right Turn Lane	9,323	-	9,323	7,936	1,387
54	930077	Oxford Road 6 & Oxford Road 16 - Overhead Flashing Lights	4,387	-	4,387	746	3,641
55	930077	Oxford Road 59 & Oxford Road 28 - Overhead Flashing Lights	4,387	-	4,387	746	3,641
56	930077	Oxford Road 2 & Middleton Street - Turning Lanes & Other Improvements	66,060	-	66,060	50,613	15,447
57	930300	Oxford Road 2 & Middleton Street - Signalization	39,183	-	39,183	30,022	9,161
60	930300	Oxford Road 20 (North Street) & Oxford Road 53 (Tilson Avenue) - Signalization	11,528	-	11,528	8,833	2,695
61	930077	Oxford Road 2 & 35th Line - EB Left Turn Lane	17,370	-	17,370	2,955	14,415
66	930077	Oxford Road 59 and Airport Road	19,826	-	19,826	15,190	4,636
67	930004	Oxford Road 4 and Oxford Road 15 Intersection	151,975	-	151,975	116,443	35,532
69	930300	Signalization at OR 9 and OR 10 - Ingersoll	5,405	-	5,405	4,141	1,264
70	930300	Signalization at OR 2 and 19th Line (OR 119 South leg) - East Side of Bridge	39,183	-	39,183	30,022	9,161
Studies							
72	930077	Intersection Control Feasibility Studies	128,521	-	128,521	96,391	32,130



**Growth-Related Projects Funding Sources  
For year ending December 31, 2025**

Prj.No	County Project #	Increased Service Needs Attributable to Anticipated Development / Project Description	YTD Expenditures	Unfinanced Development Charges *	Total	Development Charges **	Other Sources ***
Reserve Fund Adjustment							
RFA.01	930035	RFA - Traffic Signals Clarke and Devonshire	85,014	-	85,014	42,507	42,507
RFA.02	930016	RFA - Oxford Road 16	40,801	-	40,801	20,400	20,400
<b>TOTAL</b>	<b>SERVICES RELATED TO A HIGHWAY</b>		<b>5,904,697</b>	<b>-</b>	<b>5,904,697</b>	<b>2,174,853</b>	<b>3,729,844</b>
<b>AMBULANCE SERVICES</b>							
2	510000	Equipment for Full Time Paramedics	2,119	-	2,119	270	1,849
<b>TOTAL</b>	<b>AMBULANCE SERVICES</b>		<b>2,119</b>	<b>-</b>	<b>2,119</b>	<b>270</b>	<b>1,849</b>
<b>WASTE DIVERSION SERVICES</b>							
1	280000	NPV of Provision for Waste Diversion Collection Contract	41,174	-	41,174	41,174	-
<b>TOTAL</b>	<b>WASTE DIVERSION SERVICES</b>		<b>41,174</b>	<b>-</b>	<b>41,174</b>	<b>41,174</b>	<b>-</b>
<b>LIBRARY SERVICES</b>							
1	600000	Collection Materials	240,552	-	240,552	240,552	-
Studies							
5	600000	Library Facilities Plan	75,962	-	75,962	56,927	19,035
<b>TOTAL</b>	<b>LIBRARY SERVICES</b>		<b>316,513</b>	<b>-</b>	<b>316,513</b>	<b>297,478</b>	<b>19,035</b>
<b>GROWTH-RELATED STUDIES</b>							
3	400000	Comprehensive Review Phase 1	52,980	-	52,980	35,762	17,219
8	400000	Secondary Planning Studies	20,813	-	20,813	14,049	6,764
10	120100	DC Addendum	19,547	-	19,547	19,547	-
11	120100	DC Implementation Study	13,422	-	13,422	13,422	-
<b>TOTAL</b>	<b>GROWTH-RELATED STUDIES</b>		<b>106,763</b>	<b>-</b>	<b>106,763</b>	<b>82,780</b>	<b>23,983</b>
<b>WOODSTOCK WATER SERVICES</b>							
Capacity							
2	900016	Implementation of SCADA projects in Woodstock	23,873	-	23,873	1,669	22,204
5	960166	Thornton to HWY 401 crossing Feedermain Upgrade (RELINING 401 CROSSING)	28,088	-	28,088	9,817	18,271
Distribution - Vacant Lands Within Urban Boundary							
9	960154	Karn Rd (Zone 6) Booster Pumping Station	3,382,405	(782,870)	2,599,535	1,344,841	1,254,694
Distribution - Employment Lands - South East Industrial Park							
24	0	Net Present Value of Future Debt Payments	675,426	-	675,426	675,426	-
<b>TOTAL</b>	<b>WOODSTOCK WATER SERVICES</b>		<b>4,109,793</b>	<b>(782,870)</b>	<b>3,326,923</b>	<b>2,031,753</b>	<b>1,295,170</b>
<b>WOODSTOCK WASTEWATER SERVICES</b>							
Capacity							
1	900016	Implementation of SCADA projects in Woodstock - Wastewater	58,288	-	58,288	4,072	54,216
2	950170	Sanitary Trunk Sewer Infiltration and Inflow Reduction	11,601	-	11,601	4,053	7,548
6	950173	Sanitary Sewer Replacement (OR 59 & Fairway)	96,291	-	96,291	13,455	82,836
9	911900	Woodstock Biogas Project	151,574	-	151,574	21,184	130,391
Collection - Vacant Lands Within Urban Boundary - East Woodstock Secondary Plan Area							
11	950164	Lansdowne Sewer Ext. 300 meters of 300 mm	482,180	-	482,180	336,947	145,232
13	950163	Lansdowne Sewage Pumping Station	4,784,245	(1,207,866)	3,576,378	2,135,045	1,441,333



