

AGENDA

COUNTY OF OXFORD COUNCIL

Wednesday, October 13, 2021, 9:30 a.m.

Online via oxfordcounty.ca/livestream
oxfordcounty.ca/livestream

1. CALL TO ORDER

2. APPROVAL OF AGENDA

Proposed Resolution:

Resolved that the Agenda be approved.

3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

4. ADOPTION OF COUNCIL MINUTES OF PREVIOUS MEETING

4.1. September 22, 2021

Proposed Resolution:

Resolved that the Council minutes of September 22, 2021 be adopted.

5. PUBLIC MEETINGS

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

Proposed Resolution:

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

Time _____

5.1.1. Applications for Official Plan Amendment & Plan of Subdivision OP 21-13-5; SB 21-08-5 - Kingwood Riverside Towns Ltd.

The intent of the Official Plan Amendment is to redesignate the subject lands from "Industrial" to "Medium Density Residential" to facilitate the development of a 56-unit townhome proposal in the Village of Thamesford.

The proposed draft plan of subdivision will facilitate the creation of 9 blocks for up to 56 townhouse units and a right-of-way in the Village of Thamesford.

* See Report No. CP 2021-335

5.1.2. Review of County Official Plan - Presentation

To formally initiate a review of the County Official Plan in accordance with Section 26 of the *Planning Act*.

* See Report No. CP 2021-336

5.2. Resolution to adjourn the Public Meeting

Proposed Resolution:

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

Time _____

5.3. Consideration of Report No. CP 2021-335 - Applications for Official Plan Amendment & Plan of Subdivision OP 21-13-5; SB21-08-5 – Kingwood Riverside Towns Ltd.

Proposed Resolution:

Resolved that the recommendations contained in Report No. CP 2021-335, titled "Applications for Official Plan Amendment & Plan of Subdivision OP 21-13-5; SB21-08-5 – Kingwood Riverside Towns Ltd.", be adopted.

5.4. Consideration of Report No. CP 2021-336 - Special Meeting of Council to Initiate a Review of the County Official Plan under Section 26 of the Planning Act

Proposed Resolution:

Resolved that the recommendations contained in Report No. CP 2021-336, titled "Special Meeting of Council to Initiate a Review of the County Official Plan under Section 26 of the Planning Act", be adopted.

6. DELEGATIONS, PRESENTATIONS AND CONSIDERATION THEREOF

6.1. Oxford Connection

Len Magyar
Re: 2022 Grant Request

6.2. The Small Business Centre

Shawn McNamara
Re: 2022 Grant Request

6.3. Oxford Invitational Youth Robotics Challenge

Brad Hammond
Re: 2022 Grant Request

6.4. Oxford Physician Recruitment Group

A.J. Wells
Re: 2022 Grant Request

6.5. Tillsonburg Regional Airport

Christian Perreault, Executive Vice-President, Explorer Solutions

Carlos Reyes, Director of Operations and Development, Town of Tillsonburg
Re: 2022 Grant Request

Proposed Resolution:

Resolved that the information provided in Delegations 6.1 to 6.5 inclusive on the Open meeting agenda of October 13, 2021 be received and referred to 2022 Budget and Business Plan Deliberations.

6.6. Oxford Tourism and Snyders Family Farm and Fear Farm

Meredith Maywood

Meghan Snyder

Re: Update on the support Oxford County is providing to the the Tourism sector

Proposed Resolution:

Resolved that the information provided in the delegation from Oxford Tourism and Snyders Family Farm and Fear Farm be received as information.

7. CONSIDERATION OF CORRESPONDENCE

7.1. Southwestern Integrated Fibre Technology (SWIFT)

September 20, 2021

Re: SWIFT Monthly Project Update - August, 2021

7.2. Oxford County Community Health Centre

October 5, 2021

Re: Oxford County Situation Table Community Table Free Webinar October 28, 2021

7.3. Ontario Solicitor General

October 1, 2021

Re: 2021 Association of Municipalities of Ontario (AMO) Annual Conference

7.4. Ministry of Long-Term Care

October 5, 2021

Re: Ontario Taking Additional Steps to Protect Long-Term Care Home Residents

7.5. Minister of Finance

Received September 27, 2021

Re: Assessment Appeal Process for Large Auto Manufacturing Properties

Proposed Resolution:

Resolved that correspondence items 7.1 to 7.5 inclusive on the Open meeting agenda of October 13, 2021 be received as information.

7.6. Township of Blandford-Blenheim

October 6, 2021

Re: Medical Tiered Response

Proposed Resolution:

Resolved that the resolution of October 6, 2021 from the Township of Blandford-Blenheim regarding Medical Tiered Response be received;

And further, that Oxford County Paramedic Services staff be directed to prepare a follow-up Council report.

8. REPORTS FROM DEPARTMENTS

8.1. COMMUNITY PLANNING

- 8.1.1. CP 2021-335 - Applications for Official Plan Amendment & Plan of Subdivision OP 21-13-5; SB21-08-5 – Kingwood Riverside Towns Ltd.

RECOMMENDATIONS

1. That Oxford County Council approve Application No. OP21-13-5, submitted by GSP Group on behalf of Kingwood Riverside Towns Ltd., Kingwood Riverside Developments Ltd., Agris Co-operative Ltd. and the Township of Zorra for lands described as Part of Park Lots 6 and 7, Registered Plan 45 and Parts 1, 2, 3 & 4, Plan 41R-10035, Township of Zorra to redesignate that portion of the proposed draft plan identified as Phase 1B as 'Medium Density Residential' to facilitate the development of up to 56 townhouse units;
2. And further, that Council approve the attached Amendment No. 263 to the County of Oxford Official Plan;
3. And further, that the necessary by-law to approve Amendment No. 263 be raised;
4. And further, that Oxford County Council grant draft approval to that portion of a proposed residential subdivision identified as Phase 1B, submitted by GSP Group (SB 21-08-5) prepared by GSP Group, dated July 19, 2021, for lands described as Part of Park Lots 6 and 7, Registered Plan 45 and Parts 1, 2, 3 & 4, Plan 41R-10035, in the Village of Thamesford, subject to the conditions attached to this report as Schedule "A" being met prior to final approval.

* See Item 5.3

- 8.1.2. CP 2021-336 - Special Meeting of Council to Initiate a Review of the County Official Plan under Section 26 of the Planning Act

RECOMMENDATIONS

1. That Oxford County Council hold a special public meeting pursuant to Section 26 (3) of the Planning Act;
2. And further, that staff be directed to proceed with the Official Plan Review process in accordance with the requirements under the Planning Act and as generally outlined in the Report No. CP 2021-336.

* See Item 5.4

- 8.1.3. CP 2021-323 - Application for Redline Amendment to Draft Plan of Subdivision 32T-00001 – The Villages of Sally Creek

RECOMMENDATION

1. That Oxford County Council approve the application for redline amendment to the draft approved plan of subdivision File No. 32T-00001, submitted by The Village of Sally Creek, for lands described as Part Lot 4, Concession 11, RP 41R-7424, Parts 1 & 2, RP 41R-7477, in the City of Woodstock.

Proposed Resolution:

Resolved that the recommendation contained in Report No. CP 2021-323, titled "Application for Redline Amendment to Draft Plan of Subdivision 32T-00001 – The Villages of Sally Creek", be adopted.

8.2. CORPORATE SERVICES

8.2.1. CS 2021-38 - Municipal Modernization Program Funding Proposals – Intake 3

RECOMMENDATIONS

1. That County Council authorize staff to apply for funding under the Municipal Modernization Program for up to \$425,230 in costs related to various review and implementation projects that focus on digital modernization; and shared services/alternative service delivery models, as described in Report No. CS 2021-38 titled "Municipal Modernization Program Funding Proposals – Intake 3";
2. And further, that Council authorizes up to \$158,970 from the County General Reserve to fund the County's required contribution under this shared funding program, subject to funding approval;
3. And further, that County Council authorize the Chief Administrative Officer and/or Director of Corporate Services to sign all documents related thereto.

Proposed Resolution:

Resolved that the recommendations contained in Report No. CS 2021-38, titled "Municipal Modernization Program Funding Proposals – Intake 3", be adopted.

8.2.2. CS 2021-39 - Tax Policy – Optional Small Business Subclass

RECOMMENDATION

1. That an optional Small Business Property Subclass not be implemented for the 2022 taxation year.

Proposed Resolution:

Resolved that the recommendation contained in Report No. CS 2021-39, titled "Tax Policy – Optional Small Business Subclass", be adopted.

8.2.3. CS 2021-40 - Credit Rating Review - 2021

RECOMMENDATION

1. That the County of Oxford's Credit Rating Update, attached to Report No. CS 2021-40, dated September 16, 2021, as prepared by Standard & Poor's be received for information.

Proposed Resolution:

Resolved that the recommendation contained in Report No. CS 2021-40, titled "Credit Rating Review – 2021", be adopted.

8.3. PUBLIC WORKS

8.3.1. PW 2021-34 - 2022 Capital Project Pre-Approval

RECOMMENDATIONS

1. That Oxford County Council approve the 2022 Capital Budget pre-approval for the advancement of select infrastructure renewal projects as detailed in Report No. PW 2021-34;
2. And further, that County Council authorize the Director of Public Works to commit to these select 2022 capital projects and incur project costs previously planned to begin as part of the 2022 Business Plan & Budget capital plan.

Proposed Resolution:

Resolved that the recommendations contained in Report No. PW 2021-34, titled "2022 Capital Project Pre-Approval", be adopted.

9. UNFINISHED BUSINESS

9.1. Pending Items

9.2. CS 2021-41 - Asset Management Plan Update

Proposed Resolution:

Resolved that the Briefing Note regarding CS 2021-41 - Asset Management Plan Update be received as information

10. MOTIONS

11. NOTICE OF MOTIONS

12. NEW BUSINESS/ENQUIRIES/COMMENTS

12.1. COVID-19 Workplace Vaccination Policy Update

Amy Smith, Director of Human Resources

13. CLOSED SESSION

Proposed Resolution:

Resolved that Council rise and go into a Closed Session to consider Report No. PW (CS) 2021-33 regarding a proposed or pending acquisition or disposition of land by the County or local board.

13.1. Closed Session Begins

Time _____

13.2. PW (CS) 2021-33

13.3. Closed Session Ends

Proposed Resolution:

Resolved that Council reconvene in Open Session.

Time _____

14. CONSIDERATION OF MATTERS ARISING FROM THE CLOSED SESSION

14.1. PW (CS) 2021-33

Proposed Resolution:

Resolved that the recommendations contained in Report No. PW (CS) 2021-33 be adopted.

15. BY-LAWS

15.1. By-law No. 6373-2021

Being a By-law to amend Schedule "B" to By-law 5725-2015, as amended to provide for speed limits on County Roads.

15.2. By-law No. 6374-2021

Being a By-Law to adopt Amendment Number 263 to the County of Oxford Official Plan.

15.3. By-law No. 6375-2021

Being a By-law to further amend By-law No. 6182-2019, passed on December 11, 2019, being a By-law to remove certain lands from Part Lot Control.

15.4. By-law No. 6376-2021

Being a By-law to provide for the dedication and naming of highways in the County of Oxford.

15.5. By-law No. 6377-2021

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.

Proposed Resolutions:

Resolved that the following by-laws be now read a first and second time: 6373-2021 to 6377-2021 inclusive.

Resolved that the following by-laws be now given a third and final reading: 6373-2021 to 6377-2021 inclusive.

16. ADJOURNMENT

OXFORD COUNTY COUNCIL MINUTES

September 22, 2021

Council Participants	Warden Larry Martin Deputy Warden Ted Comiskey Councillor Trevor Birtch Councillor David Mayberry Councillor Don McKay Councillor Stephen Molnar Councillor Mark Peterson Councillor Marcus Ryan Councillor Deborah Tait Councillor Sandra Talbot
Council Absent	n/a
Staff Participants	M. Duben, Chief Administrative Officer B. Addley, Director of Paramedic Services L. Buchner, Director of Corporate Services M. Cowan, Manager of Information Services M. Dager, Director of Woodingford Lodge G. Hough, Director of Community Planning L. Lanthier, Acting Director of Human Services C. Senior, Clerk

1. CALL TO ORDER

Oxford County Council meets electronically in regular session this twenty second day of September, 2021 at 7:00 p.m., with Warden Martin in the chair.

2. APPROVAL OF AGENDA

RESOLUTION NO. 1

Moved By: Deborah Tait
Seconded By: Ted Comiskey

Resolved that the Agenda be approved as amended to include additional information from Delegation 6.1, St. Marys Healthcare Foundation.

DISPOSITION: Motion Carried

3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

3.1 Don McKay – Delegation 6.1

Councillor Don McKay discloses a pecuniary interest related to agenda item 6.1 (St. Marys Healthcare Foundation delegation) on the Open meeting agenda of September 22, 2021 as an immediate family member is employed by St. Marys Memorial Hospital. He will not take part in consideration of or voting on items related to this agenda item.

4. ADOPTION OF COUNCIL MINUTES OF PREVIOUS MEETING

4.1 September 8, 2021

RESOLUTION NO. 2

Moved By: Ted Comiskey

Seconded By: Marcus Ryan

Resolved that the Council minutes of September 8, 2021 be adopted

DISPOSITION: Motion Carried

5. PUBLIC MEETINGS

NIL

6. DELEGATIONS, PRESENTATIONS AND CONSIDERATION THEREOF

6.1 St. Marys Healthcare Foundation

Ken McCutcheon - Foundation Board Member

Re: Upcoming renovation project at St. Marys Memorial Hospital

Ken McCutcheon, Chair of the St. Marys Healthcare Foundation Fundraising Board and a resident of Zorra Township joins the meeting via WebEx to discuss the St. Marys Memorial Hospital (SMMH) Renewal Project. K. McCutcheon indicates that with the onset of COVID-19, the need to provide a facility that meets the expectations of the Canadian Healthcare Facility Standards is greater than ever before. Planned upgrades include a zero-pressure isolation room, mechanical patient lifts, mechanized built-in headboards, wheelchair accessible washrooms, a fire protection system as well as sanitation stations for healthcare staff.

Dr. Jon Schiedel, from SMMH joins the meeting via WebEx and speaks to the planned upgrades which, in addition to allowing the hospital to deliver a higher standard of care for infectious diseases including COVID-19, would provide for a safer environment within the hospital for both patients and healthcare providers which in turn would help attract and retain staff.

Based on the number of Oxford County residents who depended on the services of SMMH in the past two years, the requested contribution amounts to \$45,000, the equivalent of 7.5% of usage.

K. McCutcheon indicates that although a past grant request was approved, the funds were not further pursued as they had achieved their fundraising goals earlier than anticipated. He asks that Council take this into consideration with respect to the current request.

Mary Cardinal, VP of People and Chief Quality Executive, Huron Perth Healthcare Alliance (HPHA) joins the meeting via WebEx and provides an explanation on how funding is provided to hospitals, adding that hospitals generally rely heavily on community and municipal donations to achieve this type of fundraising goal.

Warden Martin opens the meeting to comments and questions from members of Council.

The delegates respond to comments and questions from Councillors Molnar and Ryan.

RESOLUTION NO. 3

Moved By: Ted Comiskey

Seconded By: Marcus Ryan

Resolved that the information provided in the delegation from St. Marys Healthcare Foundation regarding the upcoming renovation project at St. Marys Memorial Hospital be received and referred to 2022 Budget and Business Plan Deliberations.

DISPOSITION: Motion Carried

6.2 Community Employment Services, The Multi Service Centre, The Workforce Development Board, The Oxford Employer Advisory Committee

Jeff Surridge - CEO, Community Employment Services

Sharon Dykstra - Chair, Oxford Employer Advisory Committee

Melissa Schenk - MS2 Productions

Re: Strategy designed to support efforts to address the chronic skill shortage in Oxford County

Jeff Surridge, Chief Executive Officer, Oxford Community Employment Services (CES) joins the meeting via WebEx and speaks to the chronic skill shortage and aging workforce our area is currently facing as well as some of the programming and training opportunities put in place by the CES to mitigate some of those

issues. J. Surridge indicates they are launching a new collaborative approach designed to attract and retain youth to Oxford county businesses.

Sharon Dykstra, Chair of the Employer Advisory Committee and HR Manager for Timberland Equipment joins the meeting via WebEx and speaks to the struggle of finding qualified employees, indicating we are in a severe labour crisis and have been since before COVID. S. Dykstra indicates that the Employer Advisory Committee came up with the idea of creating some youth engagement videos and social media campaigns designed to showcase the vast employment opportunities which are available in Oxford County. S. Dysktra indicates that the total cost of the project is between \$78,000 and \$80,000 and thanks Oxford County Council for their generous contribution.

Melissa Schenk, Executive Producer, MS2 Productions joins the meeting via WebEx and indicates that this project is a unique, multi-prong approach beyond a video series targeting not only the youth but also their parents, teachers and the community at large. She indicates that during the six week campaign, viewers will be exposed to five employment sectors presented by youth, through their eyes and given an overview of the possible jobs that exist in each sector, which could turn into a co-op placement opportunity or potential job offer. M. Schenk shares the introductory video indicating that all of the videos will be available on CES' Facebook page and encourages everyone to share from there.

Warden Martin opens the meeting to comments and questions from members of Council.

The delegates respond to comments and questions from Warden Martin and Councillor Molnar.

RESOLUTION NO. 4

Moved By: Sandra Talbot

Seconded By: Trevor Birch

Resolved that the information provided in the delegation from Community Employment Services, The Multi Service Centre, The Workforce Development Board, and The Oxford Employer Advisory Committee regarding a strategy designed to support efforts to address the chronic skill shortage in Oxford County be received as information.

DISPOSITION: Motion Carried

6.3 Cheri Deline

Resident of Beachville

Re: Oxford Road 9 (Beachville) Speed Management and Road Safety Review Update

Cheri Deline, a resident of Beachville joins the meeting via telephone. C. Deline thanks staff for the extra time they have put into data collection and indicates that the electronic speed feedback signs along Oxford Road 9 are working. C. Deline indicates she is in agreement with most of the proposed traffic calming measures proposed in Council Report PW 2021-32 with the exception of raising the posted speed limit to 60 km/hr. C. Deline expresses concern that if the speed limit were raised, the average speed would also increase. In addition to the proposed traffic calming measures, C. Deline speaks to the need for more enforcement, adding that Beachville Road is a unique road due to the high number of residences along it and shouldn't be managed like all other long stretches of road.

Warden Martin opens the meeting to comments and questions from members of Council.

C. Deline answers comments and questions from Councillors Mayberry and McKay.

6.4 Robert Ludwig

Resident of Beachville

Re: Oxford Road 9 (Beachville) Speed Management and Road Safety Review Update

Robert Ludwig, a resident of Beachville joins the meeting via WebEx. R. Ludwig indicates he is pleased that speeding along Oxford Road 9 in Beachville is being addressed but is concerned with the proposal to raise the speed limit to 60 km/h. He indicates that although the electronic speed feedback signs have made a positive difference, he fears raising the speed limit would encourage more speeding along this residential area where people walk their dogs, take walks and visit the park. In closing, R. Ludwig indicates that there are many other options within a few kilometres of Oxford Road 9 for those who wish to drive faster such as Karn Road, Highway 2 and Highway 401.

Warden Martin opens the meeting to comments and questions from members of Council.

R. Ludwig responds to comments and questions from Councillor Mayberry.

RESOLUTION NO. 5

Moved By: David Mayberry

Seconded By: Sandra Talbot

Resolved that the information provided in the delegations from Cheri Deline and Robert Ludwig be received and considered along with Report No. PW 2021-32, titled "Oxford Road 9 (Beachville) Speed Management and Road Safety Review Update".

DISPOSITION: Motion Carried

7. CONSIDERATION OF CORRESPONDENCE

7.1 Township of Blandford-Blenheim

September 7, 2021

Re: Medical Tiered Response Criteria

7.2 Dr. Joyce Lock, Medical Officer of Health, Southwestern Public Health

September 13, 2021

Re: Retirement Announcement

RESOLUTION NO. 6

Moved By: Sandra Talbot

Seconded By: Trevor Birtch

Resolved that correspondence items 7.1 and 7.2 on the Open meeting agenda of September 22, 2021 be received as information.

DISPOSITION: Motion Carried

8. REPORTS FROM DEPARTMENTS

8.1 PUBLIC WORKS

8.1.1 PW 2021-32 - Oxford Road 9 (Beachville) Speed Management and Road Safety Review Update

RECOMMENDATIONS

1. That County Council endorse the implementation of speed zone adjustments on Oxford Road 9 in Beachville to support County wide speed management and road safety measures as described in Report No. PW 2021-32;
2. And further, that a by-law be presented to County Council at the October 13, 2021 Council meeting to amend By-law No. 5725-2015 to designate and modify speed zone adjustments as outlined in Report No. PW 2021-32.

RESOLUTION NO. 7

Moved By: David Mayberry

Seconded By: Sandra Talbot

Resolved that the recommendations contained in Report No. PW 2021-32, titled "Oxford Road 9 (Beachville) Speed Management and Road

Safety Review Update", be adopted with the exception of increasing the posted speed limit from 50km/hour to 60 km/hour.

DISPOSITION: Motion Carried

8.2 CAO

8.2.1 CAO 2021-05 - Joint Service Delivery Review – Update and Close-Out

RECOMMENDATION

1. That Report No. CAO 2021-05 titled "Joint Service Delivery Review – Update and Close-Out" be received for information.

RESOLUTION NO. 8

Moved By: Trevor Birtch

Seconded By: Deborah Tait

Resolved that the recommendation contained in Report No. CAO 2021-05, titled "Joint Service Delivery Review – Update and Close-Out", be adopted.

DISPOSITION: Motion Carried

8.3 CORPORATE SERVICES

8.3.1 CS 2021-35 - 2022 Budget Public Consultation Update

RECOMMENDATION

1. That the 2022 Budget Public Survey Results be received for consideration in final budget deliberations.

RESOLUTION NO. 9

Moved By: Trevor Birtch

Seconded By: Deborah Tait

Resolved that the recommendation contained in Report No. CS 2021-35, titled "2022 Budget Public Consultation Update", be adopted.

DISPOSITION: Motion Carried

8.3.2 CS 2021-37 - Council, Board and Committees Hybrid Meeting Plan

RECOMMENDATION

1. That Council receive Report No. CS 2021-37 entitled "Council, Board and Committees Hybrid Meeting Plan" for information.

RESOLUTION NO. 10

Moved By: Marcus Ryan

Seconded By: Don McKay

Resolved that the recommendation contained in Report No. CS 2021-37, titled "Council, Board and Committees Hybrid Meeting Plan", be adopted.

DISPOSITION: Motion Carried

9. UNFINISHED BUSINESS

9.1 Pending Items

No discussion takes place regarding the Pending Items list.

10. MOTIONS

NIL

11. NOTICE OF MOTIONS

NIL

12. NEW BUSINESS/ENQUIRIES/COMMENTS

12.1 National Day for Truth and Reconciliation

RESOLUTION NO. 11

Moved By: Marcus Ryan

Seconded By: Don McKay

WHEREAS the Truth and Reconciliation Commission released its final report on June 2, 2015, which included 94 Calls to Action to redress the legacy of residential schools and advance the process of Canadian reconciliation;

AND WHEREAS the recent discoveries of remains and unmarked graves across Canada have led to increased calls for all levels of government to address the recommendations in the TRC's Calls to Action;

AND WHEREAS all Canadians and all orders of government have a role to play in reconciliation;

AND WHEREAS Recommendation #80 of the Truth and Reconciliation Commission called upon the federal government, in collaboration with Aboriginal peoples, to establish, as a statutory holiday, a National Day for Truth and Reconciliation to ensure that public commemoration of the history and legacy of residential schools remains a vital component of the reconciliation process;

AND WHEREAS the Federal Government has announced September 30th, 2021, as the first National Day for Truth and Reconciliation (National Orange Shirt Day) and a statutory holiday;

THEREFORE, BE IT RESOLVED THAT the Council of the County of Oxford does hereby commit to recognizing September 30th, 2021, as the National Day for Truth and Reconciliation (National Orange Shirt Day) by sharing the stories of residential school survivors, their families, and communities.

DISPOSITION: Motion Carried

12.2 Verbal Update from Chief Administrative Officer

Michael Duben

Re: Staffing Update

Chief Administrative Officer Michael Duben indicates that Director of Human Services, Paul Beaton, has announced his retirement effective December 15, 2021. After serving as a Federal Corrections Officer for a number of years, Paul initiated his career with Oxford County in 1997 as an Ontario Works Supervisor. In early 2005, Paul became the Manager of Social Services and Housing and was later appointed as the Director of Human Services in 2013 adding that Paul has worked tirelessly to support our community's most vulnerable. As a strong advocate for affordable housing, Paul was committed to educating and increasing the awareness of municipal leaders and other stakeholders of its importance. He was instrumental in the Harvey Woods Lofts housing initiative, which opened in 2015. One of Paul's many notable accomplishments during his tenure was the integration of Human Services, a model that a number of municipalities strived to duplicate. In closing, M. Duben wishes Paul well as he embarks on the next stage of his life.