**Growth-Related Projects Funding Sources  
For year ending December 31, 2025**

Prj.No	County Project #	Increased Service Needs Attributable to Anticipated Development / Project Description	YTD Expenditures	Unfinanced Development Charges *	Total	Development Charges **	Other Sources ***
Collection - Employment Lands - South East Industrial Park							
33	950171	Patullo - Ridgeway to Jack Ross (Sanitary Replacement/Upsizing)	1,212,528	-	1,212,528	847,258	365,270
<b>TOTAL</b>	<b>WOODSTOCK WASTEWATER SERVICES</b>		<b>6,796,707</b>	<b>(1,207,866)</b>	<b>5,588,841</b>	<b>3,362,015</b>	<b>2,226,826</b>
<b>TILLSONBURG WATER SERVICES</b>							
Capacity							
2	900016	Implementation of SCADA projects in Tillsonburg - Water	10,675	-	10,675	1,067	9,607
3	960200	Well 7A - Filtration Upgrades	244,574	5,665	250,239	54,575	195,664
4	960201	Well 3 Facility Upgrades	25,493	-	25,493	25,493	-
5	960220	Backup power for North St Pumphouse	138,131	-	138,131	27,626	110,505
8	960204	Bell Mill Replacement Well (for Well 11)	21,090	-	21,090	4,218	16,872
Distribution - Vacant Lands Within Urban Boundary							
12	960251	Victoria Wood Subdivision Watermain on Attwater Dr and Grandview Dr (Attwater Dr to Quarter Town Line) (Oversizing)	27,959	-	27,959	27,959	-
13	960213	Cranberry Road Watermain Extension from Beckett Blvd North to Town Limits	429,425	-	429,425	365,011	64,414
14	960245	North End Watermain Looping (Oversizing)	52,121	-	52,121	41,688	10,433
<b>TOTAL</b>	<b>TILLSONBURG WATER SERVICES</b>		<b>949,467</b>	<b>5,665</b>	<b>955,133</b>	<b>547,637</b>	<b>407,495</b>
<b>TILLSONBURG WASTEWATER SERVICES</b>							
Capacity							
1	900016	Implementation of SCADA projects in Tillsonburg - Wastewater	9,899	-	9,899	990	8,909
4	950223	Gravity inlet trunk sewer replacement to WWTP	48,344	-	48,344	24,131	24,213
Collection - Vacant Lands Within Urban Boundary							
7	950216	Cranberry Road Sanitary trunk extension on Tillson Ave from north of Beckett Blvd to North Town Limit	334,796	1,848	336,644	286,425	50,219
Studies							
15-17	250000	Wastewater Model - Tillsonburg	56,883	-	56,883	42,649	14,234
Reserve Fund Adjustment							
RFA.01	950200	Tillsonburg Wastewater Treatment Plant Phase 1	856,738	-	856,738	240,743	615,995
<b>TOTAL</b>	<b>TILLSONBURG WASTEWATER SERVICES</b>		<b>1,306,661</b>	<b>1,848</b>	<b>1,308,509</b>	<b>594,938</b>	<b>713,571</b>
<b>INGERSOLL WATER SERVICES</b>							
Capacity							
2	900016	Implementation of SCADA projects in Ingersoll - Water	8,183	-	8,183	556	7,627
4	960310	Well 11 Upgrades	12,619	-	12,619	1,713	10,906
5	960309	Ing Well 7 Upgrade	4,060	103,702	107,762	106,458	1,304
Distribution - Employment Areas - Wallace Line Industrial Park							
7	960338	Wallace Line Trunk Watermain from Robinson Road to Thomas St.	26,174	-	26,174	17,768	8,405
Reserve Fund Adjustment							
RFA.01	0	Harris Street watermain	-	146,027	146,027	146,027	-
RFA.02	0	Clark Road Watermain (Whiting to Harris)	-	134,733	134,733	134,733	-
<b>TOTAL</b>	<b>INGERSOLL WATER SERVICES</b>		<b>51,036</b>	<b>384,462</b>	<b>435,498</b>	<b>407,255</b>	<b>28,243</b>



**Growth-Related Projects Funding Sources  
For year ending December 31, 2025**

Prj.No	County Project #	Increased Service Needs Attributable to Anticipated Development / Project Description	YTD Expenditures	Unfinanced Development Charges *	Total	Development Charges **	Other Sources ***
<b>INGERSOLL WASTEWATER SERVICES</b>							
Capacity							
2	900016	Implementation of SCADA projects in Ingersoll - Wastewater	7,858	-	7,858	545	7,314
Southwest Industrial Park							
5	950336	Wallace Line Sanitary Sewer from Midblock Industrial Site to north of CNR to Hamilton	12,892	-	12,892	8,928	3,963
6	950336	Hamilton Road Sanitary Sewer from service lands to east of Ingersoll Street and north to existing 675 mm Trunk Sewer	327,470	8,956	336,426	201,726	134,700
Other							
15	0	NPV Principal Payments & Interest Payments- Ingersoll WWTP (Growth-Related Share)	481,415	175,414	656,830	465,097	191,732
Studies							
19-21	250000	Wastewater Model - Ingersoll	18,675	-	18,675	14,025	4,651
Reserve Fund Adjustment							
RFA.01	0	New Linear	-	265,463	265,463	265,463	-
<b>TOTAL</b>	<b>INGERSOLL WASTEWATER SERVICES</b>		<b>848,310</b>	<b>449,834</b>	<b>1,298,144</b>	<b>955,784</b>	<b>342,360</b>
<b>PLATTSVILLE WATER SERVICES</b>							
1	900016	Implementation of SCADA projects in Plattsville - Water	903	-	903	90	812
Reserve Fund Adjustment							
RFA.01	0	Water Tower	-	22,975	22,975	22,975	-
<b>TOTAL</b>	<b>PLATTSVILLE WATER SERVICES</b>		<b>903</b>	<b>22,975</b>	<b>23,878</b>	<b>23,065</b>	<b>812</b>
<b>PLATTSVILLE WASTEWATER SERVICES</b>							
1	900016	Implementation of SCADA projects in Plattsville - Wastewater	906	-	906	91	815
2	950609	Plattsville WWTP Operational Enhancement	49,672	(929)	48,743	9,006	39,737
Reserve Fund Adjustment							
RFA.01	0	Lagoon Upgrades	-	19,560	19,560	19,560	-
<b>TOTAL</b>	<b>PLATTSVILLE WASTEWATER SERVICES</b>		<b>50,577</b>	<b>18,631</b>	<b>69,209</b>	<b>28,656</b>	<b>40,552</b>
<b>DRUMBO WATER SERVICES</b>							
1	900016	Implementation of SCADA projects in Drumbo - Water	532	-	532	30	502
3	960420	New Well Supply	330,140	(26,176)	303,963	11,190	292,773
<b>TOTAL</b>	<b>DRUMBO WATER SERVICES</b>		<b>330,671</b>	<b>(26,176)</b>	<b>304,495</b>	<b>11,220</b>	<b>293,275</b>
<b>DRUMBO WASTEWATER SERVICES</b>							
1	900016	Implementation of SCADA projects in Drumbo - Wastewater	523	(28)	494	-	494
2	950810	Drumbo Wastewater Treatment Capacity Expansion (Phase II)	78,975	(42,861)	36,114	-	36,114
Reserve Fund Adjustment							
RFA.01	0	Drumbo Wastewater Treatment Capacity Expansion (Phase 1)	73,280	(48,697)	24,583	156	24,427
<b>TOTAL</b>	<b>DRUMBO WASTEWATER SERVICES</b>		<b>152,778</b>	<b>(91,587)</b>	<b>61,191</b>	<b>156</b>	<b>61,035</b>