Lisa Lanthier is the Acting Director until a permanent Director of Human Services is hired which will begin in the coming weeks and Rebecca Smith, Manager of Affordable Housing will report directly to the CAO on an interim basis.

Warden Martin and Councillors Birtch, McKay, Molnar, Peterson and Talbot express gratitude and appreciation for Paul's dedication and passion for those less fortunate and wish him well in his retirement.

Councillor Birtch leaves the meeting at 8:53 p.m.

13. CLOSED SESSION

RESOLUTION NO. 12

Moved By: Don McKay

Seconded By: Mark Peterson

Resolved that Council rise and go into a Closed Session to consider Report No. CS (CS) 2021-36 regarding information explicitly supplied in confidence to the municipality by Canada, a province or territory or a Crown agency of any of them.

DISPOSITION: Motion Carried at 8:53 p.m.

Oxford County Council meets electronically in Closed Session, as part of a regular meeting, this twenty second day of September, 2021.

8:55 p.m. with Warden Martin in the chair.

All Members of Council present with the exception of Councillor Birtch

Staff Participants	M. Duben, Chief Administrative Officer
	L. Buchner, Director of Corporate Services
	M. Cowan, Manager of Information Services
	G. Hough, Director of Community Planning
	C. Senior, Clerk
	D. Simpson, Director of Public Works

DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF:

NIL

CONSIDERATION OF CORRESPONDENCE:

NIL

REPORTS FROM DEPARTMENTS:

1. CS (CS) 2021-36

DELEGATIONS AND PRESENTATIONS:

NIL

UNFINISHED BUSINESS:

NIL

NEW BUSINESS / ENQUIRIES / COMMENTS:

NIL

Councillor Tait leaves the meeting at 9:11 p.m.

TIME OF COMPLETION OF CLOSED SESSION:

9:15 p.m.

RESOLUTION NO. 13

Moved By: Don McKay
Seconded By: Mark Peterson

Resolved that Council reconvene in Open Session.

DISPOSITION: Motion Carried at 9:15 p.m.

Council and staff return to the Open Session meeting at 9:15 p.m. All members of Council present with the exception of Councillors Birtch and Tait.

14. CONSIDERATION OF MATTERS ARISING FROM THE CLOSED SESSION

14.1 CS (CS) 2021-36

RESOLUTION NO. 14

Moved By: Mark Peterson

Seconded By: Stephen Molnar

Resolved that the recommendation contained in Report No. CS (CS) 2021-36 be adopted.

DISPOSITION: Motion Carried

15. BY-LAWS

15.1 By-law No. 6369-2021

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. 15

Moved By: Stephen Molnar

Seconded By: David Mayberry

Resolved that By-law No. 6369-2021 be now read a first and second time.

DISPOSITION: Motion Carried

RESOLUTION NO. 16

Moved By: Stephen Molnar

Seconded By: David Mayberry

Resolved that By-law No. 6369-2021 be now given a third and final reading.

DISPOSITION: Motion Carried

16. ADJOURNMENT

Council adjourns its proceedings at 9:17 p.m. until the next meeting scheduled for
October 13, 2021 at 9:30 a.m.

Minutes adopted on _____ by Resolution No. _____.

WARDEN

CLERK

Official Plan Review

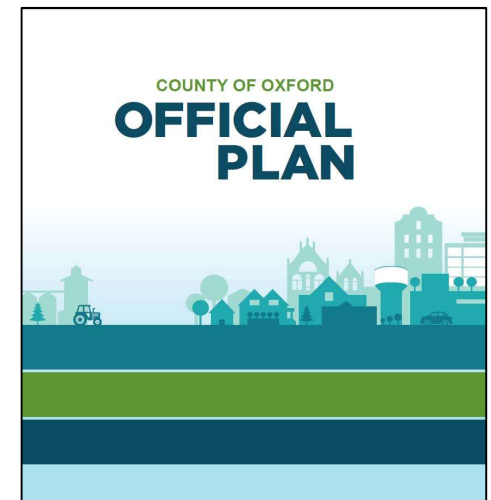


Section 26 - Special Meeting of Council

October 13, 2021

Purpose of the Special Meeting

- Formally initiate the current review of the County Official Plan (OP)
- Fulfill requirements of the Planning Act
- Create public awareness of the OP review process and how to get involved
- Provide an opportunity for initial input and feedback



What is the OP Review

- The OP is the principal legal document for implementing Provincial land use planning direction at municipal level
 - Establishes the overall vision and land use strategy for growth and development in the County and Area Municipalities.
- Planning Act requires that municipalities review and revise their OPs as necessary to ensure consistency with applicable Provincial legislation, policies and guidelines.
- A number of these documents will need to be considered as part of the current OP review process, including:
 - Updates to the Planning Act and Provincial Policy Statement; and
 - New and/or updated Provincial guidelines related to PPS implementation

Scope of Current OP Review

- The process to develop a new County OP is expected to begin in a few years time (i.e. following MPs, updated forecasts etc.) and involve comprehensive review and update of the entire OP
- Therefore, the current OP Review is intended to focus primarily on addressing:
 - legislative and policy changes that are relatively scoped in nature; and
 - policy areas for which substantial background studies/work has already been completed

OP Review Process

- Staff are proposing a phased approach to the current OP review, meaning there will be several amendments (OPAs) that will comprise the overall OP update.
- Each phase will include:
 - An OPA to update various policies
 - It's own community engagement plan
 - Supporting planning rationale, background and related technical information
- Unlike other OPAs, all phases of the OP review are subject to Provincial approval.

Conclusions and Next Steps

- Staff are seeking Council direction to formally initiate the OP review process
- The first phase is proposed to focus on updates to agricultural policies – Report to Oct. 27th CC
- Report on future phases will be presented to Council in early 2022 to:
 - Provide further details on the proposed scope, content and implementation for each phase
 - Provide an overview of any initial input received



**Presentation to
Oxford County Council
October 13, 2021**

Request to County Council

- Financial support for co-operative economic development activities which have a county-wide impact
- \$50,000 for joint economic development activities
- Funds will be used for profile raising and brand awareness, trade shows, collateral marketing materials and other promotional programming opportunities.

About Us

- An informal, co-operative partnership focused on investment attraction.
- Made up of Oxford communities with staff dedicated for economic development.
- Ingersoll, Tillsonburg, Woodstock and Rural Oxford Economic Development Corporation
- Administered (financial) by City of Woodstock



2021 Activities

- Virtual FAM Tour
- Attended the Canadian Manufacturing Show in Toronto (CMTS) – First in person show in close to 2 years
- Virtual job fair to assist Oxford County businesses – with 30+ businesses participating and close to 700 open positions
- Continue to participate in support of Workforce Development
- New backdrop for Trade Show Booth
- Meet with SCOR – Tillsonburg Airport

2022 Work Plan



FAM Tour

Thank You



Overview

01 SUPPORTING
BUSINESS IN
OXFORD COUNTY

02 OUTREACH TO
BUSINESS IN
OXFORD COUNTY

03 Moving Forward

Starter Company Plus

Starter Company Plus is an Ontario government program that provides adults 18+ with the resources and knowledge they need to start and grow their own business. The program offers:

- Training and business skill development
- Advice and mentorship from local business leaders and industry professionals
- A grant of up to \$5,000



Phase Five Electric - Ingersoll



Kintore Coffee Co. - Embro



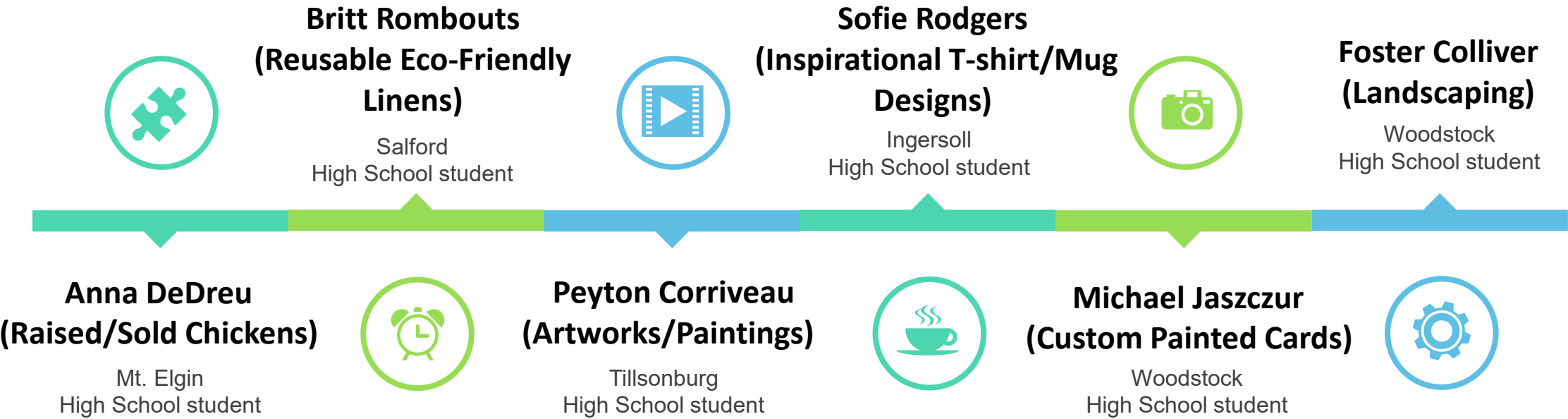
Aduro Athletics - Woodstock



**Rose & Daffodil Bakery -
Tillsonburg**

Summer Company

The Summer Company program provides students aged 15 to 29 start-up money to kick-off a new summer business as well as advice and mentorship from local business leaders to help get their business up and running. Applicants must start their business from May to July and end it on Labor Day or they can choose to keep running their summer business while back in school. Applicants get up to \$1,500 up front to help with start-up costs and up to \$1,500 when you successfully complete the program requirements. Funding is up to \$3,000.



2021 Gross Revenue generated to date: \$12,150

2021 – Year To Date (at Sept 20/21)

- We've engaged with **713** unique and repeat clients, supporting **519 EXISTING** businesses and assisting **194 NEW** start ups.
- We've conducted **1,272** meetings/consultations/engagements (any client interaction over 30 min)
- Woodstock – **278** unique clients (39%)
- Tillsonburg – **121** unique clients (17%)
- Ingersoll – **106** unique clients (15%)
- East-Zorra Tavistock Township – **50** unique clients (7%)
- Norwich Township – **45** unique clients (6%)
- Zorra Township – **42** unique clients (6%)
- Blandford-Blenheim Township – **36** unique clients (5%)
- Southwest Oxford Township – **21** unique clients (3%)
- Other – **14** unique clients (2%)



The Small Business Centre is always looking for new ways to promote Oxford County throughout the Region and Province



The Small Business Centre is a proud member of the Oxford County community, Working with all 5 Chambers of Commerce, 4 Business Improvement Associations and agencies like Community Futures, Tourism Oxford, Rural Oxford Economic Development and Community Employment Services.



Engage Oxford is an exciting new resource from The Small Business Centre that enables people to get involved locally. You can find or list events to gain exposure in Oxford County.

119 Businesses Registered to Date

SBC LIVE - Recovery Initiative & Community Outreach

Start Date July 5, 2021

- ❑ Expand relationships with Oxford County small businesses.
- ❑ On-site visits to local businesses (4 days per week).
- ❑ Work with community partners and municipalities to address specific needs
- ❑ 305 businesses connected with as of September 30, 2021.

Based on feedback from clients our message going forward will be “You are not alone. Make us your first call”.

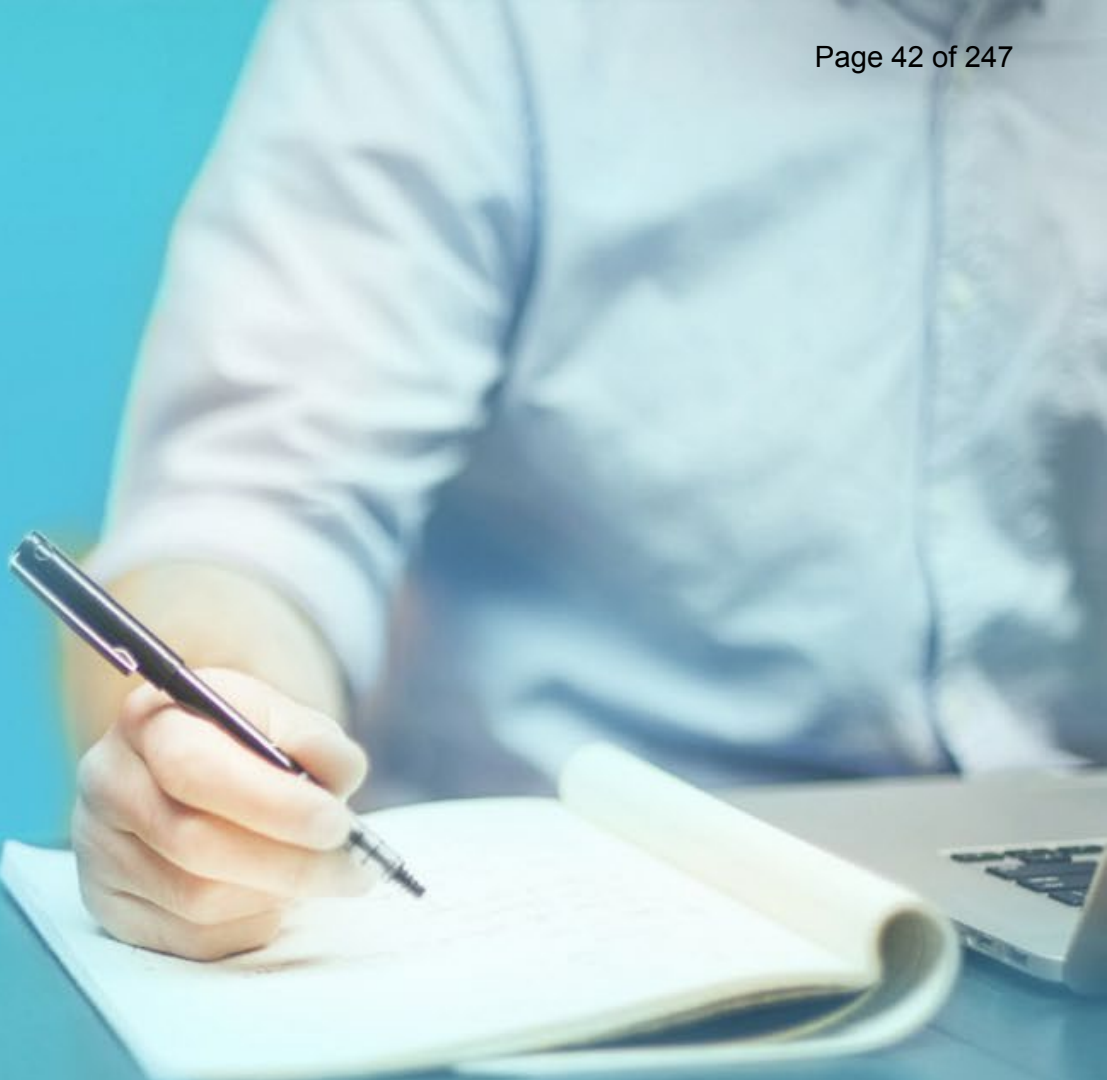


Budget 2021 Committed Funds



Engage Oxford website (Development/Launch)	\$14,000.00
SBC Live Videos/We Grow Together	\$ 10,000.00
Food Business Accelerator (trainers)	\$ 7,500.00
Software & Subscriptions	\$ 5,500.00
Canada Small Business Week (Oct 2021)	\$ 3,750.00
Marketing (print materials, online ads)	\$ 3,500.00
Training (seminars and courses for staff)	\$ 3,500.00
Travel (mileage, meetings, meals)	<u>\$ 2,250.00</u>
	<u>\$50,000.00</u>

Budget 2022 Request



At The Crossroads Accelerator programs (training)	\$15,000.00
SBC Live Videos	\$ 9,000.00
Engage Oxford website (promotion & maintenance)	\$ 6,500.00
Special Events (Bridges, Networking, Joint Events)	\$ 5,000.00
Software & Subscriptions (ongoing)	\$ 5,000.00
Travel (mileage, meetings, meals)	\$ 3,500.00
Marketing (print materials, online ads)	\$ 3,500.00
Training (seminars and courses for staff)	<u>\$ 2,500.00</u>
	<u>\$50,000.00</u>

This request accounts for 18% of the Operations, Marketing and Service Delivery budget of the Centre

Shawn McNamara,
Small Business Consultant

shawn@thesmallbusinesscentre.ca
519.539.2382 Ext 2602

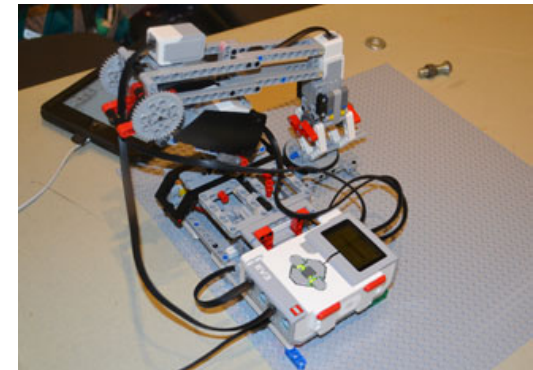


Oxford Invitational Youth Robotics Challenge



Our Goals

- To give youth hands-on experience in design, construction and team problem solving by building and programming a robot for an industry modeled task
- To expose youth to innovative technology and to test their interests and abilities
- To connect youth with a mentor from the manufacturing industry to provide valuable experience, learning about real world scenarios, problem solving and team building skills



A Community Based Partnership

Oxford Invitational Youth Robotics Challenge is a community-based partnership founded in 2005 to give youth hands-on experience in design, construction and team problem solving by building and programming a robot for an industrial-type task. Through this exciting project youth are encouraged to explore the many rewarding careers available today with manufacturing companies in Oxford County and the surrounding area.

Over 1700 students have participated since its inception in 2005



Sponsors

- All funds are raised through local and community partnerships

PLATINUM LEVEL SPONSORS



GOLD LEVEL SPONSORS



SILVER LEVEL SPONSORS



BRONZE LEVEL SPONSORS



TEAM LEVEL SPONSORS



Request for Partnership

Request for continued Platinum Sponsorship from Oxford County



Platinum Level - \$5000

- Recognition includes your large logo in prominent position on promotional materials and on website. You will be invited to speak at the opening ceremonies and set up a booth or exhibition at the event. Your poster/banner will also be displayed at the challenge.



Oxford Physician Recruitment Group

www.PracticeInOxford.ca

Presentation to Oxford County Council
Wednesday, October 13, 2021



- Have been working collaboratively on physician recruitment in Oxford County since 2014
- Current representation from Woodstock (4 members), Tillsonburg (3 members), Ingersoll (3 members), Norwich (1 member), and Warden Martin
- Generously supported by Oxford County since 2015



The Challenge of 2021

- Despite an optimistic outlook for 2021, recruitment efforts were again significantly hampered by the COVID-19 pandemic
- Ongoing restrictions moved early recruitment events virtual again in 2021, though as vaccination rates increased across the province some events have started to be offered in person
- Fewer training opportunities offered as many physicians continued balancing in-person and virtual care



The Challenge of 2021

- After the unexpected increase in inquiries early in 2020 from urban-based physicians looking to relocate to more rural areas, these inquiries slowed dramatically in 2021
- A recurring theme over the past few years, new graduates are being advised to investigate hospitalist or locum opportunities, neither of which are readily available in Oxford County



2021 At A Glance

- Despite the pandemic, four new family physicians started practicing in Oxford County in 2021, with a fifth expected to start later in 2021
- Currently five active postings on the Practice In Oxford website, recruiting nine Family Physicians and one specialist
 - Woodstock – Six family physician vacancies, one specialist
 - Ingersoll – Two family physician vacancies
 - Tillsonburg – One family physician vacancy



2021 Activities

Face-to-Face interactions

- COVID-19 restrictions prevented the Group from focusing on in-person interactions with medical students and prospective physicians as planned in 2021
- Previously discussed Group tour deferred
- Represented at recruitment event in KW in September

Advertising/Promotion

- Partnered with Research FDI on a Lead Generation Proposal to undertake outreach efforts of prospective physicians and clinic networks to arrange meetings with qualified leads



2021 Activities

County Networking

- Welcomed additional Group members from Tillsonburg and Ingersoll
- Representation from recruitment committee/recruiters from Woodstock, Tillsonburg, Ingersoll, and Norwich
- Reaffirmed commitment to continue working collaboratively with local efforts in 2022, discussed necessity for local needs inventories to better understand available opportunities in each municipality and any barriers to recruitment
- Outreach to Woodstock-Ingersoll & District Real Estate Board



Recruitment Group Expenditures

- Oxford County generously approved \$30,000 to support the Physician Recruitment Group in 2021, with support acknowledged on Practice in Oxford website and promotional items
- The COVID-19 pandemic and ensuing restrictions limited the Group's planned events and activities in 2021
- Expenditures to date of \$16,950.00, with an additional \$2,500 to \$5,000 anticipated for advertising and promotion by year end



Current Situation

- Six of eight Oxford municipalities remain designated Areas of High Physician Need (excludes Ingersoll and Zorra)
- >15% of Oxford County residents still lacking a Primary Care Provider
- 10-15 providers required without factoring in growth or retirements
- Still a shortage of suitable office space available for interested physicians, though there are currently projects underway that are expected to help address this shortage



Focus for 2022

Dependent upon the COVID-19 situation, the Group plans to focus efforts on face-to-face interactions with prospective physicians, medical students

- Increased presence at recruitment events
- Group tour of local hospitals, medical facilities, for prospective physicians
- Participation in medical school events (eg. Discovery week)

Advertising

- Increased presence on job boards and social media

Networking

- Increased communication with local recruitment groups to establish local needs inventory
- Connect with Oxford & Area Ontario Health Team



PRACTICE
IN OXFORD

2022 Funding Request

The Group has discussed tentative plans for 2022, though recruitment efforts will again be dependent upon the COVID-19 situation.

Planned 2022 Budget

Recruitment Events	\$22,500
Advertising	5,000
Promotion	2,500
	<hr/>
	\$30,000



What Can You Do?

- Remind local physicians, physician offices, and businesses with available office space that there is no cost to working with the Recruitment Group and posting available positions on PracticeInOxford.ca
- Continue to spread the word about the Oxford Physician Recruitment Group and PracticeInOxford.ca to your residents
- Encourage physicians in your community to contact the Group for any recruitment or succession planning needs



Thank You & Questions

Our most sincere “Thanks” for your continued generosity and support. We plan to continue working collaboratively with our local partners in 2022.

Please feel free to contact us with any comments, questions, or suggestions.

A.J. Wells, Chair
awells@Norwich.ca

www.PracticeInOxford.ca

TILLSONBURG REGIONAL AIRPORT (CYTB)



MASTER PLAN

**Presentation to Oxford
County Council
October 13, 2021**



In Context



- The objective of the Master Plan is to be an action oriented, working document that identifies and guides the future development of the Airport in a practical and environmentally sustainable manner.
- The Airport Master Plan presents a comprehensive review of the infrastructure and services currently at the airport and identifies both essential and desirable improvements for the future.
- It assesses activity and potential growth opportunities in the general and corporate aviation sectors and groundside development scenarios and opportunities.
- The plan considers short-term (1-5 years), medium-term (6-10 years) and long-term (11-20 years) planning horizons. It assesses the capacity of the airport's facilities to support the proposed development activities and provides detailed capital and operational expenses.