**Growth-Related Projects Funding Sources  
For year ending December 31, 2025**

Prj.No	County Project #	Increased Service Needs Attributable to Anticipated Development / Project Description	YTD Expenditures	Unfinanced Development Charges *	Total	Development Charges **	Other Sources ***
<b>TAVISTOCK WATER SERVICES</b>							
1	960437	New Well Supply - Well #4 and Storage	51,410	-	51,410	23,146	28,264
4	900016	Implementation of SCADA projects in Tavistock - Water	11,033	-	11,033	997	10,036
<b>TOTAL</b>	<b>TAVISTOCK WATER SERVICES</b>		<b>62,443</b>	<b>-</b>	<b>62,443</b>	<b>24,143</b>	<b>38,300</b>
<b>TAVISTOCK WASTEWATER SERVICES</b>							
2	900016	Implementation of SCADA projects in Tavistock - Wastewater	1,900	-	1,900	173	1,727
3	950504	Tavistock Wastewater Treatment Plant Capacity Expansion	162,400	-	162,400	60,462	101,938
4	950551	William St Gravity Sewer Replacement and Upsizing	11,883	-	11,883	5,429	6,454
5	950513	William Street Sewage Pumping Station Capacity Expansion	68,908	23,021	91,928	47,899	44,029
6	0	NPV Principal Payments & Interest Payments (Growth-Related Share)	271,435	-	271,435	162,861	108,574
<i>Studies</i>							
10-12	250000	Wastewater Model - Tavistock	26,077	-	26,077	19,588	6,489
<b>TOTAL</b>	<b>TAVISTOCK WASTEWATER SERVICES</b>		<b>542,602</b>	<b>23,021</b>	<b>565,623</b>	<b>296,411</b>	<b>269,212</b>
<b>INNERKIP WATER SERVICES</b>							
1	900016	Implementation of SCADA projects in Innerkip - Water	883	-	883	48	835
<b>TOTAL</b>	<b>INNERKIP WATER SERVICES</b>		<b>883</b>	<b>-</b>	<b>883</b>	<b>48</b>	<b>835</b>
<b>INNERKIP WASTEWATER SERVICES</b>							
2	900016	Implementation of SCADA projects in Innerkip - Wastewater	21,039	-	21,039	1,154	19,885
<b>TOTAL</b>	<b>INNERKIP WASTEWATER SERVICES</b>		<b>21,039</b>	<b>-</b>	<b>21,039</b>	<b>1,154</b>	<b>19,885</b>
<b>NORWICH WATER SERVICES</b>							
4	900016	Implementation of SCADA projects in Norwich- Water	15,228	-	15,228	1,057	14,171
<b>TOTAL</b>	<b>NORWICH WATER SERVICES</b>		<b>15,228</b>	<b>-</b>	<b>15,228</b>	<b>1,057</b>	<b>14,171</b>
<b>NORWICH WASTEWATER SERVICES</b>							
1	900016	Implementation of SCADA projects in Norwich - Wastewater	426,992	-	426,992	30,031	396,962
3	950412	Norwich Wastewater Treatment Plant Capacity Expansion - Phase II	10,905	-	10,905	6,902	4,003
<b>TOTAL</b>	<b>NORWICH WASTEWATER SERVICES</b>		<b>437,898</b>	<b>-</b>	<b>437,898</b>	<b>36,933</b>	<b>400,965</b>
<b>THAMESFORD WATER SERVICES</b>							
2	900016	Implementation of SCADA projects in Thamesford - Water	1,813	-	1,813	181	1,632
<b>TOTAL</b>	<b>THAMESFORD WATER SERVICES</b>		<b>1,813</b>	<b>-</b>	<b>1,813</b>	<b>181</b>	<b>1,632</b>



**Growth-Related Projects Funding Sources  
For year ending December 31, 2025**

Prj.No	County Project #	Increased Service Needs Attributable to Anticipated Development / Project Description	YTD Expenditures	Unfinanced Development Charges *	Total	Development Charges **	Other Sources ***
<b>THAMESFORD WASTEWATER SERVICES</b>							
1	900016	Implementation of SCADA projects in Thamesford - Wastewater	25,122	-	25,122	2,506	22,616
2	950718	Thamesford WWTP Upgrades	244,060	(42,457)	201,603	79,574	122,029
<b>TOTAL</b>	<b>THAMESFORD WASTEWATER SERVICES</b>		<b>269,181</b>	<b>(42,457)</b>	<b>226,725</b>	<b>82,080</b>	<b>144,645</b>
<b>EMBRO WATER SERVICES</b>							
2	900016	Implementation of SCADA projects in Embro - Water	539	-	539	46	494
<b>TOTAL</b>	<b>EMBRO WATER SERVICES</b>		<b>539</b>	<b>-</b>	<b>539</b>	<b>46</b>	<b>494</b>
<b>EMBRO WASTEWATER SERVICES</b>							
1	900016	Implementation of SCADA projects in Embro - Wastewater	506	-	506	43	462
<b>TOTAL</b>	<b>EMBRO WASTEWATER SERVICES</b>		<b>506</b>	<b>-</b>	<b>506</b>	<b>43</b>	<b>462</b>
<b>MOUNT ELGIN WATER SERVICES</b>							
1	900016	Implementation of SCADA projects in Mt Elgin - Water	388	-	388	32	355
2	0	NPV of future Debt Payments	134,165	-	134,165	134,165	-
<b>TOTAL</b>	<b>MOUNT ELGIN WATER SERVICES</b>		<b>134,552</b>	<b>-</b>	<b>134,552</b>	<b>134,197</b>	<b>355</b>
<b>MOUNT ELGIN WASTEWATER SERVICES</b>							
1	950905	Mt. Elgin Wastewater Treatment Plant Capacity Expansion Phase 3 and 4	67,166	(7,000)	60,166	48,570	11,596
2	900016	Implementation of SCADA projects in Mt Elgin - Wastewater	317	-	317	26	291
<b>TOTAL</b>	<b>MOUNT ELGIN WASTEWATER SERVICES</b>		<b>67,483</b>	<b>(7,000)</b>	<b>60,483</b>	<b>48,596</b>	<b>11,887</b>
	<b>Total</b>		<b>22,522,338</b>	<b>(1,251,520)</b>	<b>21,270,817</b>	<b>11,183,924</b>	<b>10,086,894</b>

\* **Unfinanced Development Charges** – A negative value represents current year charges that will be funded in a future year. A positive value represents prior year unfunded Development Charges being financed in the current year.

\*\* **Project Funded from Development Charges Reserve Funds** – the amount of money from each development charge reserve fund used to fund the project. Negative reserve amounts represent a replenishment of previous funding from reserves.

\*\*\* **Project Costs Funded from Other Sources** – the amount and source of any other money used to fund the project. Other Revenue Sources includes Capital Contributions, other Municipal contributions, Canada Community Building Fund, Rates / Levy Reserve Funds, and Debenture financing.

<sup>1</sup> Debentured \$6,500,000 in 2018 - By-Law 6061-2018; \$3,911,260 (60%) of the debenture is recoverable from future development charges collected

<sup>2</sup> Project to be debentured on completion

<sup>3</sup> Development Charges to be applied to the growth portion of the Drumbo WWTP capacity expansion project in future years as DC's are collected

## PENDING ITEMS

Copied for Council Meeting of April 22, 2026

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
11-13-24/ 03-11-26	Updates to County and Area Municipal Growth Forecasts	Resolved that staff return a report on the current and projected costs of direct and indirect services delivered by Oxford County, and the cost of services financed by Oxford County; and, That Staff return a report on what level of growth Oxford can sustainably be accommodated; That the recommendations contained in Report CP 2026-08 titled "Updates to County and Area Municipal Growth Forecasts and Land Needs Assessment", be adopted; And further, that Oxford County Council direct staff to return with a report to define a financial impact analysis project. And further that Council direct staff to continue to assess potential options to further increase residential intensification in the Large Urban Centres beyond the increased minimum target of 25% set out in the Watson report; And further that Oxford County begin advocacy with the province on the Financial Impacts of this report; And further that Oxford County Council authorize Planning staff to distribute the final document to the Area Municipalities for their information and reference.	FIN/CP	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	Q2 2026
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
11/12/25	Town of Tillsonburg Council Decision Letter - October 14, 2025 - 400 Simcoe Street E&E McLaughlin	Resolved that Correspondence Item 7.1 on the Open Meeting Agenda of November 12, 2025, be received and that County staff respond to the request. 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.	PW/CP	TBA
12/10/25	Oxford County Community Planning Fees and Charges	Resolved that County Staff be requested to prepare a report by the end of the second quarter of 2026 if possible, and therefore in time for Council's consideration as part of the 2027 Business Plan and Budget process, that considers the costs of the County's planning service that are funded through taxation versus planning application related fees, to ensure they appropriately reflect the costs and benefits attributable to both sources of funding.	FIN/CP	TBA

COUNTY OF OXFORD

BY-LAW **6820-2026**

**BEING** a By-Law to adopt Amendment Number 354 to the County of Oxford Official Plan.

**WHEREAS**, Amendment Number 354 to the County of Oxford Official Plan has been recommended by resolution of the Council of the Town of Tillsonburg and the County of Oxford has held a public meeting and has recommended the Amendment for adoption.

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

1. That Amendment Number 354 to the County of Oxford Official Plan, being the attached explanatory text, is hereby adopted.
2. This By-Law shall come into force and take effect on the day of the final passing thereof.

READ a first and second time this 22<sup>nd</sup> day of April, 2026.

READ a third time and finally passed this 22<sup>nd</sup> day of April, 2026.

\_\_\_\_\_  
MARCUS RYAN, WARDEN

\_\_\_\_\_  
LINDSEY MANSBRIDGE, CLERK

AMENDMENT NUMBER 354  
TO THE COUNTY OF OXFORD OFFICIAL PLAN

the following text and Plan designated Schedule "A", attached hereto, constitute  
Amendment Number 354 to the County of Oxford Official Plan.

## 1.0 PURPOSE OF THE AMENDMENT

The purpose of the Amendment is to re-designate certain lands in the Town of Tillsonburg from 'Service Commercial' to 'Medium Density Residential' with special development policies, to facilitate the development of a three storey, 30-unit apartment development.

## 2.0 LOCATION OF LANDS AFFECTED

This Amendment applies to lands located at Lots 48, 48A, 49 and 49A, Plan 500 in the Town of Tillsonburg. The lands front on the east side of Tillson Avenue, lying between Lindsay Street and Barker Street and are municipally known as 288 and 296 Tillson Avenue, Town of Tillsonburg.