Master Plan Content

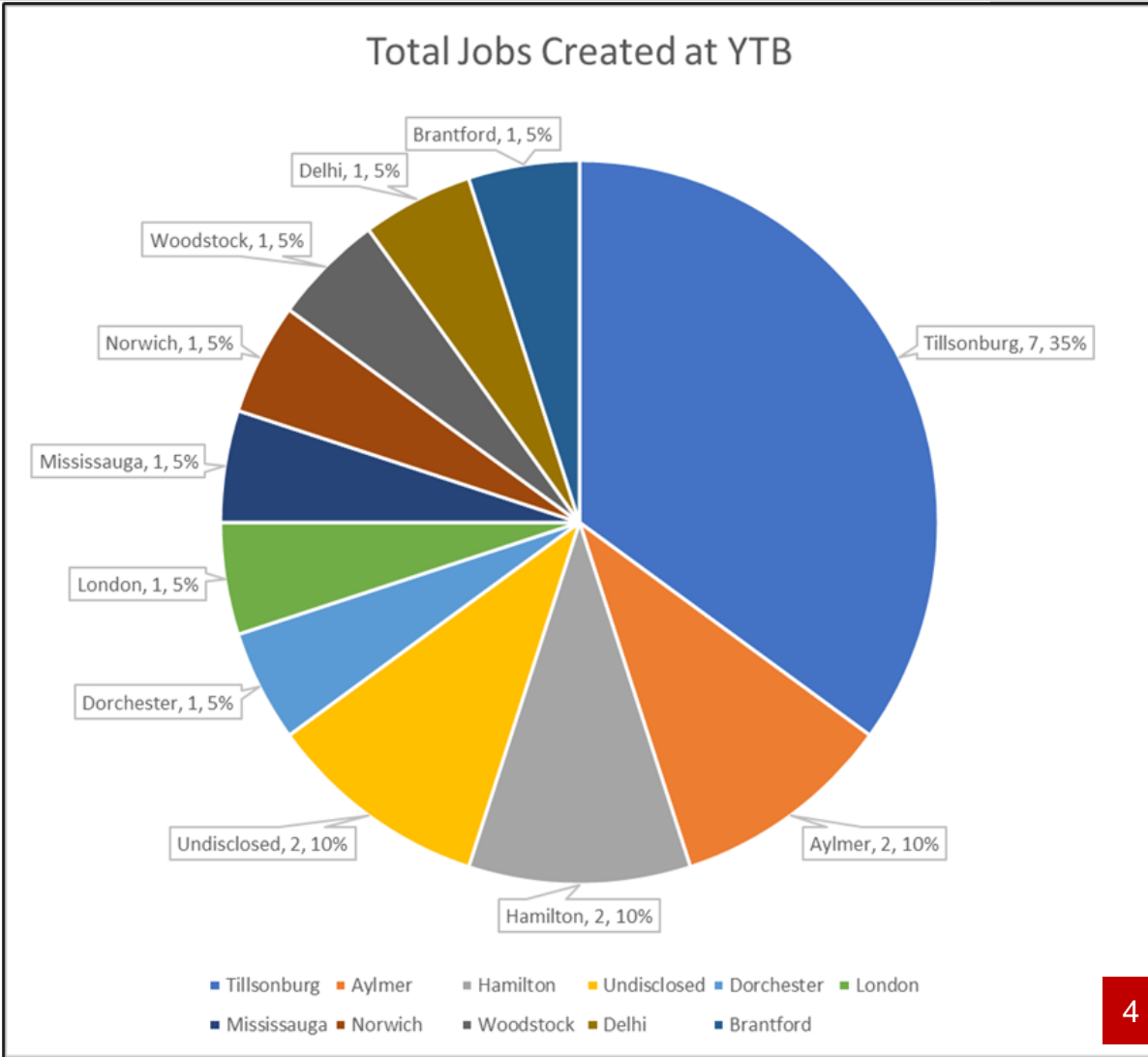
1. Airport Portrait
2. Socio-Economic Analysis
3. Aviation Forecast
4. Economic Impact Analysis
5. Engagements and Consultations
6. Review of Airport Operations
7. Infrastructure Assessment
8. Gaps and Alternatives
9. Land Use Plan
10. Governance Model
11. Capital Plan
12. Implementation Plan
13. Marketing Strategy
14. Executive Summary
15. Maps and Drawings



Economic Impact

Summary of the 2020 Direct, Indirect and Induced Impacts

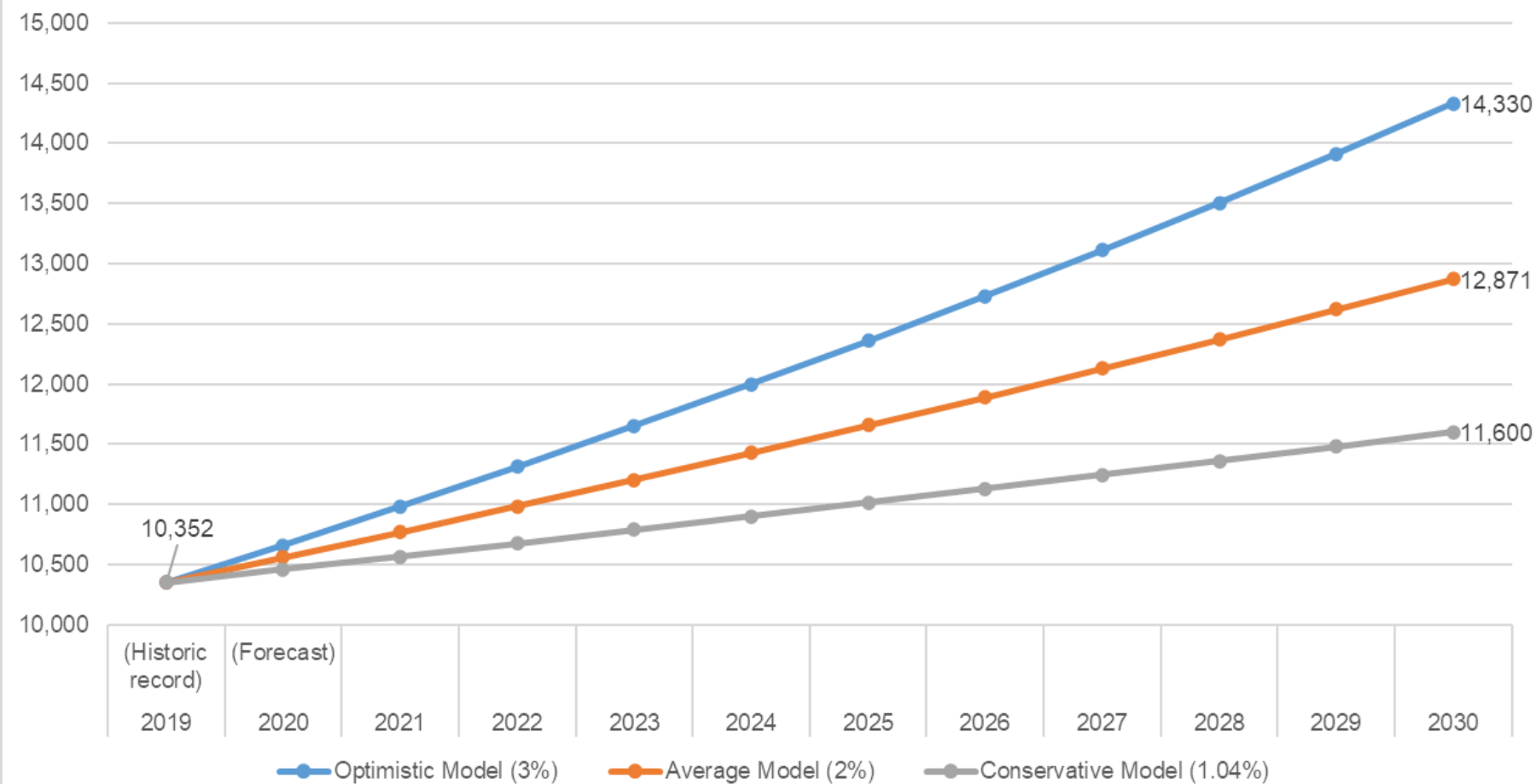
Categories		Total
Jobs (FTE)		15
Jobs (PTE)		15
Total Jobs Created		30
Gross Payroll		\$961,552
Province Government Revenues	Payroll Tax	\$49,376
	Total	\$49,376
Federal Government Revenues	Payroll Tax	\$93,326
	Total	\$93,326
Government Revenues		\$142,701
Municipal Taxes Paid to SWOX		46,640
Corporate Expenses		\$2,511,230
Current Investments		564,080
Grand Total		\$4,226,203
		100.0%



Aviation Forecast

20 Year Growth Models

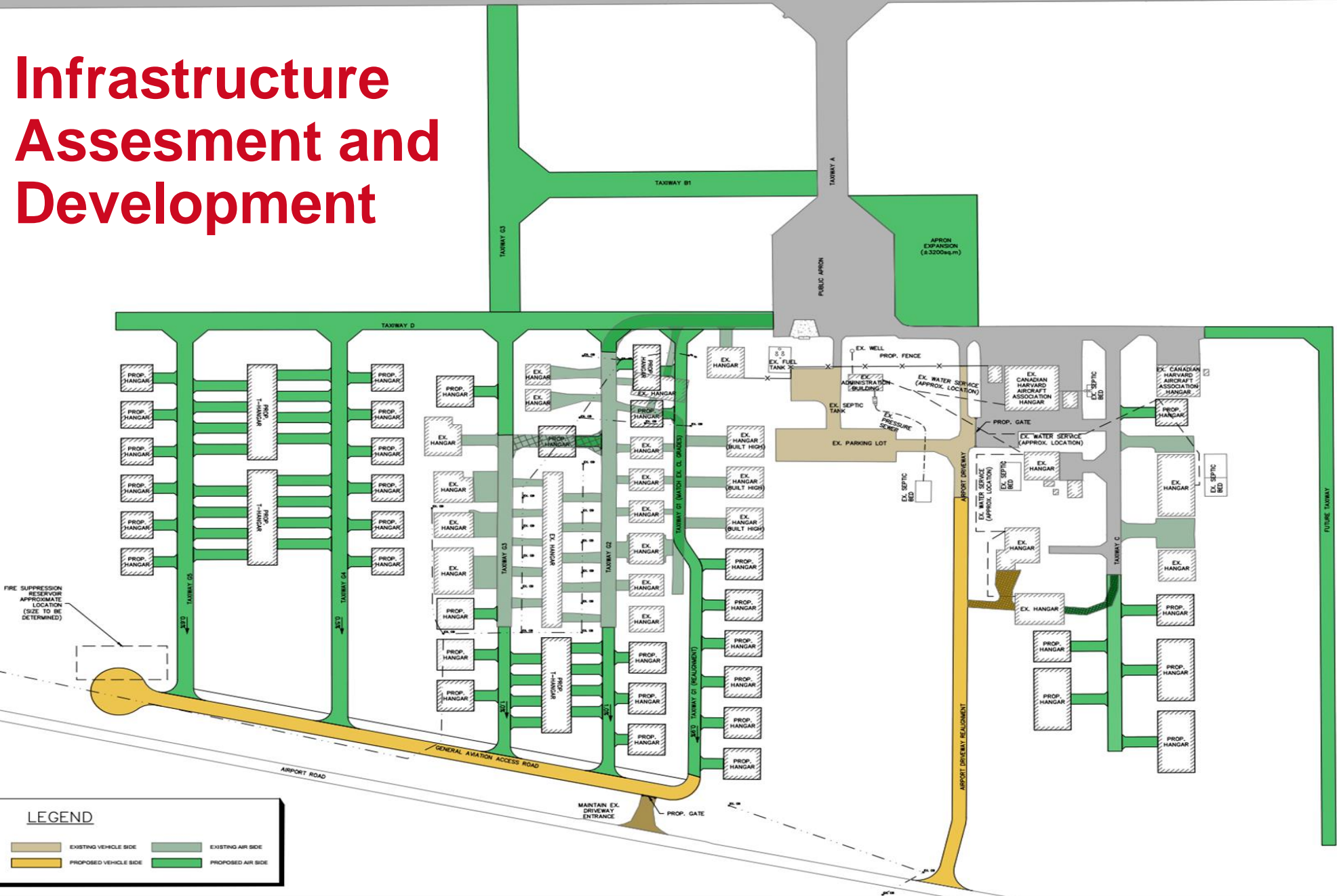
Forecast of Total Movements without Fly-in Package
2021 - 2030



Local Movements by 2030

- Optimistic Model
 - 3% annual growth (activity levels at YTB)
 - 14,330 movements
- Average Model
 - 2% annual growth (based on population growth)
 - 12,871 movements
- Conservative Model
 - 1.04% annual growth (based on SOAN forecast)
 - 11,680 movements

Infrastructure Assessment and Development



TILLSONBURG REGIONAL AIRPORT
TILLSONBURG, ON

DEVELOPMENT OPTION LONG-TERM PLAN

Drawn by: NS
Checked by: EFNS
Scale: 1:1000
Date: 30 DEC 2021
Job number: 20162
Sheet: G
Drawing number: 20162-SITE-LT

Land Use Development Scenarios



- Commercial Office Space
- Light Industrial Space / Hydroponic
- Commercial Retail / Tourism
- RV / Boat / Vehicle / Equipment Storage
- Airport Billboard Signage (Hwy 19 Visible)
- Agricultural Farming
- Warehousing and Storage / Logistics and Distribution
- Light Industrial Space / Hydroponic Horticultural Production Facility
- Energy Project – Photobioreactor
- Light Industrial Space / Hydroponic Horticultural Production Facility
- Tree-Top Adventure Park

Implementation Schedule

YTB Master Plan Implementation Planning				Cost Estimates
Phase 1 - Year 1 to 5				
Extending Ramp, adding tie-down and a run-up area				\$ 185 000
Widening Alpha to allow aircraft to cross				\$ 225 000
Extension of G2				\$ 70 000
Electrical Upgrade plus generator				\$ 285 000
Extending G3 (as required)				\$ 60 000
Extension of Taxiway Charlie southward (as required)				\$ 40 000
Widening G1 and extending south and to Delta				\$ 420 000
Moving Sideway Hangar				\$ 50 000
Construction of G4				\$ 500 000
Relocating Fuel Farm or extending ramp toward the west (30 m)				\$ 1 000 000
			Total	\$ 2 835 000
Phase 2 - Year 6 to 10				
Extending Delta to G3 and G4				\$ 340 000
Repavement of main ramp				\$ 396 000
Terminal Expansion				\$ 450 000
			Total	\$ 1 186 000
Phase 3 - Year 11 to 15				
Extending G2 or G3 to runway				\$ 275 000
Runway and Taxiway Alpha overlay				\$ 3 200 000
			Total	\$ 3 475 000
Phase 4 - Year 16 to 20				
Airport Entrance Rehabilitation/Relocation				\$ 325 000
			Total	\$ 325 000



Utilisation of the 2021 Grant

Project	Costs
Airport Operations Manual (Update)	\$ 2,218
Safety Management System Manual (New)	\$ 6,513
Emergency Response Plan (Update)	\$ 2,218
Wildlife Manual (New)	\$ 3,948
Snow and Ice Control Plan (New)	\$ 2,564
Airside Vehicle Operating Procedures Manual	\$ 1,353
Snow Removal	\$ 15,765
Furnace Replacement	\$ 4,783
Fuel Pump Inspection and Maintenance	\$ 5,040
Hydro Capacity Analysis	\$ 5,598
Total	\$ 50,000

Funding Request

- The Town is requesting a five year commitment from Oxford County that will support infrastructure rehabilitation and upgrade;
- The Town is requesting a grant of \$100,000 annually. This amount represent 17% of identified infrastructure only requirements.



QUESTIONS





EMBRACE OUR RURAL ROUTES.



[Click to open video in Youtube](#)

Tourism Impact

1 million visits

\$53.8 million visitor spending

(Ontario statistics, 2016)



Business Reliance on Visitors

- 38% rely on visitors for 26-50% of their business
- 11% rely on visitors for 51-100% of their business

(Sept 2021 Tourism Oxford Survey N-50)



Business Challenges

- COVID Regulations (31%)
- Staffing (23%)
- Consumer habits (13%)
- Supply (11%)
- Inflation (6%)
- Location (5%)
- Other (11%)

(Sept 2021 Tourism Oxford Survey N-50)

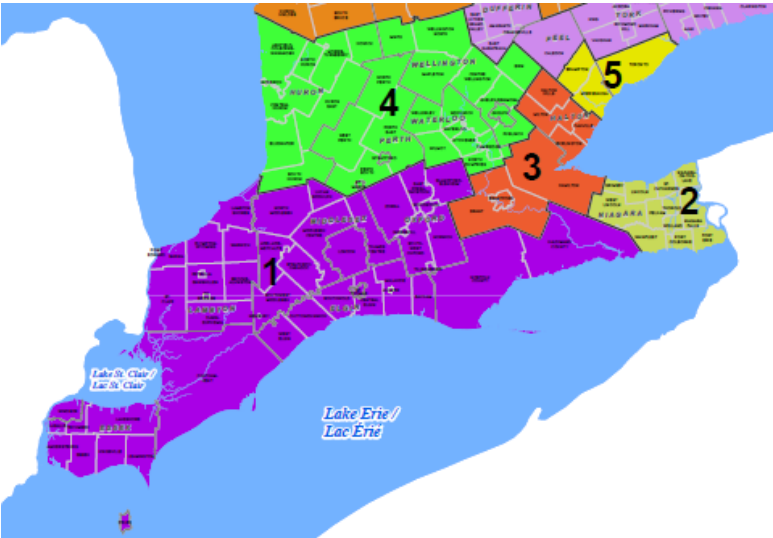


Tourism Opportunities

- Outdoor & open spaces
- Smaller crowds
- Experiences



Our Role In the Big Picture



Success Through Partnership

- Oxford
 - 200+ Businesses partners
 - Community Futures Oxford
 - Oxford municipalities
- Regional:
 - SWOTC (Southwestern Ontario Tourism Corporation, aka Ontario's Southwest)
- Provincial:
 - Culinary Tourism Alliance
 - Destination Ontario
 - Tourism Industry Association of Ontario (TIAO)



Our Focus



Our actions

- Management
- Business Support
- Collaboration
- Marketing



Management

- Partnership opportunities
- Website structure
- Visitor signage
- Responsive marketing
- Speaking engagements
- Diversity Equity & Inclusion (DEI)



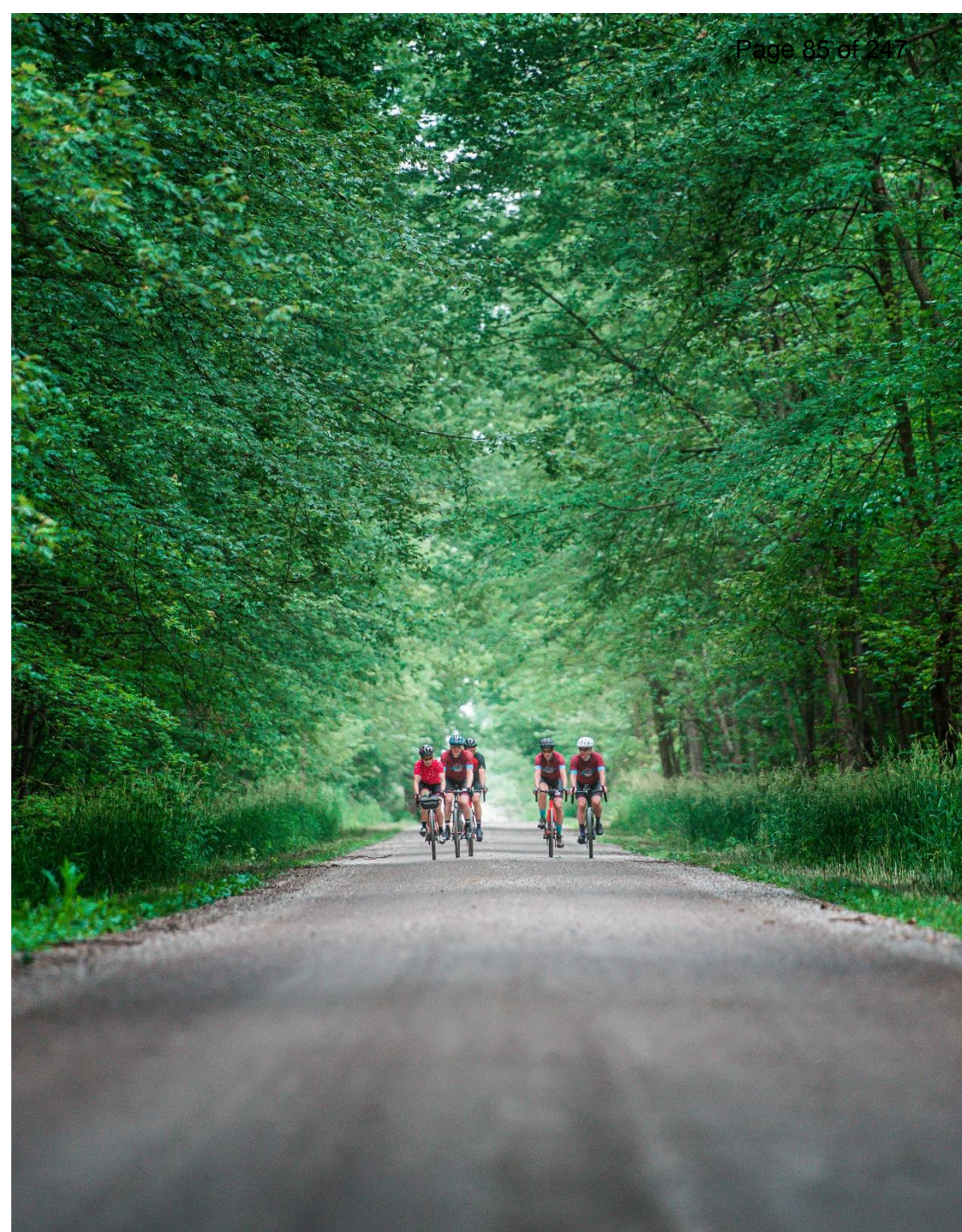
Business Support

- New visitor experiences
 - Harvest Brunch
 - Soap and Solace
 - Udderly Ridiculous Farm Life
- 1 New tour operator
- 5 Rural Routes Partnerships
- Business training/resources



Photography & Video

- 9 photo sessions
 - SWOTC
 - Ontario Creates
 - 4 SWOTC, Destination Ontario, Destination Canada
- 35 Videos
 - 7 SWOTC & Business Partnership
 - 29 Rural Oxford Videos



Marketing Results

- 2,711,000 digital impressions
(Sept 2021)



Marketing Results

- 20 Media stories
 - 2 National coverage
 - 10 earned media
 - 9 SWOTC partnerships

» TORONTO STAR «

FOOD&DRINK

Parenting
ToGo

DOBBERNATION
LOVES

ON City
CHINTV



Investment & growth



Slow Return of Events

- 1909 Culinary Academy
- Embro Fair
- Harvard Fly Days
- ITOPA
- Outdoor Farm Show special events
- Snyders Family Farm
- Station Arts Centre Classes
- Woodstock Museum



Business Perspective



Meghan Snyder



Snyder's
FARM

Fear Farm.ca

Subject: SWIFT Monthly Project Update - August 2021
Date: Monday, September 20, 2021 at 11:24:33 AM Eastern Daylight Time
From: Barry Field
To: DG-SWIFT Board, DG-WOWC CAOs, DG Contributing CAOs
CC: Jen Broos, Melissa O'Brien, Kate Burns Gallagher, Justin Bromberg
Attachments: image001.png, image002.png, image003.png, image004.png, image005.png, image006.png

SWIFT Board Members and CAOs,

Please see the attached monthly project update for August 2021.



Monthly Project Update

August 2021

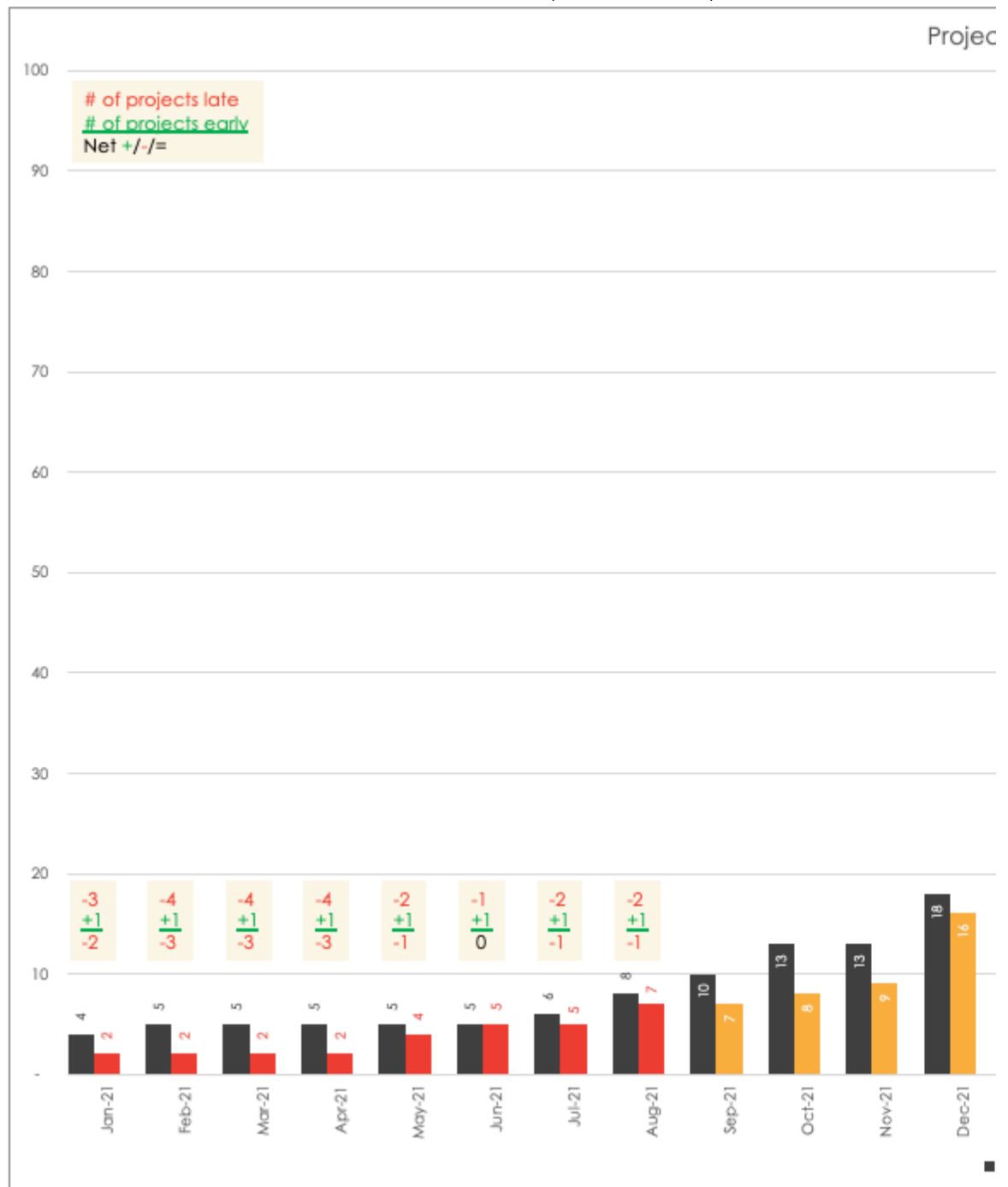


All report data is as at **August 31, 2021**

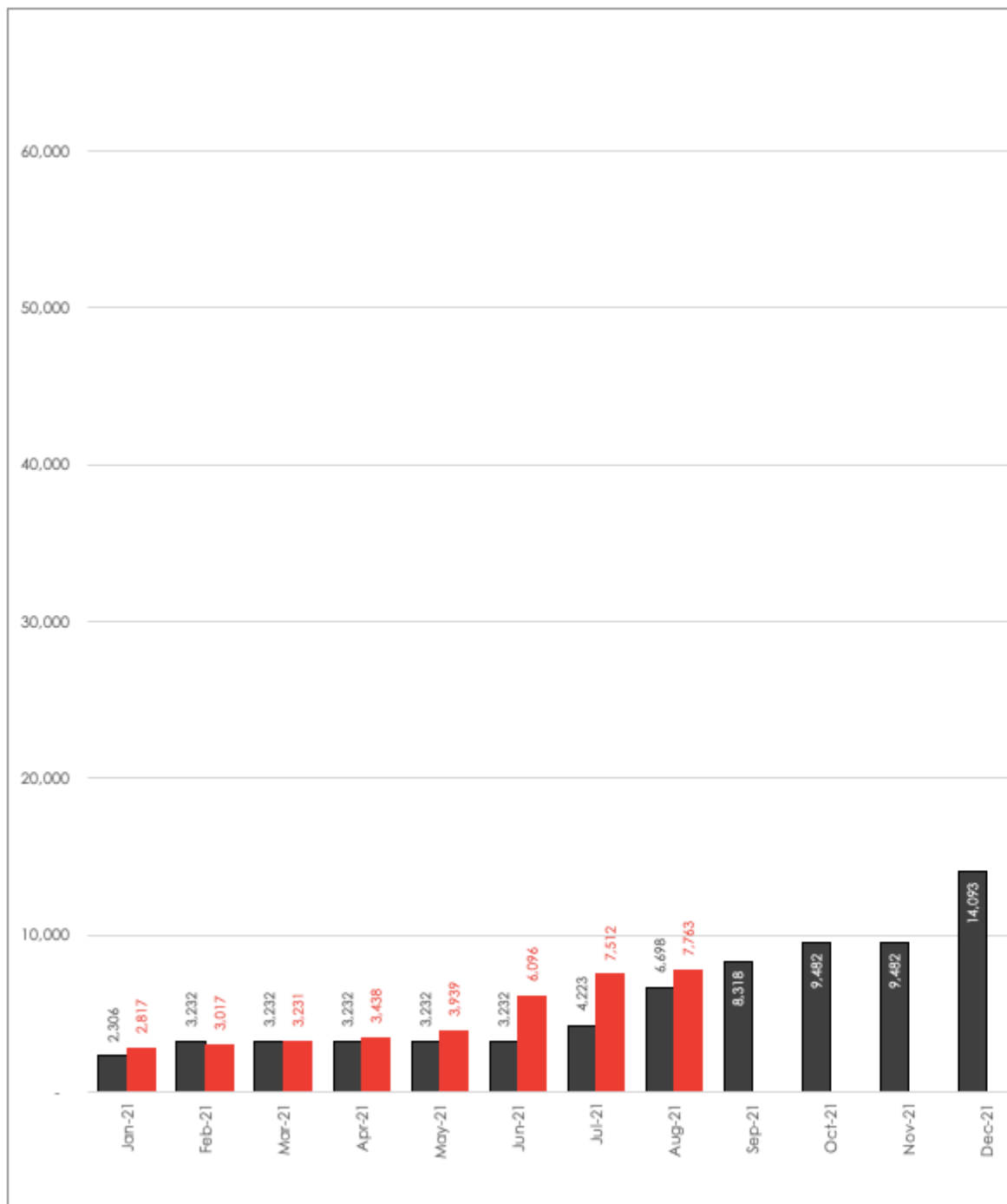
Status

- Procurement
 - All contracts executed (96), projects announced, and implementation underway.
- Implementation
 - Projects Completion Progress and Plan
 - Net 1 project behind schedule
 - Late (1)
 - NOR_06_EXEC (Long Point) – Significant delays due to environmental permits / Contingency plan in place to use microwave backhaul but will reduce prems passed
 - LAM_08_EXEC (Highland Glen) – All but 10 premises are complete and serviceable / remaining 10 premises are on a private road and require owner approval

- Early (1)
 - WEL_04_EHTEL (Ariss) – Project completed ahead of schedule in January 2021
- Note: Projects will not be marked as complete until SWIFT has completed inspection and issued final acceptance certificate. As such, projects may be physically complete and in service but will not be indicated as complete on this report.



- Premises Passed Progress and Plan
 - Net 1,065 premises ahead of schedule



- Significant Construction Completion Delays (3 months or greater delay in project in-service forecast)
 - CHK_02_TEKS - Construction delayed Hydro One aerial pole permits delays. (26% complete). Completion forecast moved from Oct-21 to Aug-22.
 - CHK_03_TEKS - Construction delayed due to MTO permit delays. (15% complete). Completion forecast moved from Dec-21 to Apr-22.
 - CHK_04_TEKS - Construction delayed Hydro One aerial pole permits delays. (5% complete). Completion forecast moved from Feb-22 to May-22.
 - ESX_17_TEKS - Construction delayed Hydro One aerial pole permits delays. (54% complete). Completion forecast moved from Oct-21 to May-22.
 - ESX_18_TEKS - Construction delayed Hydro One aerial pole permits delays. (22% complete). Completion forecast moved from Sep-21 to May-22.

- LAM_08_EXEC – Construction delayed due to issue with completing a private road. (90% complete). Completion forecast moved from Jul-21 to Nov-21.
- NOR_06_EXEC - Environmental permits hindering progress. (5% complete). Completion forecast moved from Feb-21 to Mar-22.
- Implementation Metrics (see attached monthly report for details)

Metric	Complete	Total	% Complete	Change from Last Month
Contracts Executed	96	96	100%	-
Design Complete	72	96	75%	+6
Construction Started	56	96	58%	+13
Construction Complete	7	96	7%	+1
In-Service	7	96	8%	+2
Premises Implemented	11,754	64,231	18%	+1,595
Premises Serviceable	7,763	64,231	12%	+251
KMs of Fibre	710	4,213	17%	+104

Issues and Risks

- COVID-19
 - COVID-19 remains a risk for the SWIFT project
 - Need to keep an eye on potential supply chain issues
- Utility locates delays
- Hydro One permit delays

Communications Update

A federal election has been called for September 20, 2021. During the election period, there is a blackout on all Government of Canada communications activities, this includes projects with federal funding, such as SWIFT. As a result, SWIFT will not be participating in communication activities during the election period. This blackout will remain in effect until the Ontario Ministry of Infrastructure provides further instruction.

Regards,



Barry Field

Executive Director

Southwestern Integrated Fibre Technology

T: [519.914.1308](tel:519.914.1308), ext.3 | C: [519.319.1112](tel:519.319.1112)

789 Broadway Street, Wyoming, ON N0N 1T0

www.swiftruralbroadband.ca



From: [Chloe Senior](#)
To: [Chloe Senior](#)
Subject: SITUATION TABLE COMMUNITY REPORT: Invitation and Registration Link for October 28th 2021. Register Now!
Date: Tuesday, October 5, 2021 12:55:09 PM
Attachments: [image003.png](#)
Importance: High



OXFORD COUNTY SITUATION TABLE COMMUNITY REPORT

Thursday, October 28th, 2021
10:00 a.m. – 12:00 Noon
Free Webinar ~ REGISTER NOW! Link Below!

- Celebrate the accomplishments of multiple agencies who join forces weekly to assist those most at risk in Oxford County ~ enabling change, belongingness, & community
- Learn about trends over 6 years ~ our interventions & collective experiences

PLUS

- Gain an international perspective on the complexities & successes in community justice & new ways of working together

GUEST SPEAKERS



Karyn McCluskey
Executive Director
Community Justice
Scotland




Sarah Irwin
Chair
Oxford Situation Table
Working Committee

Karyn McCluskey leads **Community Justice Scotland**. She has overall responsibility for raising awareness of the value that community justice brings to individuals and communities. Karyn led ground-breaking work in establishing the Violence Reduction Unit in Scotland, with a public health approach, *servicing as a model for Situation Tables internationally*.

Remarks from OPP & Woodstock Police Services. Presentation of the 2021 Social Justice Award by the Social Planning Council Oxford.

Kindly share with your Staff, Board, Networks, & Community!



Thank you to our Sponsor: Human Services Justice Coordinating Committee Oxford

Webinar Registration Link:

https://us02web.zoom.us/webinar/register/WN_ydgBvNcaSnuauAwCrTrLaQ

Randy Peltz

Executive Director
 Oxford County Community Health Centre
 35 Metcalf Street, Unit 301

Woodstock, ON, N4S 3E6
Phone: 519-539-1111 Ext. 211
Mobile: 519-771-3428
Fax: 519-539-9111
Toll Free: 877-522-1112
Email: rpeltz@oxchc.ca
Web: www.oxchc.ca



EVERY ONE MATTERS

Privilege & Confidentiality Notice

The information in this email is included for the named recipients only. It may contain privileged and confidential information. If you have received this email in error, please notify us immediately by a telephone call to the email sender at 1-877-522-1112, return the original to the sender by reply email and delete it from your computer. Do not disclose the contents to anyone.

Solicitor General

Office of the Solicitor General

25 Grosvenor Street, 18th Floor
 Toronto ON M7A 1Y6
 Tel: 416 326-5000
 Toll Free: 1-866-517-0571
 SOLGEN.Correspondence@ontario.ca

Solliciteur général

Bureau du solliciteur général

25, rue Grosvenor, 18^e étage
 Toronto ON M7A 1Y6
 Tél. : 416 326-5000
 Sans frais : 1-866-517-0571
 SOLGEN.Correspondence@ontario.ca



132-2021-3740

By email

October 1, 2021

Larry Martin
 Warden
 County of Oxford
 21 Reeve Street, PO Box 1614
 Woodstock ON N4S 7Y3
lmartin@norwich.ca

Dear Warden Martin:

I am writing to thank you for taking the time to speak with me, and members of my staff, during the virtual 2021 Association of Municipalities of Ontario (AMO) annual conference on August 16, 2021.

The AMO annual conference continues to serve as a valuable forum for municipalities across Ontario to discuss the unique needs of Ontario communities.

It was a pleasure meeting with you and your delegation from the County of Oxford to discuss a number of topics including the costs of courthouse security and prisoner transportation and the Court Security and Prisoner Transportation (CSPT) Transfer Payment (TP) Program.

As expressed during our meeting, the Ministry of the Solicitor General acknowledges that there are some challenges with the current CSPT TP program and that is why, in September 2020, the ministry hired an independent consultant, Goss Gilroy Inc., to conduct a review of the court security and prisoner transportation process in Ontario, including the design of the CSPT TP Program.

This review is part of the ministry's ongoing work to reduce court delays, leverage technology and improve public safety to build a more responsive and efficient justice system. I look forward to reviewing recommendations and working with partners to determine how to move forward. As shared during our meeting, no changes will be made to the CSPT TP program for the next fiscal year and we look forward to sharing updates in the future.

Our meeting was productive, and I appreciate the valuable insights you and your delegation provided during our discussion.

.../2

Warden Larry Martin
Page 2

Our government understands the importance of working with our municipal partners and we remain committed to serving and meeting the needs of communities across Ontario.

Thank you again for meeting with us at the 2021 AMO conference and I look forward to continued collaboration between the County of Oxford and the Ministry of the Solicitor General.

Sincerely,

A handwritten signature in black ink, appearing to read 'S. Jones', with a stylized, cursive script.

Sylvia Jones
Solicitor General

From: [Chloe Senior](#)
To: [Chloe Senior](#)
Subject: Ontario Taking Additional Steps to Protect Long-Term Care Home Residents
Date: Tuesday, October 5, 2021 12:58:09 PM

Subject: Ontario Taking Additional Steps to Protect Long-Term Care Home Residents

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



NEWS RELEASE

Ontario Taking Additional Steps to Protect Long-Term Care Home Residents

Mandatory vaccines for all long-term care home staff
the latest tool to protect against outbreaks

October 01, 2021

[Ministry of Long-Term Care](#)

TORONTO — As part of the government's plan to protect long-term care residents and staff during the Delta-driven fourth wave, Ontario is taking further action with an additional suite of tools. This includes making COVID-19 vaccinations mandatory for all in-home staff, support workers, students, and volunteers by November 15, 2021, unless a staff member has a valid medical exemption, as well as expanded inspections of homes and redirecting provincial resources to enhance and audit existing testing in homes.

"We know that long-term care residents have been disproportionately impacted by COVID-19. As new variants continue to spread, we are seeing a growing number of outbreaks in long-term care homes where the risk to those most vulnerable remains high," said Rod Phillips, Minister of Long-Term Care. "This enhanced suite of measures, including mandatory vaccinations for those working in the homes of long-term care residents, is one more way we will provide them the greatest level of protection possible."

Vaccination rates of staff in many homes are not high enough in the face of the risk posed by the Delta variant, and this is putting vulnerable residents at risk. To ensure the health and safety of staff and residents, mandating vaccination for in-home staff has now become essential, and homes are now required to meet the following requirements:

- Staff, support workers, students, and volunteers will have until November 15, 2021 to show proof that they have received all required doses of a COVID-19 vaccine, or to show proof of a valid

medical exemption.

- Staff who do not have all required doses or a valid medical exemption by the deadline will not be able to enter a long-term care home to work.
- Newly hired staff will be required to be fully vaccinated before they begin working in a home unless they have a valid medical exemption.
- Homes will begin randomly testing fully vaccinated individuals, including staff, caregivers and visitors, to help detect possible breakthrough cases of COVID-19 as early as possible.

In addition to adding randomized testing of vaccinated individuals, homes will continue to regularly test individuals who are not fully vaccinated. The ministry will leverage provincial testing resources to inspect and audit these results by sending testing teams into homes to validate the results that homes have been reporting to the province. The ministry will also step up rigorous inspections of homes' infection, prevention and control measures.

These new measures are the latest tools among a suite of actions the Ministry of Long-Term Care has taken to protect residents in long-term care, including:

- rigorous inspections to reinforce infection prevention and control
- regularly testing all individuals who are not fully vaccinated
- providing a COVID-19 vaccine promotion toolkit available in 12 languages
- organizing mobile clinics at homes with lower vaccination rates and homes experiencing outbreaks
- providing homes with support so they can administer vaccines themselves in a timely manner
- working to increase the hours of direct care for residents to an average of four hours per day by 2024-25
- collecting more accurate vaccination data at the home level
- offering third doses to long-term care residents. As of September 30, 64 per cent of residents have already received their third dose.

Fully vaccinated staff will continue to be able to work in more than one long-term care home, retirement home or other health service provider setting.

Homes will continue to be required to track and report on the implementation of their policies, including overall staff immunization rates. To promote transparency, the Ministry of Long-Term Care is publicly posting [long-term care home staff vaccination rates](#). To protect staff privacy, individual immunization status is not shared with the province.

Quick Facts

- As of August 31, 2021, about 44 per cent of long-term care homes had staff vaccination rates below 90 per cent.
- Ontario has already undertaken several steps to promote

immunization rates in long-term care home staff, including an education first, voluntary approach to immunization policies, a publicly available, free [COVID-19 Vaccine Promotion Toolkit](#), and provisions that allow staff to use paid sick leave to get vaccinated or recover from symptoms resulting from vaccination.

- Third doses are now being offered to long-term care home residents to boost the primary series of COVID-19 vaccinations. As of September 30, 2021, 64 per cent of residents have received a third dose.
- According to home-level data collected by the Ministry of Long-term Care, about 90 per cent of staff have received at least their first dose provincially, however there is variation among homes.
- As part of the fall pandemic preparedness plan, the government is providing \$4.5 million to extend the use of the Specialized Care Centre located at the Toronto Congress Centre from December 31, 2021 until March 31, 2022. This will extend the availability of an innovative and modern solution to surge capacity for both long-term care residents and hospital patients across the Greater Toronto Area should the need arise.
- The government has provided prevention and containment funding so homes can hire temporary staff if they need to and deployed Secure Mobile Enhancement and Support Teams to work with homes facing critical staffing shortages until they are able to hire new or temporary staff.
- All Ontarians, including all staff, visitors, and residents in long-term care homes, must continue to practice public health measures including screening at entry, masking, physical distancing, hand hygiene, and staying at home when they are sick. While COVID-19 immunizations have been demonstrated to be very effective, it is important for Ontarians to not let their guard down in the ongoing fight against the pandemic, in particular with the Delta variant.

Additional Resources

Visit Ontario's [website](#) to learn more about how the province continues to protect Ontarians from COVID-19.

[Emergency information and orders](#)

Media Contacts

Vanessa De Matteis

Office of the Minister of Long-term Care

Vanessa.DeMatteis@ontario.ca

Ministry of Long-Term Care Media Line

Communications Branch

mltc.media@ontario.ca

We have recently updated Ontario Newsroom Subscription. You may receive additional emails. If you would like to update your subscription preferences or unsubscribe, click the 'manage your

subscriptions' or 'unsubscribe' links down below.

[Visit the Newsroom](#)
[Manage your subscriptions](#)
[Unsubscribe](#)

7th Floor, Frost Building South
7 Queen's Park Crescent
Toronto ON M7A 1Y7
Telephone: 416-325-0400

7^e étage, Édifice Frost Sud
7 Queen's Park Crescent
Toronto ON M7A 1Y7
Téléphone: 416-325-0400

880-2021-2497

His Worship Larry Martin
Warden
Oxford County
21 Reeve Street, PO Box 1614
Woodstock, Ontario
N4S 7Y3
warden@oxfordcounty.ca

Dear Warden Martin:

It was a pleasure meeting with you and your delegation at the 2021 Association of Municipalities of Ontario (AMO) Virtual Conference regarding the assessment appeal process for large auto manufacturing properties.

We truly appreciate the opportunity to hear from you about the issues that are important to your community.

As you know, the government is currently conducting the Property Assessment and Taxation Review. The review was launched in recognition of the importance of a well-functioning property tax and assessment system in supporting local services while ensuring that Ontario remains competitive. Input is being sought from municipalities, taxpayers, and industry associations to discuss opportunities to:

- Improve the accuracy and stability of property assessments;
- Support a competitive business environment; and
- Strengthen the governance and accountability of the Municipal Property Assessment Corporation (MPAC).

The concerns you have raised will be taken into consideration as part of this review. Ministry staff would also be happy to collect any additional input from Oxford County as part of the review. Please contact Diane Ross at Diane.Ross@ontario.ca or 647-500-9282 if you wish to provide any additional comments.

We are committed to collaborating with our municipal partners to protect the long-term stability of our province and to recover from this pandemic. Working together, we can achieve great things for Ontario.

.../cont'd

- 2 -

Thank you again for the opportunity to discuss these issues with you.

Sincerely,

A handwritten signature in black ink, appearing to read "Peter Bethlenfalvy". The signature is fluid and cursive, with a prominent loop at the end.

Peter Bethlenfalvy
Minister of Finance

c: Allan Doheny, Assistant Deputy Minister, Provincial-Local Finance Division,
Ministry of Finance

From: [Rodger Mordue](#)
To: [Chloe Senior](#)
Cc: [Ben Addley](#)
Subject: Medical tiered response
Date: Thursday, October 7, 2021 3:13:59 PM

Chloe,

Please be advised that at the October 6, 2021 meeting of Blandford-Blenheim Township Council the following resolution was passed:

“Be it resolved that Report CAO-21-19 be received as information; and,

That the County of Oxford be advised that the Township of Blandford-Blenheim wishes to change the response criteria to be dispatched to the following types of calls with no delay:

1. Allergy Reaction
2. Breathing Problems
3. Chest pain / Heart Problem
4. Child Birth / Labour
5. Convulsions / Seizure
6. Diabetic Problem
7. Electrocution
8. Falls
9. Near Drowning
10. Overdose
11. Stroke / CVA
12. Trauma (Penetrating) / Wound

And, that these changes would come into effect when tiered response returns to post COVID-19 pandemic protocols.”

Rodger Mordue
CAO/Clerk
Township of Blandford-Blenheim

To: Warden and Members of County Council

From: Director of Community Planning

Applications for Official Plan Amendment & Plan of Subdivision

OP 21-13-5; SB21-08-5 – Kingwood Riverside Towns Ltd.

RECOMMENDATIONS

1. That Oxford County Council approve Application No. OP21-13-5, submitted by GSP Group on behalf of Kingwood Riverside Towns Ltd. Kingwood Riverside Developments Ltd., Agris Co-operative Ltd. and the Township of Zorra for lands described as Part of Park Lots 6 and 7, Registered Plan 45 and Parts 1, 2, 3 & 4, Plan 41R-10035, Township of Zorra to redesignate that portion of the proposed draft plan identified as Phase 1B as 'Medium Density Residential' to facilitate the development of up to 56 townhouse units;
2. And further, that Council approve the attached Amendment No. 263 to the County of Oxford Official Plan;
3. And further, that the necessary by-law to approve Amendment No. 263 be raised;
4. And further, that Oxford County Council grant draft approval to that portion of a proposed residential subdivision identified as Phase 1B, submitted by GSP Group (SB 21-08-5) prepared by GSP Group, dated July 19, 2021, for lands described as Part of Park Lots 6 and 7, Registered Plan 45 and Parts 1, 2, 3 & 4, Plan 41R-10035, in the Village of Thamesford, subject to the conditions attached to this report as Schedule "A" being met prior to final approval.

REPORT HIGHLIGHTS

- The intent of the Official Plan Amendment is to redesignate the subject lands from 'Industrial' to 'Medium Density Residential' to facilitate the development of a 56-unit townhouse proposal.
- The proposed draft plan of subdivision will facilitate the creation of 9 blocks for up to 56 townhouse units and a right-of-way for proposed street "H".
- The proposal is consistent with the relevant policies of the 2020 Provincial Policy Statement and supports the strategic initiatives and objectives of the County Official Plan, and can be supported from a planning perspective.

Report No: CP 2021-335
COMMUNITY PLANNING
Council Date: October 13, 2021

Implementation Points

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







Financial Impact

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

Communications

In accordance with the requirements of the Planning Act, notice of complete application regarding this proposal was originally provided to surrounding property owners on July 29, 2021 and notice of public meeting was issued on August 31, 2021. At the time of writing this report, one comment from the public has been received. This correspondence has been included as an attachment to this report for Council's consideration.