## 3.0 BASIS FOR THE AMENDMENT

The amendment has been initiated to redesignate the subject lands from 'Service Commercial' to 'Medium Density Residential' with special development policies to facilitate the development of the lands for a three storey, 30 unit apartment building containing affordable housing units.

It is the opinion of Council that the amendment is consistent with the policies of the PPS as the development is an efficient use of land and municipal services within a fully serviced settlement area. The development also contributes to housing types and densities required to meet the projected requirements of current and future residents of the Town and the broader regional market area. Further, the proposed development supports the strategic initiatives and objectives of the Official Plan with respect to ensuring that adequate affordable housing for low- and moderate-income households is available in the Town of Tillsonburg.

Council is further satisfied that the Official Plan criteria respecting the designation of the lands for Medium Density Residential purposes have been satisfactorily addressed.

The Official Plan recognizes the importance of increasing the supply of affordable housing within Tillsonburg and directs that the Town Council may consider the use of reduced municipal infrastructure requirements and lot standards on a site-specific basis to facilitate the delivery of affordable housing provided that the use of such measure continues to meet the overall objectives of the Plan.

While no designated shopping, community facilities are within the immediate area, shopping opportunities exist 1 km south on Tillson Avenue, and recreational opportunities exist nearby with Gylveszy Park, the Trans Canada Trail, and Lake Lisgar to further to the west. A TGO Transit stop is located in front of the subject property on Tillson Avenue. Both the red and blue line transit routes stop immediately in front of the subject property which will utilize existing infrastructure (municipal transit) to support residential intensification. Council is satisfied that the

subject property being located on an arterial road (being Tillson Avenue) and having direct access to municipal transit service will allow the residents to access shopping and amenities within the Town that are in close proximity accessed by vehicle or public transit. Adequate servicing capacity exists to serve the proposed development, and the development will be subject to site plan approval, where matters related to servicing, landscaping, fencing, grading, access and parking will be addressed to the satisfaction of the Town and County.

The proposed net residential density of the site is higher than what is contemplated by the Medium Density Residential designation, however, the height (3 storeys) and built form (low rise apartment) of the proposed development is consistent with the housing type and built form permitted in the Medium Density designation and the presence of affordable housing units will contribute to the County's target goal for affordable housing.

In light of the foregoing, it is the opinion of Council that the proposed Official Plan Amendment is consistent with the policies of the PPS and supports the objectives and strategic initiatives of the Official Plan.

#### 4.0 DETAILS OF THE AMENDMENT

4.1 That Section 8.2.5 – *Medium Density Residential Areas*, as amended, is hereby further amended by adding the following specific development policy at the end of Section 8.2.5.2 – *Special Development Policies*:

“8.2.5.2.4 East side of Tillson Avenue, between Lindsay Street and Barker Street, Town of Tillsonburg (288 Tillson Avenue).

**Location** Lots 48, 48A, 49 and 49A, Plan 500 in the Town of Tillsonburg, east side of Tillson Avenue, south side of Lindsay Street and north side of Barker Street, Town of Tillsonburg.

**Policies** Notwithstanding Section 8.2.5, *Medium Density Residential*, or any other relevant policies of the Official Plan to the contrary, the maximum net residential density in the Medium Density Residential designation on this site shall not exceed 80 units per hectare (33 units per acre), and the minimum net residential density shall be 31 units per hectare (13 units per acre).”

4.2 That Schedule “T-1” – Town of Tillsonburg Land Use Plan, is hereby amended by changing the land use designation of those lands identified as “ITEM 1” on Schedule “A” attached hereto from “Service Commercial” to “Residential”.

4.3 That Schedule “T-2” – Town of Tillsonburg Residential Density Plan, is hereby amended by changing the land use designation of those lands identified as “ITEM 2” on Schedule “A” attached hereto to “Medium Density Residential”.