Strategic Plan (2020-2022)

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

DISCUSSION

Background

Owner:

Kingwood Riverside Towns Ltd.
 Kingwood Riverside Developments Ltd.
 Agris Co-operative Ltd.
 Township of Zorra

Agent:

GSP Group (c/o Eric Saulesleja)
 72 Victoria Street S., Suite 201, Kitchener, ON, N2G 4Y9

Report No: CP 2021-335
COMMUNITY PLANNING
Council Date: October 13, 2021

Location:

The subject lands are described as Park Lots 6, 7, 8, Plan 45 & Part Lots 22 & 23, Concession 1, Reference Plan 41R-197 & 41R-3608. The lands are located on the east side of Middleton Street, south of Brock Street, in the Village of Thamesford and are municipally known as 12 Middleton Street, 131 Brock Street and 159 Brock Street.

For Council's information, while the entirety of the subject property has been described above, the focus of this report, and the lands being considered for approval at this time, are those referred to as Phase 1B, as shown on Plate 2 of Report No. CP 2021-335.

County of Oxford Official Plan:

Schedule 'C-3' Serviced Village

Schedule 'Z-2' The whole of the subject lands are currently designated 'Industrial', 'Low Density Residential', 'Medium Density Residential' and 'Open Space' according to the Village of Thamesford Land Use Plan.

Phase 1B is identified on Schedule 'Z-2' as being primarily within the 'Industrial' designation, with a small portion at the northerly end of the lands being designated 'Village Core'.

Township of Zorra Zoning By-law 35-99:

Overall Site: 'Restricted Industrial (MR-2)' & (MR-2 (H)) & (MR-3)', 'Central Commercial (CC)', 'Development (D)', Residential Type 1 'R1(H)', Residential Type 3 'R3-2(H)' & 'R3-9' and 'Open Space (OS).

Phase 1B:

Existing Zoning: 'Restricted Industrial (MR-3)', 'Central Commercial (CC)' and Development (D)

Requested Zoning: 'Special Residential Type 3 (R3-sp)

Proposal:

The County of Oxford and the Township of Zorra have received applications for Draft Plan of Subdivision, Official Plan Amendment, and Zone Change to facilitate a plan of subdivision in the Village of Thamesford. The whole of the plan, as shown on Plate 4 of Report No. 2021-335, proposes to redesignate the entire property to Low Density Residential (LDR), Medium Density Residential and Village Core designations.

Ultimately, the overall plan would result in the establishment of approximately 180 single-detached dwellings, 290 townhouse dwelling units and midrise apartments, comprising approximately 414 dwelling units. While the whole of the lands will be subject to Council approval/support for Official Plan amendment, Plan of Subdivision and Zone Change applications,

Report No: CP 2021-335
COMMUNITY PLANNING
Council Date: October 13, 2021

the portion of the proposed Draft Plan of Subdivision being addressed through this report applies only to Phase 1B, which comprises 56 residential (townhouse) units along Middleton Street. The townhouse units subject to Phase 1B will include 15 bungalow-style units and 41 two-storey units.

For Council's information, Phase 1B, being an extension of previously approved Phase 1A (to the south), will tie into the overall plan of subdivision with respect to street connections and servicing. While Phase 1B will extend the previously approved townhouse development contained in Phase 1A northward along Middleton Street, the overall plan will provide for other housing options including single-detached dwellings and apartment units. A significant portion of the lands will also be dedicated to mixed use development comprising both residential and commercial uses.

The applicants are proposing to redesignate the subject lands (Phase 1B) from 'Industrial' to 'Low Density Residential' to facilitate the creation of 9 blocks, for the purpose of developing 56 townhouse units, including both bungalow-style and two-storey units. As part of the proposal, a road stub for 'Street H' is also proposed within the Draft Plan of Subdivision to accommodate a future road access eastward from Middleton Street. For Council's information, the applicant's original proposal, as considered by the Township of Zorra, comprised 11 blocks rather than the 9 that are now being proposed. The total number of townhouse units and the 'split' between bungalows and two-storey units remains the same. Staff are of the opinion that this change is minor and does not require further review by the Township prior to County Council consideration.

The site-specific zoning provisions being proposed through the zone change application relate to reductions in lot frontage, interior and exterior side yard setback and lot coverage and detailed under the 'Zoning' section of this report.

The lands comprising Phase 1B are vacant and are approximately 1.75 ha (4.3 ac) in area. For context, the previously approved townhouse development in Phase 1A (shown on Plate 2 of Report No. 2021-335) comprised 61 units on approximately 1.54 ha (3.8 ac) of land.

Surrounding land uses consist mainly of low density residential lands to the west, a mixture of residential and village commercial type uses to the north, and a large open space area, and the Middle Thames River (and associated floodplain), to the east.

Plate 1, Location Map & Existing Zoning, identifies the location of the subject lands, as well as the zoning of the lands within the surrounding area.

Plate 2, Aerial Map (2020), provides an aerial image of the subject lands and the surrounding area and identifies both Phase 1A (previously approved) and Phase 1B.

Plate 3, Applicant's Sketch – Phase 1B, shows the proposed configuration of area to be redesignated and rezoned.

Plate 4, Overall Subdivision Plan, shows the proposed designations for future phases of the development.

Plate 5, Phase 1B, shows the Draft Plan of Subdivision for Phase 1B of the development.

Comments

2020 Provincial Policy Statement

The policies of Section 1.1 of the PPS direct that healthy, liveable and safe communities are sustained by accommodating an appropriate range and mix of residential uses to meet long-term needs. Within settlement areas, sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected needs and such land shall be made available through intensification and redevelopment and, if necessary, designated growth areas.

Section 1.1.3 directs that settlement areas shall be the focus of growth and development, and their vitality and regeneration shall be promoted. Land use patterns within settlement areas shall be based on densities and a mix of land uses which efficiently use land, resources, infrastructure and public service facilities.

Section 1.1.3.3 further directs that planning authorities shall identify appropriate locations and promote opportunities for intensification and redevelopment where it can be accommodated taking into account existing building stock or areas, including brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected needs. Appropriate development standards should be promoted which facilitate intensification, redevelopment and compact form while avoiding or mitigating risks to public health and safety.

Section 1.4.3 of the PPS directs that planning authorities shall provide for an appropriate range of housing types and densities to meet projected requirements of current and future residents of the regional market area by:

- establishing and implementing minimum targets for the provision of housing which is affordable to low and moderate income households;
- permitting and facilitating all forms of residential intensification and redevelopment and all forms of housing required to meet the social, health and well-being requirements of current and future residents;
- directing the development of new housing towards locations where appropriate levels of infrastructure and public service facilities are or will be available;
- promoting densities for new housing which efficiently use land, resources, infrastructure and public service facilities and support the use of active transportation; and
- establishing development standards for residential intensification, redevelopment and new residential development which minimize the cost of housing and facilitate compact form, while maintaining appropriate levels of public health and safety.

Section 1.3.1 (Employment), directs that planning authorities shall promote economic development and competitiveness by, among other matters, providing for an appropriate mix and range of employment and institutional uses to meet the long-term needs and providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses, and take into account the needs of existing and future business.

Report No: CP 2021-335
COMMUNITY PLANNING
Council Date: October 13, 2021

Further, Section 1.3.2 (Employment Areas) identifies that planning authorities shall plan for, protect, and preserve employment areas for current and future uses, and to ensure that the necessary infrastructure is provided to support current and projected employment needs. Employment areas planned for industrial or manufacturing uses shall provide for separation or mitigation from sensitive land uses to maintain the long-term operational and economic viability of the planned uses and functions of these areas, and to provide appropriate transitions to non-employment areas.

Section 1.3.2.4 of the PPS provides that planning authorities may permit the conversion of lands within employment areas only through a comprehensive review, where it has been demonstrated that the land is not required for employment purposes over the long term, and that there is a need for the conversion. Further, notwithstanding policy 1.3.2.4, until an official plan review or policy update is completed, lands within an existing employment area may be converted to a non-employment use, provided the area has not been identified as provincially significant through a provincial plan or regionally significant by a regional economic development corporation, subject to the following evaluation criteria:

- There is an identified need for the conversion and the land is not required for employment purposes over the long term;
- The proposed uses would not adversely affect the overall viability of the employment area; and,
- Existing or planned infrastructure and public service facilities are available to accommodate the proposed use.

Section 1.6.6.2 also states that intensification and redevelopment within settlement areas on existing municipal sewage and water services should be promoted, wherever feasible.

Official Plan

The subject lands are located within the Village of Thamesford, which is identified as a 'Serviced Village' according to Schedule 'C-3', County of Oxford Settlement Strategy Plan, as contained in the Official Plan. The lands are designated as 'Industrial' according to Schedule "Z-2", Village of Thamesford Land Use Plan.

As previously noted, the overall plan includes a variety of proposed designations/designation changes, which will be addressed in a further report(s) to Council, at such time as the technical submissions and detailed studies have been provided and reviewed. In light of the fact that this report focuses on Phase 1B, the policies outlined in this section will be those relevant to the redesignation of Phase 1B only.

Serviced Villages are settlements characterized by a broad range of uses and activities which have been developed or are proposed for development on centralized water and wastewater facilities and new development in the Serviced Village designation shall generally be fully serviced by both water and wastewater facilities.

According to Section 2.1.1 (Growth Management), in order to manage growth, it is a strategic initiative of the Official Plan to ensure designated growth settlements are developed with efficient land use patterns and densities to minimize land consumption, to control infrastructure costs, and

Report No: CP 2021-335
COMMUNITY PLANNING
Council Date: October 13, 2021

to limit growth pressure in rural areas. Further, Section 4.1 (Strategic Approach) states that the County shall aim to ensure existing designated land supplies and infrastructure will be efficiently utilized, including achievement of intensification targets, prior to designating new areas for growth.

Section 6.2.1 (Objectives for Rural Settlement Residential Designations) states that compact urban form and residential infilling, as well as a range of housing types, shall be promoted in all rural settlement areas where appropriate given the level of infrastructure available.

Further, the Official Plan (Section 6.2.2) directs that Low Density Residential areas in serviced villages are those lands that are primarily developed or planned for a variety of low-rise, low density housing forms consisting of single detached, semi-detached, duplexes, converted dwellings, and street fronting townhouses.

The Official Plan establishes densities for Low Density Residential areas with a maximum net residential density of 22 units per hectare (9 units per acre), and a minimum net residential density of 15 units per hectare (6 units per acre). Net residential development is defined as the number of housing units per hectare of residentially designated lands, exclusive of lands required for open space, environmentally sensitive areas, and transportation and servicing infrastructure, including stormwater management.

In recognition of the importance of efficient land use and development patterns, the Official Plan directs in Section 2.1.1 that County Council shall proactively plan, co-ordinate and stage growth and the provision of public service facilities and infrastructure to sustain financial well-being over the long-term.

Growth and development will be focused in settlements and their vitality and regeneration will be promoted. It is the intent of the Official Plan to ensure a sufficient supply of land will be provided within settlements to accommodate an appropriate range and mix of residential and non-residential growth, in accordance with the 20 year needs of the County and the Township, while accounting for opportunities to accommodate growth through intensification. For Council's information, the current policies of the Official Plan have not yet been updated to reflect the 25 year growth planning horizon recently introduced via the 2020 PPS (as opposed to the 20 year horizon noted above).

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 existing or planned transit, are freight-supportive, minimize negative impacts to air quality and climate change and promote energy efficiency. Development and land use patterns that would prevent the efficient expansion of settlements in areas adjacent or in close proximity to settlements will be avoided.

Intensification will be promoted in appropriate locations within settlements, particularly those serviced by centralized wastewater and water supply facilities. Planning for infrastructure and public service facilities shall be coordinated and integrated with land use planning so they are financially viable over their life-cycle and available to meet current and projected needs. Further, infrastructure and public service facilities shall be provided in a coordinated, efficient and cost effective manner that considers impacts from climate change.

Report No: CP 2021-335
COMMUNITY PLANNING
Council Date: October 13, 2021

Where a redevelopment proposal involves a change in land use from industrial to residential, institutional and/or to parkland, County Council and/or Area Council will require that environmental site assessment and site cleanup be undertaken as required in accordance with Section 3.3.3.2, where it has been established that the present or former industrial use is or was a site of potential environmental contamination.

Section 6.4.2 further identifies that, prior to the re-designating of industrial parcels on isolated parcels of industrially designated or zoned lands, which are not part of an employment area, the following conditions shall be met:

- An adequate supply of unconstrained industrially designated land will remain to accommodate employment forecasts and to meet expected needs during the planning period, including land which provides visibility and exposure to the public road system;
- The proposal will not have an adverse effect on the availability or adequacy of municipal water supplies and wastewater facilities;
- The proposal and its location is more compatible with surrounding land uses than the use of the lands for industrial purposes; and,
- Where the development is on vacant lands, approval of such proposal shall not preclude the development of adjacent designated industrial lands either by the physical layout of the proposal or though the introduction and encroachment of non-compatible uses into the industrial area.

Zoning By-law

The subject lands (Phase 1B) are currently zoned 'Development Zone (D)', Restricted Industrial Zone (MR-3) and 'Central Commercial Zone (C3)' according to the Township's Zoning By-law. The applicant proposes to rezone the lands to 'Special Residential Type 3 (R3-sp)' which will include a number of site-specific development provisions, as follows:

1. To reduce the minimum lot frontage for an interior townhouse unit from 8 m (26.2 ft) to 5.5 m (18 ft);
2. To reduce the minimum lot frontage for an end townhouse unit from 11 m (36 ft) to 7 m (23 ft);
3. To reduce the minimum lot frontage for corner townhouse units from 18 m (59 ft) to 10 m (32.8 ft);
4. To reduce the minimum exterior side yard for townhouse units from 10 m (32.8 ft) to 3 m (9.8 ft);
5. To reduce the minimum interior side yard for end townhouse units from 3 m (9.8 ft) to 1.5 m (4.9 ft);
6. To increase the maximum lot coverage requirement from 35% to 50%.

The "R3" zone permits an apartment dwelling, a multiple unit dwelling, a boarding or lodging house, or a street fronting townhouse. The 'R3' zone permits a maximum of 8 dwelling units per townhouse building, minimum 3 m (9.8 ft) interior side yard, a minimum 30% landscaped open space, maximum 11 m (36.1 ft) height, and establishes minimum lot area and frontages for interior units, exterior units and corner units.

Report No: CP 2021-335
COMMUNITY PLANNING
Council Date: October 13, 2021

Staff note that the detailed development of the lands subject to Phase 1B will be subject to applications for site plan approval, which will consider matters such as landscaping, building facades, grading and municipal servicing and will be determined and reviewed by both the Township and the County through the site plan approval process.

Agency Comments

This application has been reviewed by a number of public agencies. The following comments were received.

CN Rail, CP Rail, the Ministry of the Environment, Conservation and Parks (MECP) and the Ministry of Transportation (MTO) all indicated that have no concerns or comments related to the applications.

Oxford County Public Works have provided draft plan conditions, included at the end of this report, and have commented that the Traffic Impact Study (TIS) identifies deficiencies at the intersection of Middleton Street and Dundas Street. As such, future phasing (beyond the current Phase 1B) of this development will require the need for road improvements at the aforementioned intersection. The cost to undertake road improvements shall be the responsibility of the developer during future phases of developments.

Township of Zorra Public Works Department has further indicated that a more comprehensive review of the TIS will be required in advance of any future phases of the proposed development.

Enbridge Gas has requested that as a condition of final approval, that the owner/developer provide to Union the necessary easements and/or agreements required by Union for the provision of gas services for this project, in a form satisfactory to Enbridge.

Bell Canada provided comment including a condition for the subdivision agreement, which has been included in the proposed conditions outlined below.

Comments from the Upper Thames River Conservation Authority indicated that the proposed development will require the CA's written comment and any associated permits, for all future phases located within the UTRCA's Regulation Limit, as well as for Stormwater Management and other technical submissions that will be required. No concerns/comments were noted for Phase 1B of the development.

Township of Zorra Council

Township of Zorra Council recommended support of the proposed Official Plan amendment and draft plan of subdivision, and approved the proposed zoning by-law amendment 'in principle', at the Township's regular meeting of September 15, 2021.

Report No: CP 2021-335
COMMUNITY PLANNING
Council Date: October 13, 2021

Planning Analysis

The proposed applications for Official Plan amendment and Zone Change have been submitted to the County and Township to facilitate the development of up to 56 townhouse dwelling units on those lands identified as Phase 1B on the attached Plates, by plan of subdivision. Phase 1B forms a small portion of a larger draft plan that will be subject to future consideration by Council, pending review of additional justification and comments from staff and agencies regarding the proposed development and consideration of technical studies.

Provincial Policy Statement

As the proposed draft plan of subdivision is located within a designated settlement area and will be serviced by municipal water and wastewater facilities, the development represents an efficient use of municipal services and lands within a designated settlement boundary. The proposal also provides for an alternative housing form in Thamesford which is considered to be compatible with existing low density residential development in the area. As such, Planning staff are of the opinion that the proposed development is consistent with the relevant policies of the PPS respecting residential development in settlement areas.

The PPS identifies that employment lands may be redesignated for other land uses, where the lands are not identified as provincially significant through a provincial plan or regionally significant by a regional economic development corporation, and further provides evaluation criteria for conversion proposals.

While the subject lands are designated for industrial use (and part of a larger industrially-designated parcel formerly occupied by a large-scale food processor), the redesignation of the subject lands for residential purposes can be supported from a planning perspective.

The lands identified as Phase 1B have served largely as a buffer between the larger industrial operation to the east and the residential neighbourhood to the west. According to the applicant's plans (as per their Planning Justification Report), the former food processing site will continue to involve employment uses, however, the noted uses will comprise a cluster of business and economic activities oriented toward offices, retail, service-oriented commercial development and other related uses as opposed to industrial and manufacturing uses. Further, the applicant has indicated that the area slated for future economic development will also include a variety of housing types complimentary to the commercial development. The applicant also notes that the lands proposed for the 'Village Core' designation are intended for a variety of uses (including variety of residential types/sizes) that will complement proposed future office space and a market square. In light of the foregoing, while the overall plan for the future development of the former food processing site will require further review by staff, the use of the subject lands (being Phase 1B) for buffer purposes between industrial and sensitive land uses is no longer considered to be necessary.

For Council's information, as the lands proposed for townhouse development subject to this report are currently designated for industrial use, Township staff will need to be satisfied that the applicant has fulfilled any legislative requirements associated with completing a Record of Site

Report No: CP 2021-335
COMMUNITY PLANNING
Council Date: October 13, 2021

Condition (RSC). An RSC would be required prior to the issuance of building permits for the site and can be addressed further via the required site plan approval for the townhouse development. Further to the former food processing site, these lands represent a large component of the Township's employment lands. While the Township will continue to retain sufficient industrial and manufacturing employment land to accommodate forecasted growth for the current 25 year planning period (2021 – 2046), staff are of the opinion that the Township should consider the establishment of lands for industrial and manufacturing employment purposes through a comprehensive planning process that considers the location of such lands in the context of compatibility and the accommodation of the Township's long-term employment needs.

With respect to the comments received as a result of circulation, staff are of the opinion that based on the feedback received from both Township and County staff, the approval of Phase 1B will not, in itself, warrant additional traffic control measures. It is however, noted by staff that future phases of development will require a more comprehensive look at potential issues surrounding traffic, parking and otherwise, prior to advancing the balance of the plan.

In light of the above, Planning staff are satisfied that the proposed conversion of Phase 1B for residential use is consistent with the PPS policies respecting the conversion of employment lands for non-industrial and manufacturing purposes.

Official Plan Amendment & Subdivision

As previously noted, the applicant has proposed that the lands identified as Phase 1B be redesignated from 'Industrial' to 'Low Density Residential' to facilitate the proposed plan of subdivision. Upon review of the plan, staff have determined that the density of the proposed development exceeds the maximum net density parameters for Low Density Residential areas and the redesignation of the lands should be considered in the context of the medium density policies for Serviced Villages. The overall density of Phase 1B is approximately 32 units/ha (13 units/ac), which is within the medium density range (22 to 50 units/ha or 9 to 20 units/ac).

The Official Plan directs that any lands that are not currently designated Medium Density Residential on the applicable land use schedules (Z-2, Land Use Plan for the Village of Thamesford, in this case) requires an amendment to the Plan and that further designations will satisfy a number of locational and site-specific criteria. Phase 1B is located on a major road (Middleton Street), as identified on Schedule Z-2 which provides access to both Brock Street (major road) and Dundas Street (County Road) to the north.

Further, the site is located in proximity to Thamesford's Village Core and the proposed expanded Village Core area (as noted previously) to the immediate east of the lands, as well as both community and neighbourhood parks to the south and southwest.

The proposed development will be fully serviced with municipal water and wastewater and Township staff have indicated that the functional servicing report submitted in support of the proposed subdivision adequately addresses matters related to stormwater management. Staff are also satisfied that the design of Phase 1B will have limited impacts on the abutting lower density development to the west. While the proposed development will increase the number of vehicle access points to Middleton Street significantly, the amount of traffic that will be generated has been assessed via a Traffic Impact Study prepared by the applicant and reviewed by the Township and County and is considered to be acceptable.

Report No: CP 2021-335
COMMUNITY PLANNING
Council Date: October 13, 2021

Comments received from County Public Works and the Township indicate that, while Phase 1B is not anticipated to have significant impact on traffic in this area, further consideration will be required with respect to the traffic impact of the proposed development prior to advancing any Phases other than 1B. Accordingly, a condition of approval has been included which addresses future traffic concerns.

Further, each of the newly developed townhouse units will include sufficient off-street parking to meet the requirements of the Township's Zoning By-law (2 spaces per unit).

With respect to subdivision design, Phase 1B represents a linear development which utilizes existing road and servicing infrastructure, while providing access to the remainder of the lands proposed for future development via Street H (see Plate 4). The proposed townhouse units along Middleton Street are also considered to be an appropriate transition from the existing lower density development to the west, to the proposed mixed commercial/residential uses to the immediate east of Phase 1B. Comments received from both Township and County Public Works Departments do not highlight any areas of concern with respect to Phase 1B and its ability to function as a stand-alone phase of the overall development.

Zoning

While a variety of zone categories are anticipated for future phases of the overall development, the requested zoning for Phase 1B is a special "R3" Zone which will implement a number of site specific provisions which have been detailed previously in this report. The proposed zoning for this phase of development has been considered by Township Council and approved 'in principle' pending the approval of the proposed Official Plan amendment and plan of subdivision.

For County Council's information, it is the opinion Planning staff that the proposed zoning amendment to facilitate the development of Phase 1B is consistent with the policies of the PPS and implements the proposed amendments to the Official Plan.

Servicing

As noted previously, the submitted functional servicing report addresses the servicing strategy for both Phase 1A (previously approved and under construction) and Phase 1B. Additional details surrounding servicing will be provided through subsequent application for site plan approval, and staff are satisfied that based on comments provided from both Township and County Public Works Departments, servicing Phase 1B will not have any negative impact on the balance of the lands, and can be accommodated at this time.

In light of the comments received on the functional servicing report from various agencies (i.e. Township of Zorra and County of Oxford Public Works Department), and subject to conditions of approval to ensure review and approval of technical details, Planning staff are satisfied that infrastructure and public facilities are available to accommodate the development of Phase 1B.

Conclusions

In light of the foregoing, Planning staff are satisfied that the proposed development is consistent with the policies of the Provincial Policy Statement and supports the strategic initiatives and objectives of the Official Plan. As such, staff are satisfied that the applications can be given favourable consideration.

SIGNATURES

Report Author:

'original signed by'

 Spencer McDonald, MCIP, RPP
 Development Planner

Departmental Approval:

'original signed by'

 Gordon K. Hough, RPP
 Director of Community Planning

Approved for submission:

'original signed by'

 Michael Duben, B.A., LL.B.
 Chief Administrative Officer

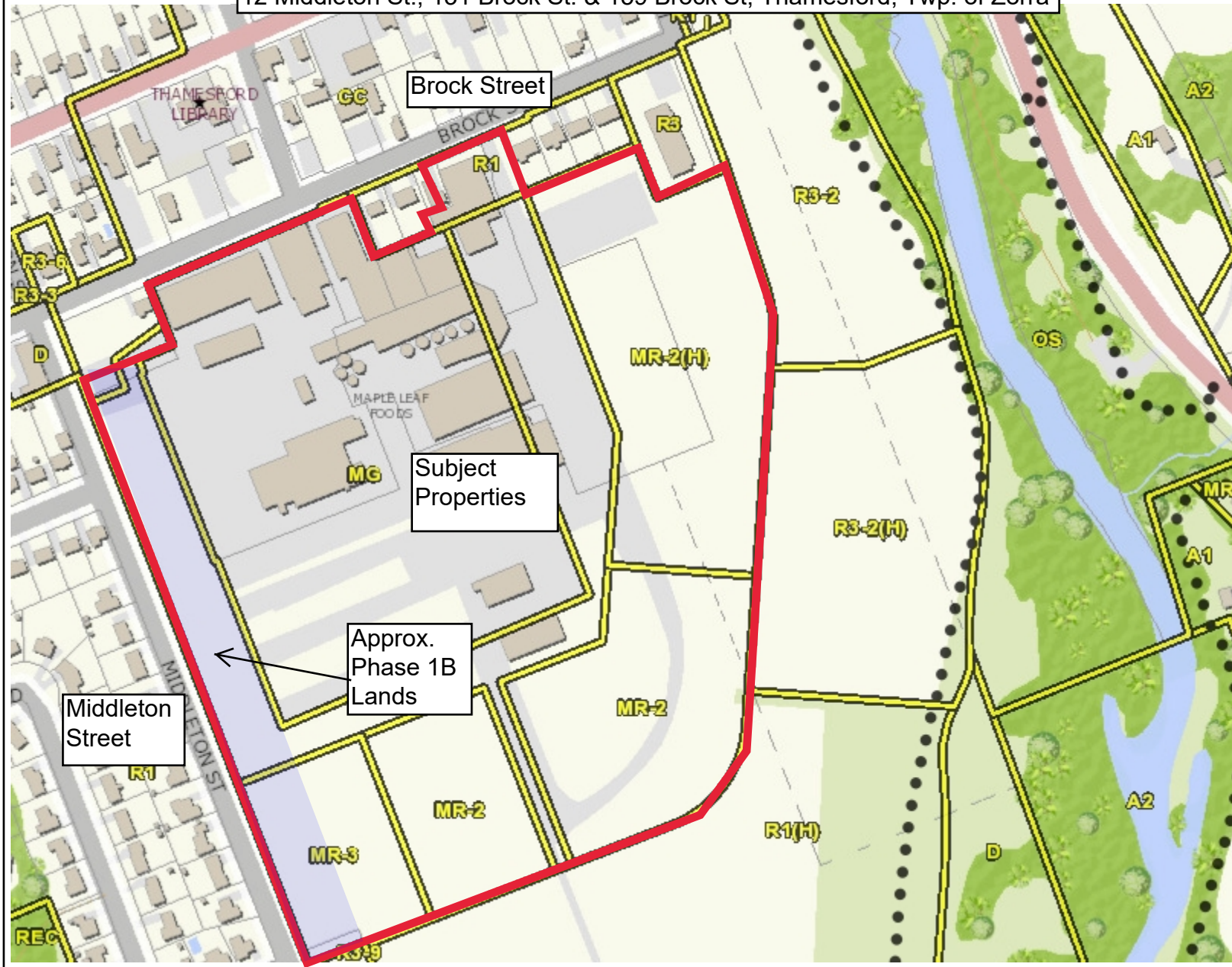
ATTACHMENTS

Attachment 1	Plate 1, Location Map & Existing Zoning
Attachment 2	Plate 2, Aerial Map (2020)
Attachment 3	Plate 3, Applicant's Sketch – Phase 1B
Attachment 4	Plate 4, Overall Subdivision Plan
Attachment 5	Plate 5, Phase 1B
Attachment 6	Conditions of Draft Approval
Attachment 7	Correspondence Received
Attachment 8	Official Plan Amendment No. 263

Plate 1 - Location Map & Existing Zoning

OP21-13-5; SB21-08-5; ZN5-21-08 Kingwood Riverside Towns Ltd.

12 Middleton St., 131 Brock St. & 159 Brock St, Thamesford, Twp. of Zorra



Legend

Zoning Floodlines
Regulation Limit

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

Notes



0 102 205 Meters

NAD_1983_UTM_Zone_17N

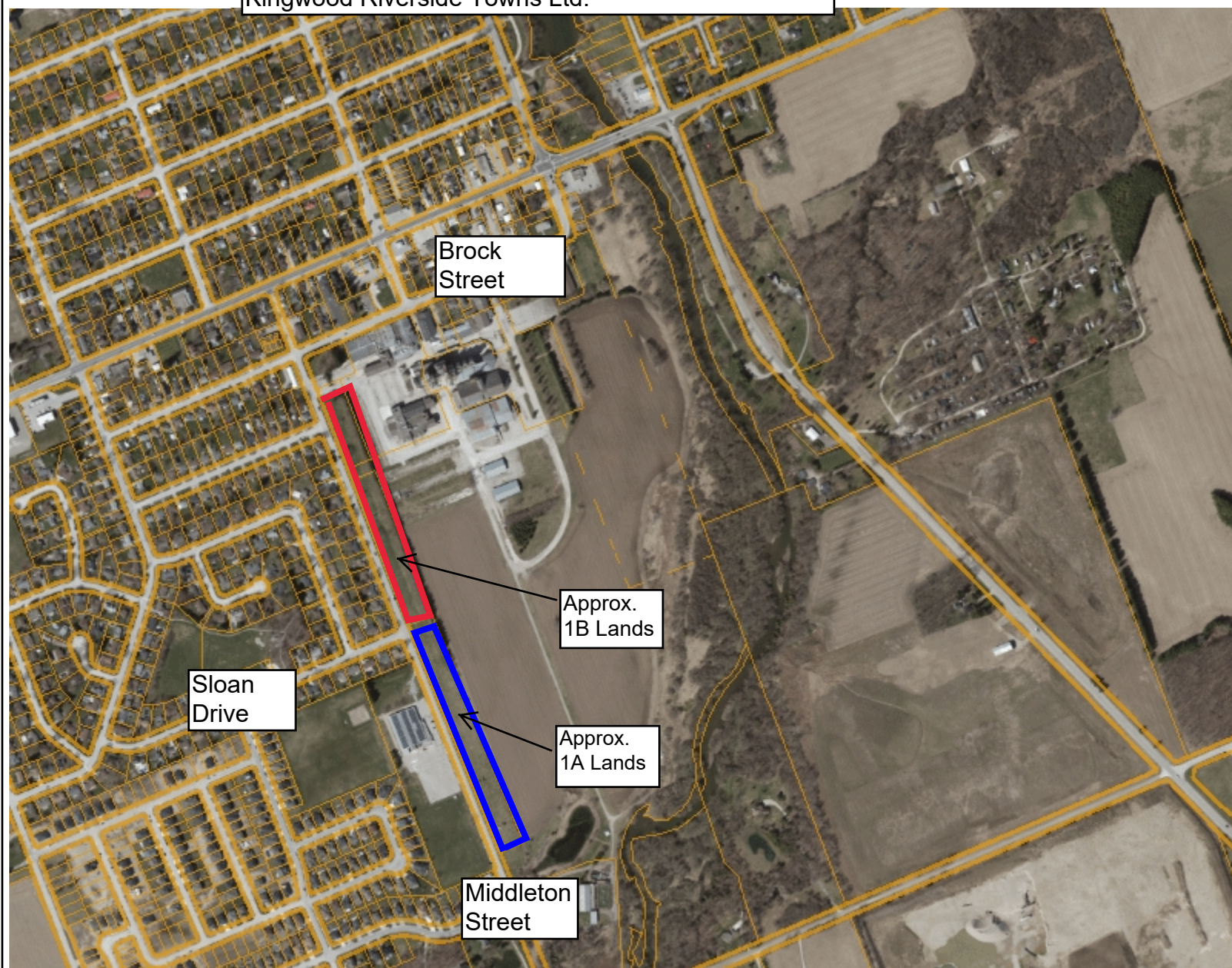


This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable. This is not a plan of survey

July 29, 2021



Plate 2 - Aerial Map (2020)
File No. OP21-13-5; SB21-08-5 & ZN5-21-08
Kingwood Riverside Towns Ltd.



Legend

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

Notes



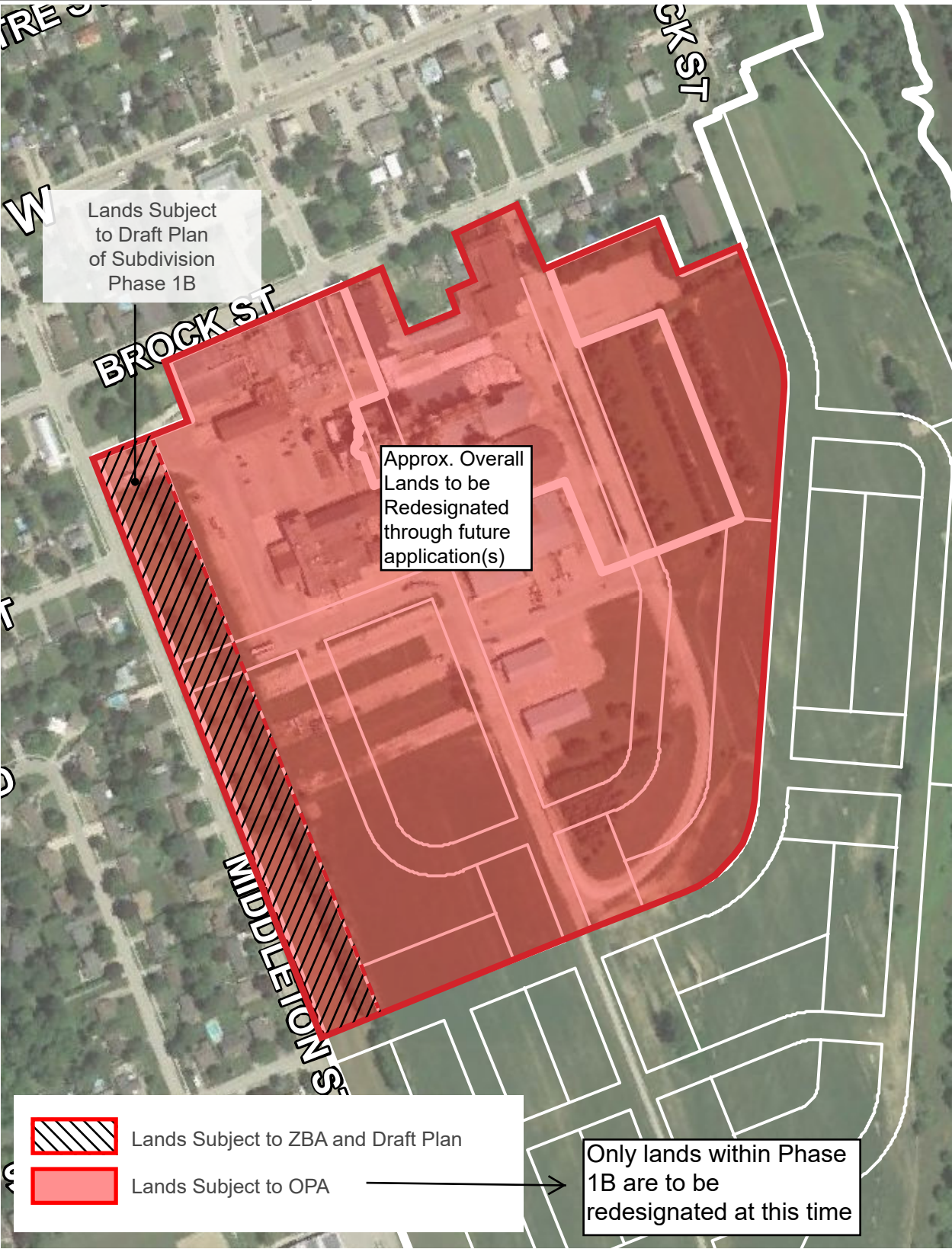
0 242 484 Meters

NAD_1983_UTM_Zone_17N



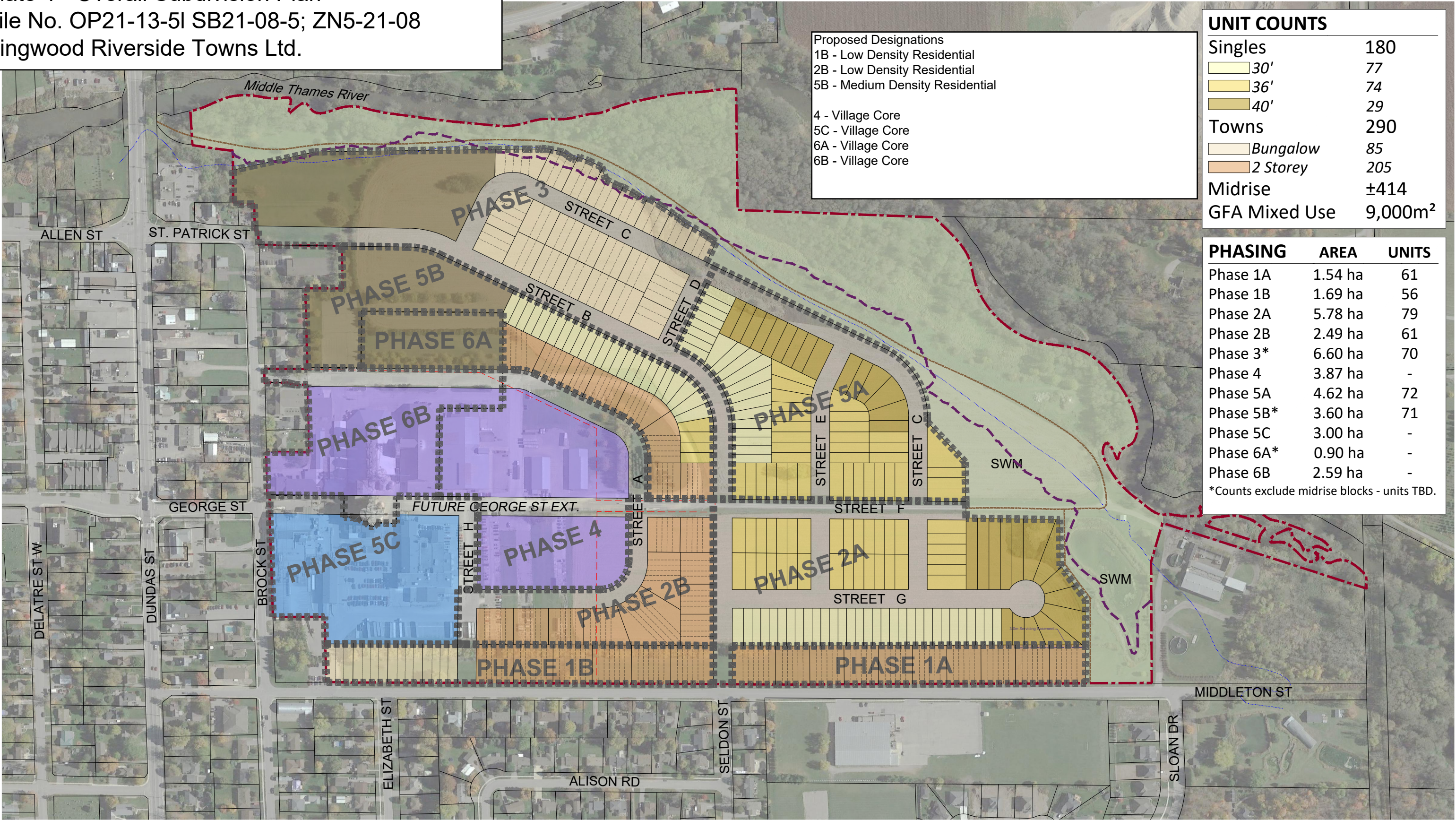
This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable. This is not a plan of survey

September 7, 2021



Proposed Applications
Source: Google Earth (2020)

Figure
2



- Proposed Designations
- 1B - Low Density Residential
 - 2B - Low Density Residential
 - 5B - Medium Density Residential
 - 4 - Village Core
 - 5C - Village Core
 - 6A - Village Core
 - 6B - Village Core

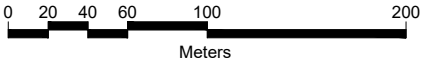
UNIT COUNTS	
Singles	180
30'	77
36'	74
40'	29
Towns	290
Bungalow	85
2 Storey	205
Midrise	±414
GFA Mixed Use	9,000m ²

PHASING	AREA	UNITS
Phase 1A	1.54 ha	61
Phase 1B	1.69 ha	56
Phase 2A	5.78 ha	79
Phase 2B	2.49 ha	61
Phase 3*	6.60 ha	70
Phase 4	3.87 ha	-
Phase 5A	4.62 ha	72
Phase 5B*	3.60 ha	71
Phase 5C	3.00 ha	-
Phase 6A*	0.90 ha	-
Phase 6B	2.59 ha	-
*Counts exclude midrise blocks - units TBD.		

DEVELOPMENT CONCEPT
145 Brock Street, Thamesford

- Floodline/Reg Limit
Proposed Thames River Trail
250 year Flood Line
Extend of Previously Approved Draft Plan of Subdivision

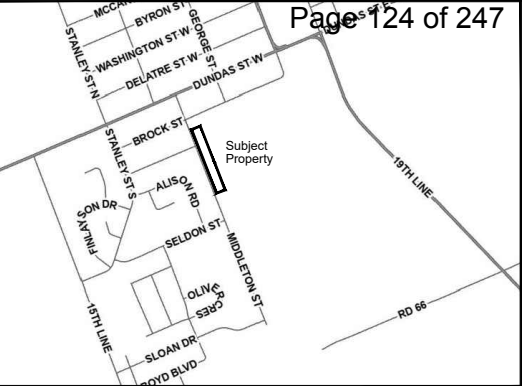
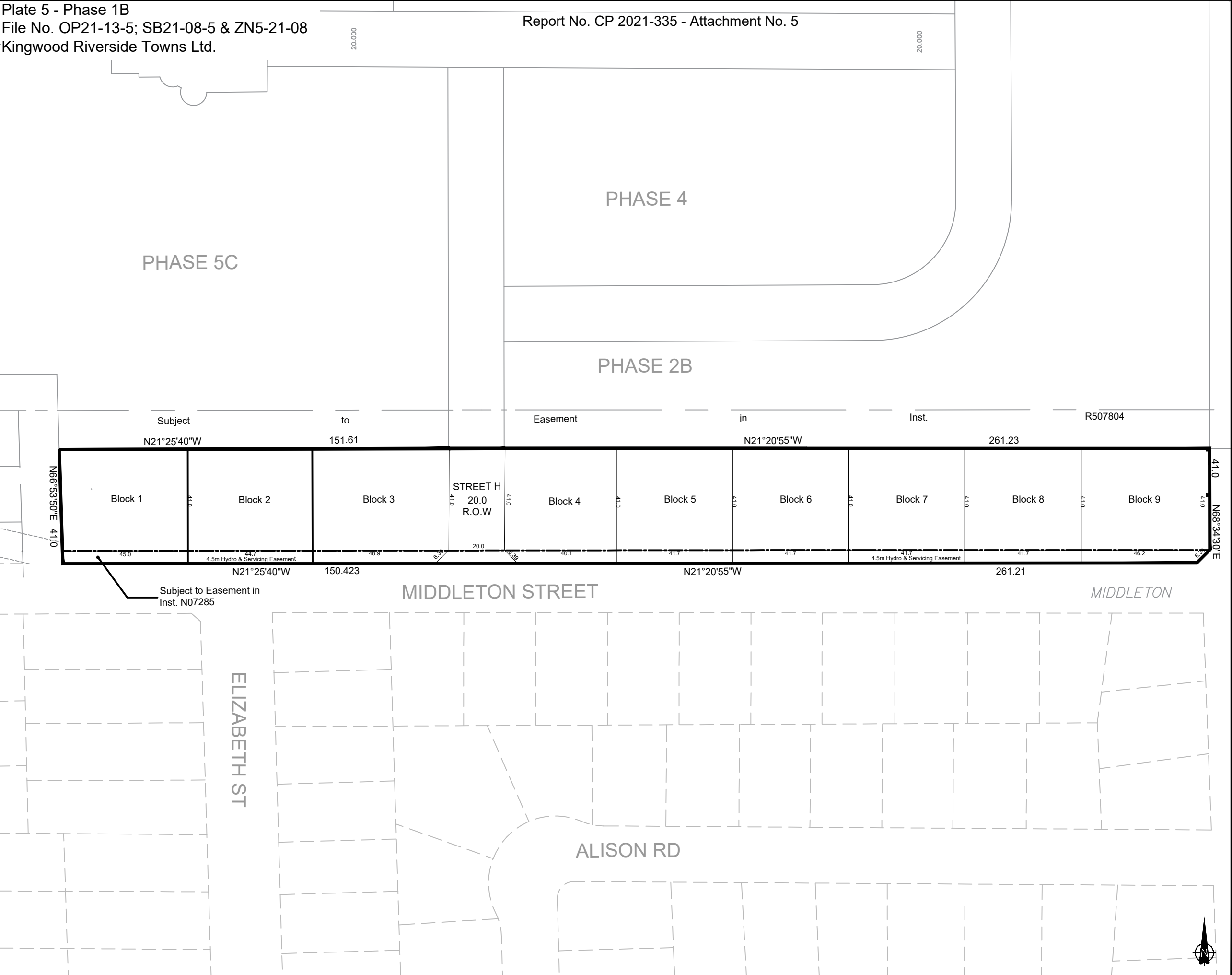
- Site Area 49.1 ha
Comm./Mixed Use/Employment
Medium Density
Open Space
Comm./Mixed Use



NOTE: This concept has been prepared for general feasibility purposes only. Building code requirements and technical / architectural design have not been addressed.

Scale 1:3,800 | July 13, 2021 | Project No.: 18182 | Drawn By: RT,EF





DRAFT PLAN
OF SUBDIVISION

Part of Park Lots 6 and 7
Registered Plan 45
Oxford County
Parts 1,2,3 & 4
Plan 41R-10035

LAND USE SCHEDULE			
DESCRIPTION	BLKS.	UNITS	AREA (ha.)
Medium Density	1-9	56	1.60ha
Roads			0.08ha
Total			1.68ha

ADDITIONAL INFORMATION
(UNDER SECTION 51(17) OF THE PLANNING ACT)
INFORMATION REQUIRED BY CLAUSES a,b,c,d,e,f,g,j and I ARE AS SHOWN ON THE DRAFT PLAN.
h) Municipal water supply
i)
k) All sanitary and storm sewers as required

OWNER'S CERTIFICATE
I AUTHORIZE THE GSP GROUP INC. TO PREPARE AND SUBMIT THIS DRAFT PLAN OF SUBDIVISION TO

 Kingwood Riverside Towns Limited
DATE  21. 2021

SURVEYOR'S CERTIFICATE
I CERTIFY THAT THE BOUNDARIES OF THE LAND TO BE SUBDIVIDED AND THEIR RELATIONSHIP TO THE ADJACENT LANDS ARE CORRECTLY SHOWN.

 John Muir O.L.S.
DATE  21/21

GSP group		REVISIONS
PLANNING URBAN DESIGN LANDSCAPE ARCHITECTURE		July 9, 2021
gspgroup.ca		July 12, 2021
Date: September 7, 2021		
Drawn By: E.F		
Scale: 1: 1,300		
Project No.: 18182		
		Dwg. File Name: dp18182d - Phase 1B.dwg

Schedule "A"
To Report No. CP 2021-335

CONDITIONS OF DRAFT APPROVAL – SB 21-08-5 – Kingwood Riverside Towns Ltd.

1. This approval applies to the draft plan of subdivision, submitted by GSP Group. (File SB 21-08-5) as prepared by GSP Group (dated September 21, 2021), as shown on Plate No. 5 to Report No. CP 2021-335, comprising land described as Part of Park Lots 6 and 7, Registered Plan 45 and Parts 1, 2, 3 & 4, Plan 41R-10035, Township of Zorra, in the Township of Zorra, showing 9 Blocks for townhouse units and a future road extension "Street H".
2. The owner agrees in writing to satisfy all requirements, financial and otherwise, of the Township of Zorra regarding the construction of roads, installation of services, including the water, sewer and electrical distribution systems, sidewalks and drainage facilities, and other matters pertaining to the development of the subdivision in accordance with the standards of the Township of Zorra.
3. The subdivision agreement shall be registered to the satisfaction of the Township of Zorra against the lands to which it applies at the owner's expense.
4. If required, the subdivision agreement shall make provision for the dedication of parkland or cash-in lieu thereof in accordance with the relevant provisions of the Planning Act, to the satisfaction of the Township of Zorra
5. Road allowances included in the draft plan of subdivision shall be dedicated as public highways, to the satisfaction of the Township of Zorra.
6. The streets included in the draft plan shall be named to the satisfaction of the Township of Zorra.
7. Prior to the approval of the final plan by the County of Oxford, all lots/blocks shall conform to the zoning requirements of the Township of Zorra Zoning By-Law. Certification of lot areas, lot frontages, and lot depths shall be obtained from an Ontario Land Surveyor retained by the owner.
8. Prior to the approval of the final plan by the County of Oxford, the owner agrees in writing to satisfy all the requirements of the Erie Thames Powerlines Corporation regarding the installation of the electrical distribution system and any other matters pertaining to the development of the subdivision.
9. Prior to the approval of the final plan by the County of Oxford, such easements as may be required for utility or drainage purposes shall be granted to the appropriate authority.