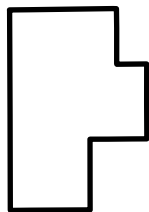
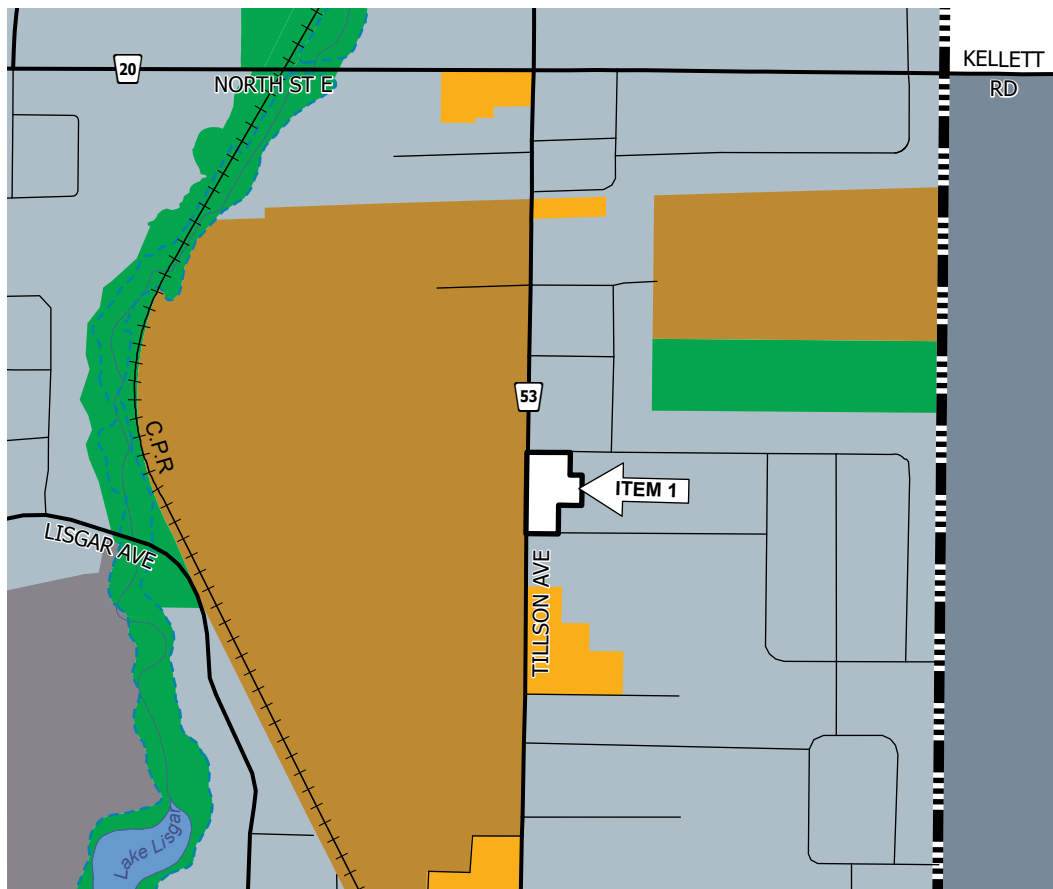
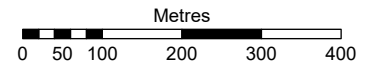
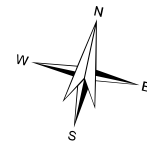
5.0 IMPLEMENTATION

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

6.0 INTERPRETATION

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








SCHEDULE "A"  
 AMENDMENT No. 354  
 TO THE  
**COUNTY OF OXFORD**  
**OFFICIAL PLAN**  
 SCHEDULE "T-1"  
**TOWN OF TILLSONBURG**  
**LAND USE PLAN**



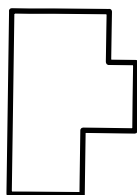
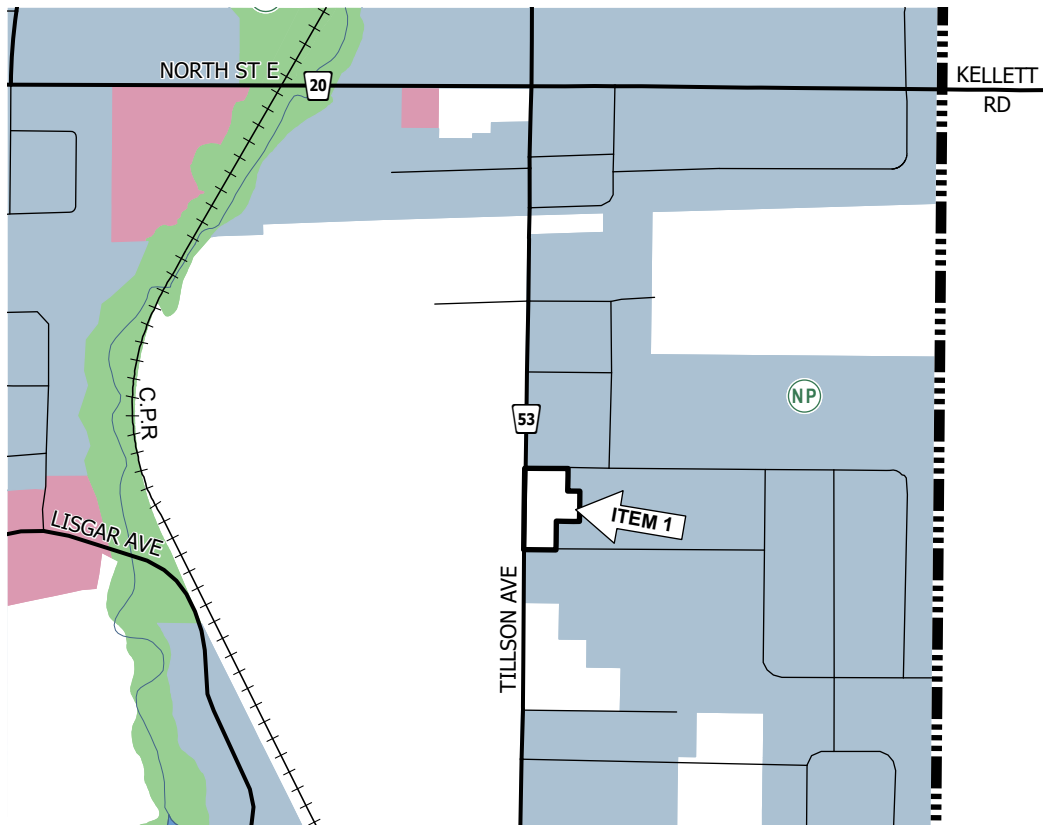
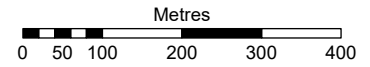
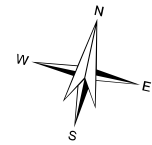
**- AREA OF THIS AMENDMENT**