10. Prior to the approval of the final plan by the County of Oxford, the owner agrees in writing to satisfy all requirements of Union Gas Limited regarding necessary easements and/or agreements for the provision of gas services and any other matters pertaining to the development of the subdivision.
11. Prior to the approval of the final plan by the County of Oxford, the owner agrees in writing to satisfy the requirements of Canada Post Corporation with respect to advising prospective purchasers of the method of mail delivery, the location of temporary Centralized Mail Box locations during construction and, the provision of public information regarding the proposed locations of permanent Centralized Mail Box locations.
12. Prior to the approval of the final plan by the County of Oxford, the owner shall receive confirmation from the County of Oxford Public Works Department that there is sufficient capacity in the Village of Thamesford water system and wastewater system to service the plan of subdivision. Confirmation shall be given in accordance with the County of Oxford "Protocol for Allocation of Water and Sewage Capacity for Development".
13. The owner agrees in writing to satisfy all the requirements, financial and otherwise, including payment of applicable development charges, of the County of Oxford regarding the installation of water and wastewater distribution systems, and other matters pertaining to the development of the subdivision.
14. The subdivision agreement shall make provision for the assumption and operation, by the County of Oxford, of the water and wastewater distribution systems within the draft plan, subject to the approval of the County of Oxford Department of Public Works.
15. Prior to final approval by the County, the Owner shall agree to prepare, and submit for the approval of Oxford County Public Works, detailed servicing plans designed in accordance with Oxford County Design Guidelines.
16. Prior to the approval of the final plan by the County of Oxford, the owner agrees in writing to provide a final storm water management report, including a planting plan, grading plan and erosion and siltation control plan, prepared and submitted for review and approval by the Township of Zorra, and further, the subdivision agreement shall include provisions for the owner to carry out, or cause to be carried out, any necessary works in accordance with the approved plans and reports.
17. The owner shall be responsible for the preparation of new assessment schedules for municipal drains affected by the subdivision of lands to the satisfaction of the Township of Zorra.
18. The owner shall agree in writing to provide individual lot grading sheets for each lot proposed within the subdivision, including specific details outlining the format and information required and showing original elevations, prior to any fill being added, to the satisfaction of the Township of Zorra.
19. The owner shall submit a street lighting plan as per Township servicing standards, to the satisfaction of the Township of Zorra and Erie Thames Powerlines.

20. The owner shall submit a street tree planting plan as per Township servicing standards, to the satisfaction of the Township of Zorra.
21. The owner agrees in writing to register easements in favour of the Township of Zorra for the maintenance of municipal drains, swales, low impact development systems (LIDS) and any other stormwater management facilities required for the subdivision to the satisfaction of the Township of Zorra.
22. Prior to the approval of the final plan by the County of Oxford, the owner shall provide a list of all conditions of draft approval with a brief statement detailing how each condition has been satisfied, including required supporting documentation from the relevant authority, to the satisfaction of the County of Oxford.
23. Prior to the approval of the final plan by the County of Oxford, the owner shall provide to the County clearance from the Erie Thames Powerlines Corporation that Conditions 8 and 19 have been met to their satisfaction. The clearance letter shall include a brief statement detailing how the condition has been satisfied.
24. Prior to the approval of the final plan by the County of Oxford, the owner shall provide to the County clearance from Union Gas Limited that Condition 10 has been met to their satisfaction. The clearance letter shall include a brief statement detailing how the condition has been satisfied.
25. Prior to the approval of the final plan by the County of Oxford, the owner shall provide clearance to the County from Canada Post Corporation that Condition 11 has been met to their satisfaction. The clearance letter shall include a brief statement detailing how the condition has been satisfied.
26. Prior to the approval of the final plan by the County of Oxford, the owner shall provide clearance to the County from the Township of Zorra that Conditions 2 to 6 and 17 to 21 have been met to their satisfaction. The clearance letter shall include a brief statement for each condition detailing how each has been satisfied.
27. Prior to the approval of the final plan by the County of Oxford, the owner shall secure clearance from the County of Oxford Public Works Department that Conditions 9 and 12 to 15, to have been met to their satisfaction. The clearance letter shall include a brief statement for each condition detailing how each has been satisfied.
28. This plan of subdivision will lapse on October 13, 2024, unless an extension is authorized by the County of Oxford.

From: [Marg Riesebo](#)
To: [Planning](#)
Subject: Kingwood Homes development Middleton St Thamesford
Date: September 8, 2021 10:09:39 AM

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

Sept 8, 2021

To Planning Committee of Oxford and Zorra

Re: Reference plan 41R-197 & 41R-3608

Middleton St. Thamesford

In response to the Public Notice letter we recieved dated Aug 31, we are writing this letter concerning the proposed townhomes to be built across the street from us on Middleton St in Thamesford. Officially we reject the proposal. I know we can't stop the building of these homes even though we are not very happy about it. The main reason we bought this property was because of the green space across from us and now that is being taken away. We would like you to consider allowing only one storey townhomes to be built across the street from the existing bungalows. Not only would it look esthetically better, having a consistency on both sides of the street, but it would also allow seniors in the area who are looking to downsize able to find a home sooner instead of having to wait until more phases are built. Two storey townhomes are not suitable for this market. Also, from what we see from the homes currently being built across from the arena they have a single car garage with barely enough room for another car in the driveway. Many people use the garage for storage, not cars. Families with multiple cars will be parking on the street. It will be a traffic nightmare. Please don't let money and profit influence your decisions but do what's best for the community.

Thank you.

Henk and Marg Riesebo

101 Middleton St.

AMENDMENT NUMBER 263
TO THE COUNTY OF OXFORD OFFICIAL PLAN

The following text and schedule constitutes
Amendment Number 263 to the County of Oxford Official Plan.

COUNTY OF OXFORD

BY-LAW NO. **6374-2021**

BEING a By-Law to adopt Amendment Number 263 to the County of Oxford Official Plan.

WHEREAS, Amendment Number 263 to the County of Oxford Official Plan has been recommended by resolution of the Council of the Township of Zorra and the County of Oxford has held a public hearing and recommended the Amendment for adoption.

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

1. That Amendment Number 263 to the County of Oxford Official Plan, being the attached explanatory text and schedule, 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 13th day of October, 2021.

READ a third time and finally passed this 13th day of October, 2021.

LARRY G. MARTIN, WARDEN

CHLOÉ J. SENIOR, CLERK

1.0 PURPOSE OF THE AMENDMENT

The purpose of this amendment is to redesignate certain lands in the Township of Zorra from the 'Industrial' and 'Village Core' designations to the 'Medium Density Residential' designation to facilitate a residential subdivision consisting of 56 townhouse dwelling units.

2.0 LOCATION OF LANDS AFFECTED

This amendment applies to lands described as Part of Park Lots 6 and 7, Registered Plan 45 and Parts 1, 2, 3 & 4, Plan 41R-10035, the Township of Zorra.

The lands subject to this application are part of a larger parcel comprising approximately 45 ha (112 acres) that are proposed to be developed for a mix of residential and commercial-oriented uses in the future. This amendment will redesignate approximately 1.75 ha (4.3 acres) for medium density residential use.

3.0 BASIS FOR THE AMENDMENT

This amendment has been initiated to redesignate the subject lands to 'Medium Density Residential' to facilitate the development of 56 townhouse dwelling units on the subject (Phase 1B) lands.

It is the opinion of Council that the proposed amendment is consistent with the relevant policies of the PPS as the proposed development will facilitate the development of a residential subdivision within a designated settlement. The development is considered to be an appropriate form of intensification within a designated settlement.

Council is also of the opinion that the proposal is consistent with the relevant policies of the County Official Plan, as the amendment will provide additional housing choices within the Village of Thamesford while utilizing existing municipal services and tying into existing transportation networks within the Village.

Further, the proposed use is considered to be appropriate for the subject lands as the residential development will have direct access to Middleton Street, which is a major road under the jurisdiction of the Township.

Council is of the opinion that the proposed townhouse dwellings are compatible with the existing residential uses to the west and will provide an appropriate transition from the existing low density areas to the future development of the lands east of the subject lands for mixed use residential and commercial-oriented development. The redesignation of the lands for medium density residential townhouses is not anticipated to have a negative effect on the surrounding properties in regard to compatibility or traffic.

In light of the foregoing, it is the opinion of Council that the proposal is consistent with the policies of PPS and meets the general intent and purpose of the County Official Plan.

4.0 DETAILS OF THE AMENDMENT

- 4.1 That Schedule “Z-2” – Village of Thamesford Land Use Plan, is hereby amended by changing to ‘Medium Density Residential’ the land use designation of those lands identified as “ITEM 1” on Schedule “A” attached hereto.

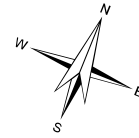
5.0 IMPLEMENTATION

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

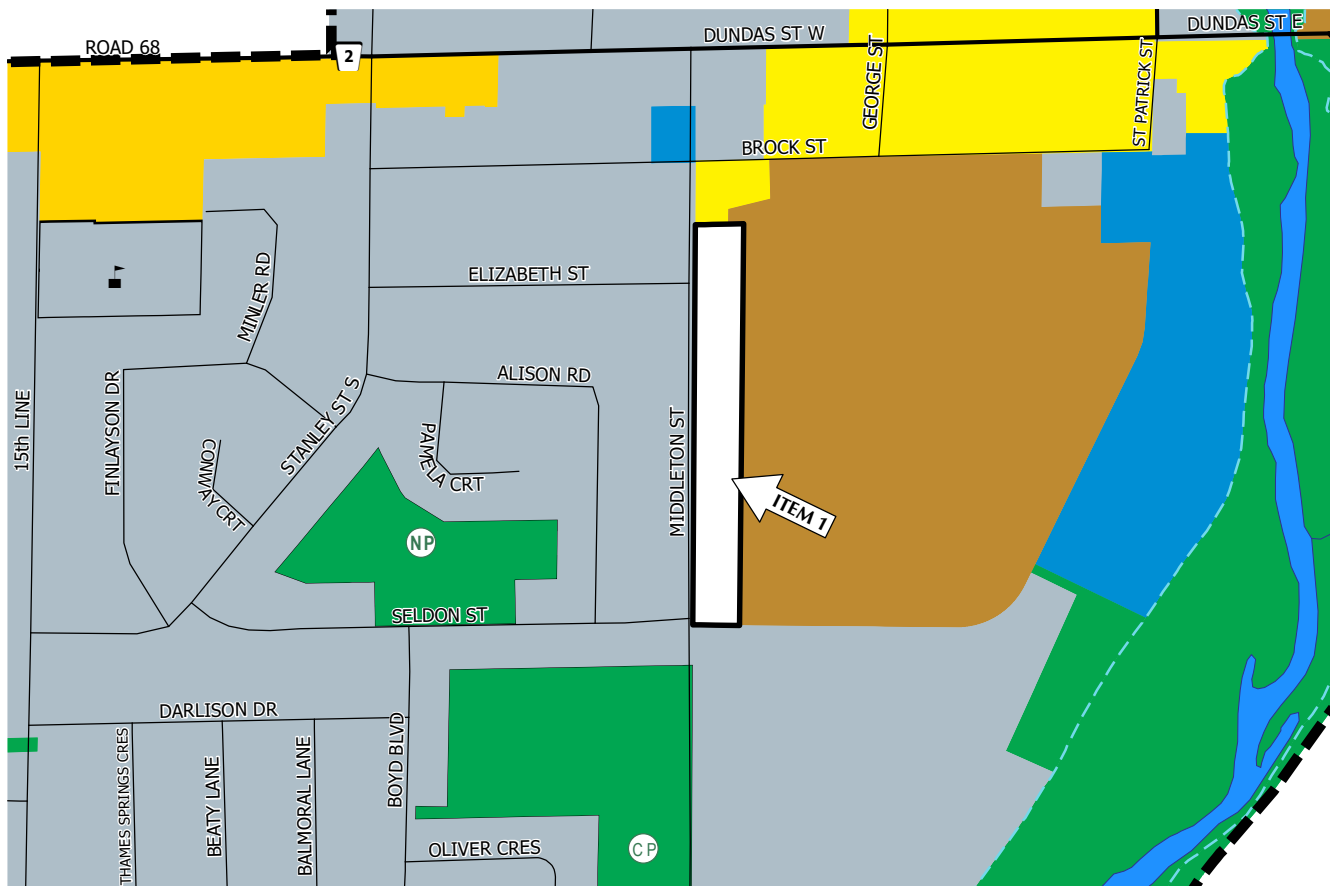
6.0 INTERPRETATION

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

SCHEDULE "A"
AMENDMENT No. 263
TO THE
COUNTY OF OXFORD
OFFICIAL PLAN
SCHEDULE "Z-2"
VILLAGE OF THAMESFORD
LAND USE PLAN



Metres
0 100 200



- AREA OF THIS AMENDMENT

ITEM 1 - CHANGE FROM INDUSTRIAL
TO MEDIUM DENSITY RESIDENTIAL

**LAND USE PLAN
LEGEND**

	VILLAGE CORE		SCHOOL
	SERVICE COMMERCIAL		COMMUNITY PARK
	LOW DENSITY RESIDENTIAL		NEIGHBOURHOOD PARK
	MEDIUM DENSITY RESIDENTIAL		FLOODLINE
	INDUSTRIAL		SETTLEMENT BOUNDARY
	OPEN SPACE		

To: Warden and Members of County Council

From: Director, Community Planning

Special Meeting of Council to Initiate a Review of the County Official Plan under Section 26 of the Planning Act

RECOMMENDATIONS

1. That Oxford County Council hold a special public meeting pursuant to Section 26 (3) of the Planning Act;
2. And further, that staff be directed to proceed with the Official Plan Review process in accordance with the requirements under the Planning Act and as generally outlined in the Report No. CP 2021-336.

REPORT HIGHLIGHTS

Implementation Points

- The purpose of this report and associated 'special meeting of Council' is to formally initiate a review of the County Official Plan in accordance with Section 26 of the Planning Act, discuss the proposed process and focus for that review, and provide an initial opportunity for any input or feedback.
- This report also provides a high level overview of the legislative requirements and other considerations applicable to the Official Plan review and outlines the proposed framework for a phased approach to the OP review, including related consultation.

Financial Impact

There are no immediate implications beyond this years approved budget. Any additional funding that may be required for future phases will be considered as part of the annual budget process.

Communications

Community engagement will be an important part of the Official Plan (OP) review process and is proposed to be undertaken at various stages throughout that process (i.e. as part of each review phase).

Report No: CP 2021-336
COMMUNITY PLANNING
Council Date: October 13, 2021

This report and associated special meeting of Council is the first step in formally initiating the County's current OP review process in accordance with the requirements of the Planning Act. The Act requires that formal notice be provided for this special meeting of Council at least once a week in each of two separate weeks, and the last publication shall take place at least 30 days before the date of the meeting. Accordingly, notice of this meeting was published in area newspapers (i.e. Oxford Review, Woodstock Sentinel Review and Tillsonburg News) during two separate weeks 30 days prior to the special meeting, as well as being posted on the County website.







Planning staff are currently proposing that the OP review process be undertaken in a number of phases. The focus for communication and engagement for the OP review project will be centred around each of those phases, once they have been initiated. Each phase will have its own communications and engagement plan that is tailored to that phase.

Planning staff intend to meet the minimum statutory meeting requirements under the Planning Act (i.e. an open house and public meeting) for each phase, as well as providing for additional engagement opportunities, as deemed appropriate. Developing separate communication and engagement plans for each phase will allow the approach to be customized based on the specific policy areas, technical considerations and level of community interest.

The consultation and engagement program for each phase is generally expected to involve the use of traditional and social media, a mix of in-person (where possible) and on-line engagement opportunities, and consultation/engagement with:

- The Province and the various agencies prescribed under the Planning Act (e.g. conservation authorities, utility providers, railways, abutting municipalities etc.);
- County and Area Municipal Staff and Councils;
- Indigenous communities; and
- Other identified stakeholder groups, interested parties and the broader public.

Strategic Plan (2020-2022)

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

DISCUSSION

Background

The Planning Act requires that municipalities adopt an Official Plan to serve as the primary legal document for implementing provincial land use planning direction at the municipal level.

In Oxford, the County Official Plan (OP) provides that direction for both the County and the eight area municipalities that comprise the County. The policies and land use schedules contained in the OP establish the overall vision and land use strategy for growth and development in the County. This is accomplished by setting out locational, development review and other requirements for a full range of land uses (e.g. residential, commercial, industrial, institutional, parks and recreation, agriculture, etc.) and providing direction with respect to matters such as the provision of infrastructure and public services, the protection of agricultural land, and natural and cultural heritage features, and avoiding, or mitigating the potential impacts from, natural and man-made hazards.

To ensure municipal Official Plans remain consistent with current Provincial direction on land use planning matters, the Planning Act (Section 26) requires that municipalities revise their Official Plans as required to ensure they:

- conform with provincial plans, or do not conflict with them;
- have regard to matters of provincial interest listed in the Planning Act; and
- are consistent with policy statements issued under the Planning Act (i.e. PPS, 2020).

It is noted that there are currently no provincial plans (e.g. Provincial Growth Plan for the Greater Golden Horseshoe) in effect for Oxford County. As such, the focus of such a review in Oxford will be on any changes to the Planning Act and matters of provincial interest and/or the Provincial Policy Statement (PPS) that have occurred since the last OP review.

To formally initiate such an Official Plan review process, the Planning Act (Section 26) requires that a 'special meeting of Council', open to the public, be held to discuss the revisions that may be required.

The primary purpose of this report and associated special meeting of Council is to satisfy this initial meeting requirement, so that the County can proceed with the first phase of the OP review under Section 26 of the Planning Act. The meeting and associated public notice (i.e. local newspapers, County website etc.) generally serve to inform the public and other stakeholders of the fact the County is initiating a review of the OP. From that point, they can then monitor the review process as it unfolds and, if interested, become involved in or provide further input on the various phases of the OP review at such time as they are initiated. Although any public that choose to attend the special meeting of Council will have an opportunity to provide their input at that meeting, interested parties do not need to have made submissions and/or provided comments at that meeting to be able participate in the OP review process. Specific opportunities for engagement and input will be provided as part of the consultation process for each phase of the review, once it has been initiated.

Report No: CP 2021-336
COMMUNITY PLANNING
Council Date: October 13, 2021

It is noted that, unlike other amendments to the OP that are approved by County Council, the Province (Ministry of Municipal Affairs and Housing) is the approval authority for any amendments to the County's OP that are undertaken as part of an Official Plan review process under Section 26 of the Planning Act. As such, following adoption by County Council, all amendments that form part of the County's Official Plan review process will need to be sent to the Province for approval. As part of their approval, the Province has the authority to impose any modifications to the County's adopted policies that it determines to be necessary to ensure they are consistent with Provincial legislation and policies.

A general overview of the proposed process and matters to be considered as part of the current OP review is provided in the following sections of this report.

Commentary

a) Overall scope for the OP update

The current County of Oxford OP was adopted by County Council in December 1995. Since that time, there have been a number of major amendments to the Plan, including those resulting from previous reviews of the OP in accordance with Section 26 of the Planning Act. Some of the more recent updates to the Plan have included significant revisions to the County's Strategic Principles and Aggregate Resource and Waste Management policies, as well as the incorporation of a number of secondary plans and settlement expansions.

That said, since the last full review of the OP, there has been a range of new and/or updated Provincial legislation, regulations, policies and guidelines related to land use planning that have been enacted and/or released. These include, but are not limited to:

- Updates to the Planning Act and associated regulations (e.g. additional residential units);
- Updated Provincial Policy Statement, 2020; and
- New and/or updated Provincial guidelines related to PPS implementation (e.g. Permitted Uses in Ontario's Prime Agricultural Areas, Land Use Compatibility Guidelines, Wildland Fire Risk Assessment and Mitigation Reference Manual, etc.)

As such, Planning staff are advising that the County initiate the current OP review process to provide an opportunity to address some of these changes and other policy priorities in the shorter term.

It is noted that the process to begin development of a new County OP is expected to be initiated sometime in the next few years (i.e. following the completion of servicing masterplans, updated growth forecasts etc.). The process for the development of a new OP will provide an opportunity to comprehensively review and revise all the policies in the OP to ensure they are consistent with all applicable provincial legislation, policies and guidelines and reflective of local goals and objectives. Therefore, the current OP review process is intended to be scoped to focus primarily on addressing Provincial legislative and policy changes that are relatively scoped in nature and certain policy areas for which substantial background work has already been completed (i.e. agricultural, natural heritage, downtowns/commercial etc.). This scoped approach is

Report No: CP 2021-336
COMMUNITY PLANNING
Council Date: October 13, 2021

intended to ensure the current OP review project and associated resources remain focused and avoid unnecessary duplication of costs and effort.

b) Planning Act and PPS Related Changes

One of the key focuses of the OP review will be on reviewing and addressing various changes to the Planning Act and Provincial Policy Statement (PPS) that have occurred since the last major review of the OP.

Some examples of changes to the Planning Act and associated regulations that may need to be reviewed and considered are as follows:

- Various changes to the requirements for processing of planning applications (e.g. processing timelines, notice provisions, and complete application requirements etc.);
- Removal of the height and density bonusing provisions and introduction of new provisions to provide municipalities with the option of implementing a community benefit charge approach to address certain planning matters (e.g. provision of parkland and certain other community amenities/improvements etc.);
- Modifications to the parkland dedication provisions;
- Revised provisions with respect to implementation of a community planning/development permit system;
- Updated direction with respect to the establishment of an additional residential unit in a single detached, semi-detached or townhouse dwelling and/or building ancillary to such a dwelling; and
- Changes to the types of matters, reasons and process for appeals to the Local Planning Appeal Tribunal (LPAT).

Some of these changes are intended to support or guide planning processes as well as the implementation of existing OP requirements (i.e. requirements related to streamlining and/or improving the development application process) and may require some minor revisions to the Official Plan policies to ensure consistency. Such changes are generally considered appropriate to address as part of the County's current OP review, likely through minor updates to the existing implementation measures policies. However, some of the other Planning Act changes (i.e. alternative parkland dedication, community benefit charges and community planning/development permit systems etc.) that would need to be implemented through, or informed by, the OP would generally require detailed background studies and/or master plans to be undertaken. Therefore, if such changes were to be considered, it would likely be more appropriate as part of the process to develop a new OP. It is noted that any OP policy changes that may be required to reflect the revised Provincial direction with respect to the establishment of additional residential units are currently expected to be implemented through separate OP amendments, rather than as part of the broader OP review process.

The current Provincial Policy Statement (PPS) came into effect on May 1, 2020. The changes in the current PPS build on the policies of the previous 2014 PPS and support Ontario's Housing Supply Action Plan, and were part of a broader group of changes made to Ontario's land use planning system. Overall there are a number of changes to PPS policy areas that may warrant consideration as part of the OP review, including:

Report No: CP 2021-336
COMMUNITY PLANNING
Council Date: October 13, 2021

- Planning for a 25 year growth horizon and opportunities to increase the housing supply, mix of housing types and affordability;
- The integration of planning for growth and development with planning for infrastructure (e.g. transportation systems, water and wastewater services, storm water management etc.);
- Permitted uses in prime agricultural areas and protection of such areas for long term agriculture;
- Planning for employment areas/uses;
- Mitigating and adapting to the impacts of a changing climate;
- Identifying and protecting natural heritage and water resource systems;
- Managing the impacts of natural hazards (i.e. flooding and erosion hazards, hazardous forest types etc.), and
- Clarified direction with respect to engagement with Indigenous communities.

Similar to the discussion on the changes to the Planning Act above, ensuring full consistency with many of the updated PPS policies would require fairly broad and/or complex changes and restructuring of the current OP and the completion of detailed background studies, master plans and/or other supporting documentation. Given the above noted timing for consideration of a new OP for the County, it is the opinion of Planning staff that consideration of PPS policy areas requiring such scope and extent of review would generally be more appropriate to defer to that process. That said, there are a number of PPS policy areas that are sufficiently scoped in nature, or where substantial background work has already been completed (e.g. agricultural, natural heritage, downtowns/commercial etc.), that Planning staff feel would be appropriate to review and address as part of the current OP review process.

c) Other considerations

It is also noted that, although the primary purpose of the Official Plan review is to ensure the policies are consistent with current Provincial legislation, plans and policies, revisions may also be considered to improve the overall structure and readability of the plan, to simplify and/or clarify existing policy direction and intent, and to better reflect local goals and objectives and community input.

Background work to support certain components of the OP review has been in process for a number of years including considerable background research, completion of various studies and other supporting information, and pre-consultation with the Province, Area Municipal staff and other stakeholders (i.e. APAC) on a number of policy matters and considerations. Based on this background work, together with review of the above noted legislative changes and PPS policy changes, a number of policy areas have been identified as potentially being in need of update and within the scope of the current review including, but not necessarily limited to: agriculture, natural heritage and water resources, downtowns/commercial uses, and implementation measures.