ITEM 1 - CHANGE FROM SERVICE COMMERCIAL TO RESIDENTIAL

**LAND USE PLAN LEGEND**

-  RESIDENTIAL
-  SERVICE COMMERCIAL
-  COMMUNITY FACILITY
-  INDUSTRIAL
-  OPEN SPACE
-  FUTURE URBAN GROWTH
-  FLOODLINE

SCHEDULE "A"  
 AMENDMENT No. 354  
 TO THE  
**COUNTY OF OXFORD**  
**OFFICIAL PLAN**  
 SCHEDULE "T-2"  
**TOWN OF TILLSONBURG**  
**RESIDENTIAL DENSITY PLAN**



**- AREA OF THIS AMENDMENT**

ITEM 1 - ADD TO MEDIUM DENSITY RESIDENTIAL

**RESIDENTIAL DENSITY PLAN  
 LEGEND**

- LOW DENSITY RESIDENTIAL
- MEDIUM DENSITY RESIDENTIAL
- OPEN SPACE
- NP NEIGHBOURHOOD PARK

## COUNTY OF OXFORD

## BY-LAW NO. 6821-2026

**BEING** a By-law to amend By-law No. 3741-98, as amended, to establish all way stop conditions at the intersections of Oxford Road 8 and Oxford Road 60 in the Township of East Zorra-Tavistock, Oxford Road 6 and Oxford Road 17 in the Township of Zorra and Oxford Road 119 and Road 74 in the Township of Zorra.

**WHEREAS**, the Table to Section 11 and Section 52 (3) of the *Municipal Act, 2001, S.O. 2001, Chapter 25*, prescribes that specified highways are within the jurisdiction of the County of Oxford for all matters relating to those highways, including parking and traffic.

**AND WHEREAS**, Council may exercise any of its powers under Section 137 of the *Highway Traffic Act, R.S.O. 1990, c. H.8*, to erect stop signs at intersections of highways under its jurisdiction and control.

**AND WHEREAS**, Council has adopted Public Works Reports PW 2026-10 and PW 2026-11, both dated April 22, 2026.

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

1. That By-law No. 5476-2013, being a By-law to amend By-law No. 3741-98, is hereby amended, by removing the following wording:

“County Road 8 – from the east side of County Road 59 to the west side of County Road 22, Bright.”

2. That By-law No. 6744-2025, being a By-law to amend By-law No. 3741-98, is hereby amended, by removing the following wording:

“County Road 6 from the north side County Road 9 to the south side of County Road 28.”

3. That By-Law No. 3741-98 is hereby amended, by adding the following wording:

”County Road 8 from the east side of County Road 59 to the west side of County Road 60.”

“County Road 8 – from the east side of County Road 60 to the west side of County Road 22, Bright.”

“County Road 6 from the north side County Road 9 to the south side of County Road 17.”

“County Road 6 from the north side County Road 17 to the south side of County Road 28.”

“County Road 119 from the north limits of the County of Oxford, 100 metres south of the King’s Highway 7, to the north side of County Road 16 at Kintore.”

“County Road 119 from the south side of County Road 16 to the north side of Road 74.”

“County Road 119 from the south side of Road 74 to the north side of County Road 2 at Thamesford.”

4. That By-law No. 4599-2005, being a By-law to amend By-law No. 3741-98, is hereby repealed.

**READ** a first and second time this 22<sup>nd</sup> day of April, 2026.

**READ** a third time and finally passed this 22<sup>nd</sup> day of April, 2026.

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MARCUS RYAN, WARDEN

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LINDSEY A. MANSBRIDGE, CLERK

COUNTY OF OXFORD

BY-LAW NO. 6822-2026

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 22<sup>nd</sup> day of April, 2026.

**READ** a third time and finally passed this 22<sup>nd</sup> day of April, 2026.

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MARCUS RYAN, WARDEN

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LINDSEY A. MANSBRIDGE, CLERK