Additional areas for review may also be identified through public and stakeholder input and further planning staff review as the OP review moves forward. The need for and specific nature of any proposed policy revisions will be determined as the County proceeds through the review process.

Report No: CP 2021-336
COMMUNITY PLANNING
Council Date: October 13, 2021

d) Proposed approach

Staff are proposing to take a phased approach to the review of the Official Plan. This means that updates to policies, related community engagement and supporting planning rationale will be prepared and presented through a number of separate OP review amendments. As previously noted, each amendment that forms part of the OP review will be required to fulfill all Planning Act requirements and subject to Provincial approval.

The first phase of the OP update is intended to focus on updates to the County's agricultural policies, with subsequent phases anticipated to focus on such policy areas as natural heritage and water resources, commercial uses, and implementation measures. Further, minor logistical or technical changes to the OP that may be required to respond to changes under the PPS and Planning Act and are deemed to be within the scope of the current review, may also be considered as part of the various phases.

The above noted phased approach is intended to allow Planning staff to manage the current review and update of the OP with existing resources, while also continuing to advance other policy projects, including updates for permitting additional residential uses (ARUs), secondary planning to support a number of settlement expansions being considered throughout the County, and undertaking the background work necessary to prepare for the development of a new Official Plan.

Next Steps

As previously noted, the first phase of the OP review will focus on proposed updates the County's agricultural policies. The proposed draft policies, project timelines, communication and engagement strategy and other details for this phase are currently expected to be presented to County Council at its meeting of October 27, 2021.

With respect to future phases of the OP review, the intent is that a subsequent staff report will be brought forward for County Council's consideration in early 2022 to provide further details on the proposed scope, content and related implementation considerations (e.g. process, timing, engagement strategy etc.) for those phases. This report would also include an overview of any initial submissions or public input that had been received and whether they would fit within the scope of the current OP review process.

Conclusions

The intent of this report and associated 'special meeting of Council' is to formally initiate a review of the County Official Plan in accordance with Section 26 of the Planning Act, discuss the process and focus for that review and provide an initial opportunity for any input or feedback.

The primary focus of the current OP review will be on addressing various requirements and changes under the Planning Act and PPS, 2020, but may also include minor changes to improve the overall structure and readability of the plan, to simplify and/or clarify existing policy direction and intent and incorporate community input.

Report No: CP 2021-336
COMMUNITY PLANNING
Council Date: October 13, 2021

The OP review is proposed to be comprised of multiple phases/amendments to the OP, with each such amendment being subject to Provincial approval to ensure consistency with the PPS, 2020, following adoption of the amendment by County Council. Additional and significant opportunities for public input will be provided as part of each respective phase of the OP review process. The first such phase is proposed to focus on updates to the County's agricultural policies, the details of which are expected to be presented to County Council at their October 27, 2021 meeting. It is currently anticipated that further details on the proposed content and scope of subsequent phases and related implementation considerations will be provided for Council's consideration in early 2022.

SIGNATURES

Report Author:

'original signed by'

Paul Michiels
Manager of Planning Policy

Report Author:

'original signed by'

April Nix
Development Planner – Policy Focus

Departmental Approval:

'original signed by'

Gordon K. Hough
Director

Approved for submission:

'original signed by'

Michael Duben, B.A., LL.B.
Chief Administrative Officer

To: Warden and Members of County Council

From: Director of Community Planning

Application for Redline Amendment to Draft Plan of Subdivision 32T-00001 – The Villages of Sally Creek

RECOMMENDATIONS

1. That Oxford County Council approve the application for redline amendment to the draft approved plan of subdivision File No. 32T-00001, submitted by The Village of Sally Creek, for lands described as Part Lot 4, Concession 11, RP 41R-7424, Parts 1 & 2, RP 41R-7477, in the City of Woodstock.

REPORT HIGHLIGHTS

- The purpose of the redline amendment to the Draft Plan of Subdivision is to replace previously approved 16 single detached dwelling lots and a portion of a multi-residential Block 167 with 8 street-fronting townhouse blocks, resulting in a total of 40 residential dwelling units.
- The proposal is consistent with the relevant policies of the Provincial Policy Statement, maintains the intent and purpose of the Official Plan, and can be supported from a planning perspective.

Implementation Points

The application will be implemented in accordance with the relevant policies contained in the Official Plan.

Financial Impact







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

Report No: CP 2021-323
COMMUNITY PLANNING
Council Date: October 13, 2021

Communications

In accordance with the provisions of the Planning Act, this application was not subject to public consultation. Correspondence was received from a neighbouring condominium corporation, and has been included as an attachment to Report No. CP 2021-323 for Council's consideration.

Strategic Plan (2020-2022)

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

DISCUSSION

Background

Owners: The Villages of Sally Creek
 1401 Dundas Street, Woodstock ON N4S 8X8

Location:

The subject lands are described as Part Lot 4, Concession 11, RP 41R-7424, Parts 1 & 2, RP 41R-7477 in the City of Woodstock. The lands are located within the draft plan of subdivision commonly referred to as The Villages of Sally Creek, on the west end of the Garden Crescent extension, south of Lakeview Drive.

County of Oxford Official Plan:

Existing:

Schedule 'W-1'	City of Woodstock Land Use Plan	'Residential'
Schedule 'W-3'	City of Woodstock Residential Density Plan	'Medium Density Residential'

Report No: CP 2021-323
COMMUNITY PLANNING
Council Date: October 13, 2021

City of Woodstock Zoning By-Law 8626-10:

Existing Zoning: Special Planned Unit Development Zone (PUD-1)

Proposal:

The application for redline amendment to the existing draft plan of subdivision approval will modify the draft plan to facilitate the development of 8 street fronting townhouse dwellings, consisting of 40 dwelling units.

For Council's information, the existing draft plan, which is commonly referred to as the Villages of Sally Creek, was originally approved in October 2001, comprising 154 lots for single-detached dwellings, 20 blocks for future low density residential development, one block for medium density, multi-unit development and an additional block for future community and institutional-type use.

The original draft plan has been revised on several occasions and a number of phases have been registered providing a variety of housing types. A substantial revision to the draft plan occurred to the plan in 2006, which changed the lapsing date for the conditions to June 30, 2008. The draft plan and conditions have been subsequently extended seven times from 2008 to 2020.

The lands subject to the proposed modifications are approximately 1.04 ha (2.6 ac) in area and are currently vacant. Surrounding uses include a mix of existing and planned low and medium density residential uses.

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

Plate 2, Aerial Map (2020), provides an aerial view of the subject property.

Plate 3, Redline Revision Comparison, provides the current draft approved lotting plan and the proposed lotting plan.

Comments

2020 Provincial Policy Statement

The policies of Section 1.1 of the PPS state that healthy, liveable and safe communities are sustained by accommodating an appropriate range and mix of residential uses, including an appropriate affordable and market-based range, to meet long-term needs. Sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected needs for a time horizon of up to 25 years. Within settlement areas, sufficient land shall be made available through intensification and redevelopment.

Report No: CP 2021-323
COMMUNITY PLANNING
Council Date: October 13, 2021

Section 1.1.3 states that settlement areas shall be the focus of growth and development, and their vitality and regeneration shall be promoted. Land use patterns within settlement areas shall be based on densities and a mix of land uses which efficiently use land, resources, infrastructure and public service facilities.

Section 1.1.3.3 further states that planning authorities shall identify appropriate locations and promote opportunities for intensification and redevelopment where it can be accommodated, taking into account existing building stock or areas, including brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected needs.

Section 1.4.3 directs that planning authorities shall provide for an appropriate range of housing types and densities to meet projected requirements of current and future residents of the regional market area by, among other matters:

- permitting and facilitating all forms of residential intensification and redevelopment and all forms of housing required to meet the social, health and well-being requirements of current and future residents;
- directing the development of new housing towards locations where appropriate levels of infrastructure and public service facilities are or will be available;
- promoting densities for new housing which efficiently use land, resources, infrastructure and public service facilities and support the use of active transportation;
- establishing development standards for residential intensification, redevelopment and new residential development which minimize the cost of housing and facilitate compact form, while maintaining appropriate levels of public health and safety.

Section 1.6.6.2 also states that intensification and redevelopment within settlement areas on existing municipal sewage and water services should be promoted, wherever feasible.

Official Plan

The subject lands are designated 'Medium Density Residential'. Medium Density Residential Districts are those lands that are primarily developed or planned for low profile multiple unit development that exceed densities established in Low Density Residential Districts. Residential uses within Medium Density Residential Districts include townhouses, cluster houses, 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 an overall medium density. To help achieve a variety of forms of housing, City Council may choose to restrict the range of uses permitted on individual sites through the Zoning By-law.

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

Report No: CP 2021-323
COMMUNITY PLANNING
Council Date: October 13, 2021

Zoning By-law

The subject lands are currently zoned 'Special Planned Unit Development Zone (PUD-1)' according to the City's Zoning By-law. The PUD-1 zone permits a range of residential uses including an apartment dwelling house, duplex, townhouse, single detached dwelling and a semi-detached dwelling. The PUD-1 zone also permits a mix of non-residential uses including a bake shop, bank, business or professional office, eating establishment, medical clinic and a retirement home.

The 'Planned Unit Development Zone (PUD)' was developed and implemented into the City's By-law as an alternative to the conventional zoning regulations as set out elsewhere in the various zones contained in the Zoning By-law. The purpose of the 'PUD' Zone is to allow greater flexibility with respect to housing mix, building siting, land uses, protection of natural features and to achieve a better overall design. Within the 'PUD' Zone, prescriptive zone standards relating to setbacks, building coverage, etc. are substituted with standards that are negotiated between the proponent and the City based on a comprehensively planned project via a unitary site development plan.

Agency Comments

The application was reviewed by a number of public agencies. The following comments were received.

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

The Villages of Sally Creek have provided County Public Works and City Engineering with revised engineering drawings and reports in support of this application. The revised engineering drawings and reports have determined that the existing services installed in previous phases (including watermain on Garden Court Crescent and downstream sanitary and storm sewers and SWMF) are suitable to support the increase in the number of units and imperviousness being proposed with this application. From a grading perspective, adjustments have been made to the engineering drawings that are satisfactory to City Engineering.

The City of Woodstock Parks Department and Hydro One indicated that they have no concerns relating to the subject proposal.

City of Woodstock Council

City of Woodstock Council recommended support of the proposed redline amendment to the draft approved plan of subdivision at the City's regular meeting of September 16, 2021.

Report No: CP 2021-323
COMMUNITY PLANNING
Council Date: October 13, 2021

Planning Analysis

The subject application to amend the approved draft plan of subdivision proposes to replace 16 single detached dwelling lots and a portion of a multi-residential block with 8 street-fronting townhouse dwellings, resulting in a total of 40 street-fronting townhouse dwelling units.

It is the opinion of staff that the proposal is consistent with the relevant policies of the Provincial Policy Statement. The proposed development is considered to be a form of development that promotes a mix of housing types and represents an efficient use of lands, municipal services and infrastructure within a designated settlement area.

Further to this, staff are satisfied that the proposed townhouse development is a form of development that is contemplated by the medium density residential policies and promotes a mix of housing types in the area. The proposed townhouses are also considered to be compatible with the surrounding uses as there are other townhouse units in the area.

Planning staff are of the opinion that the revisions to the draft plan are an improvement from the original draft plan approved in 2001, as the proposed redline amendments will offer an increased density of 38 units per hectare (15 units per acre), which is consistent with the medium density policies, whereas the previously approved single detached dwelling lots fell well below the minimum density requirements.

The application was circulated to a number of agencies which were generally satisfied with the modifications and had no comments. Based on this, staff are satisfied that the previously approved conditions of draft approval do not need to be amended and the applicant will be required to address any relevant conditions from the draft approval of 32T-00001 prior to the registration of these lands.

Conclusions

In light of the foregoing, Planning staff are satisfied that the proposed development is consistent with the policies of the Provincial Policy Statement and maintains the intent and purpose of the relevant policies contained in the Official Plan. As such, staff are satisfied that the application can be given favourable consideration.

Report No: CP 2021-323
COMMUNITY PLANNING
Council Date: October 13, 2021

SIGNATURES

Report Author:

'original signed by'

Andrea Hächler
Senior Planner

Departmental Approval:

'original signed by'

Gordon K. Hough, RPP
Director of Community Planning

Approved for submission:

'original signed by'

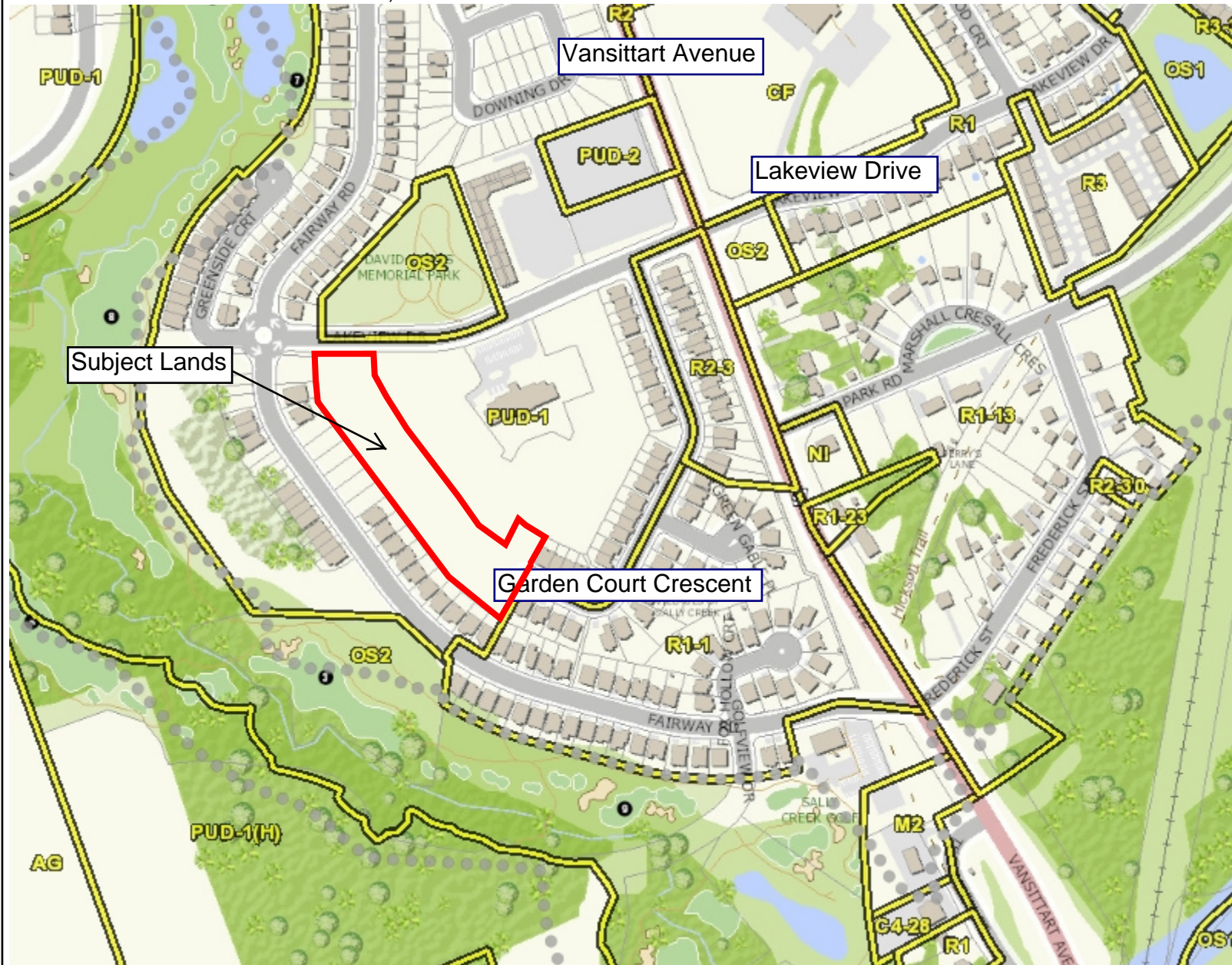
Michael Duben, B.A., LL.B.
Chief Administrative Officer

ATTACHMENTS

Attachment 1:	Plate 1 – Existing Zoning & Location Map
Attachment 2:	Plate 2 – Aerial Map (2020)
Attachment 3:	Plate 3 – Redline Revision Comparison
Attachment 4:	Correspondence from Larry Moore, Condominium Corporation 73

Plate 1: Existing Zoning & Location Map

32T-00001 (redline revision) - The Villages of Sally Creek - Part Lot 4, Concession 11, RP 41R-7424, Parts 1 & 2, RP 41R-7477, Woodstock

**Legend**

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

Notes

0 130 261 Meters

NAD_1983_UTM_Zone_17N

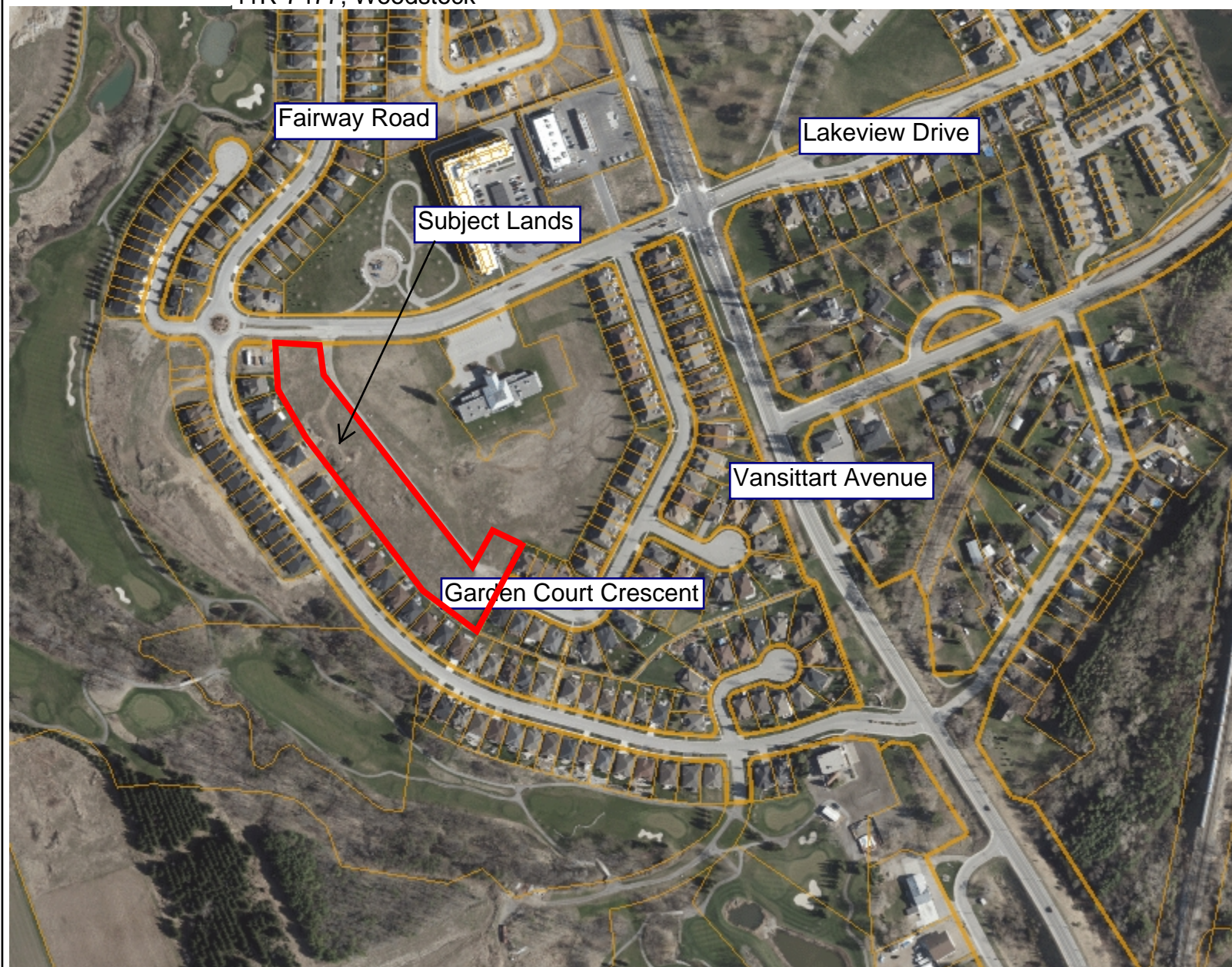


This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable. This is not a plan of survey

August 12, 2021

Plate 2: Aerial Map (2020)

32T-00001 (redline revision) - The Villages of Sally Creek - Part Lot 4, Concession 11, RP 41R-7424, Parts 1 & 2, RP 41R-7477, Woodstock



Legend

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

Notes



0 121 242 Meters

NAD_1983_UTM_Zone_17N

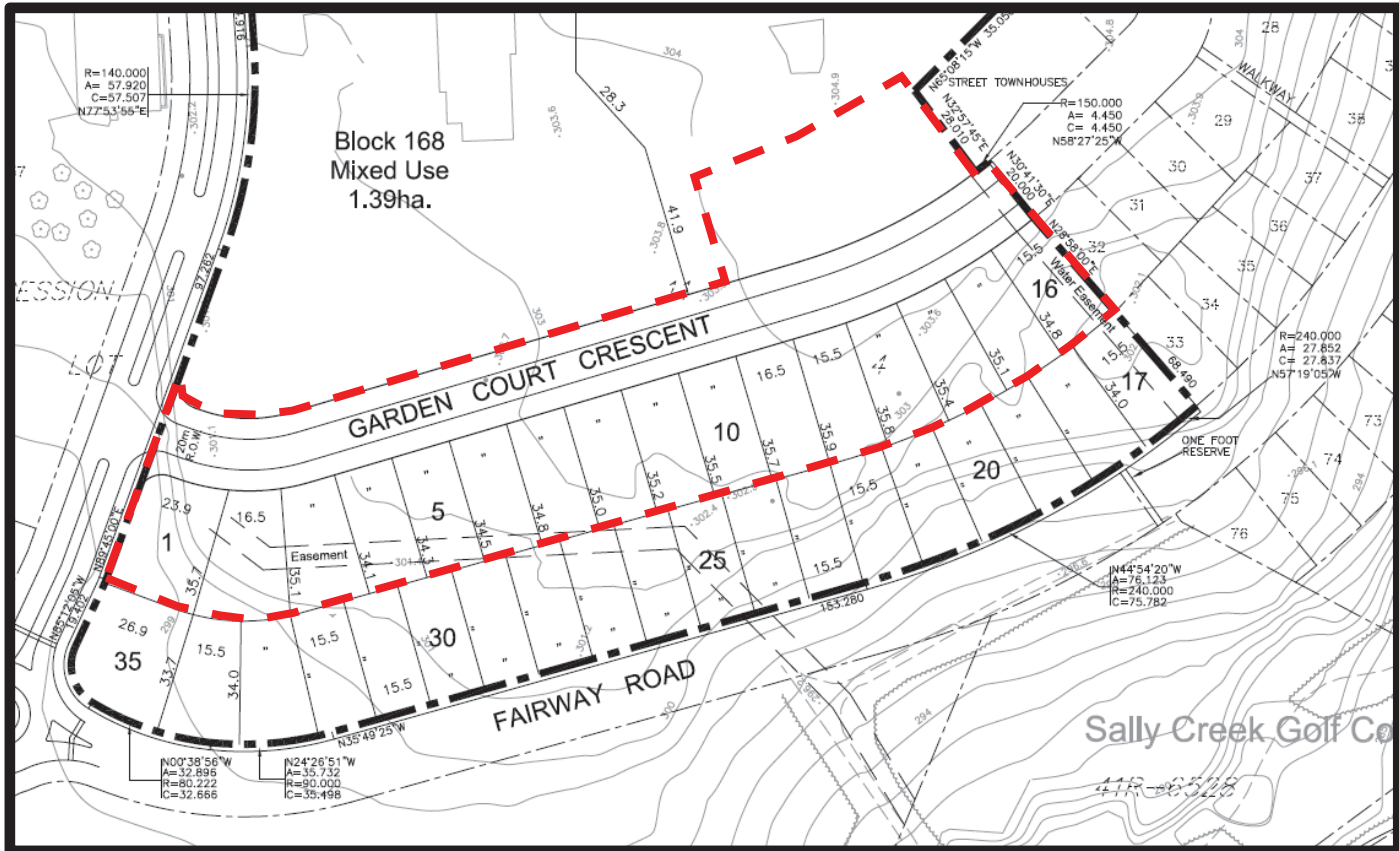


This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable. This is not a plan of survey

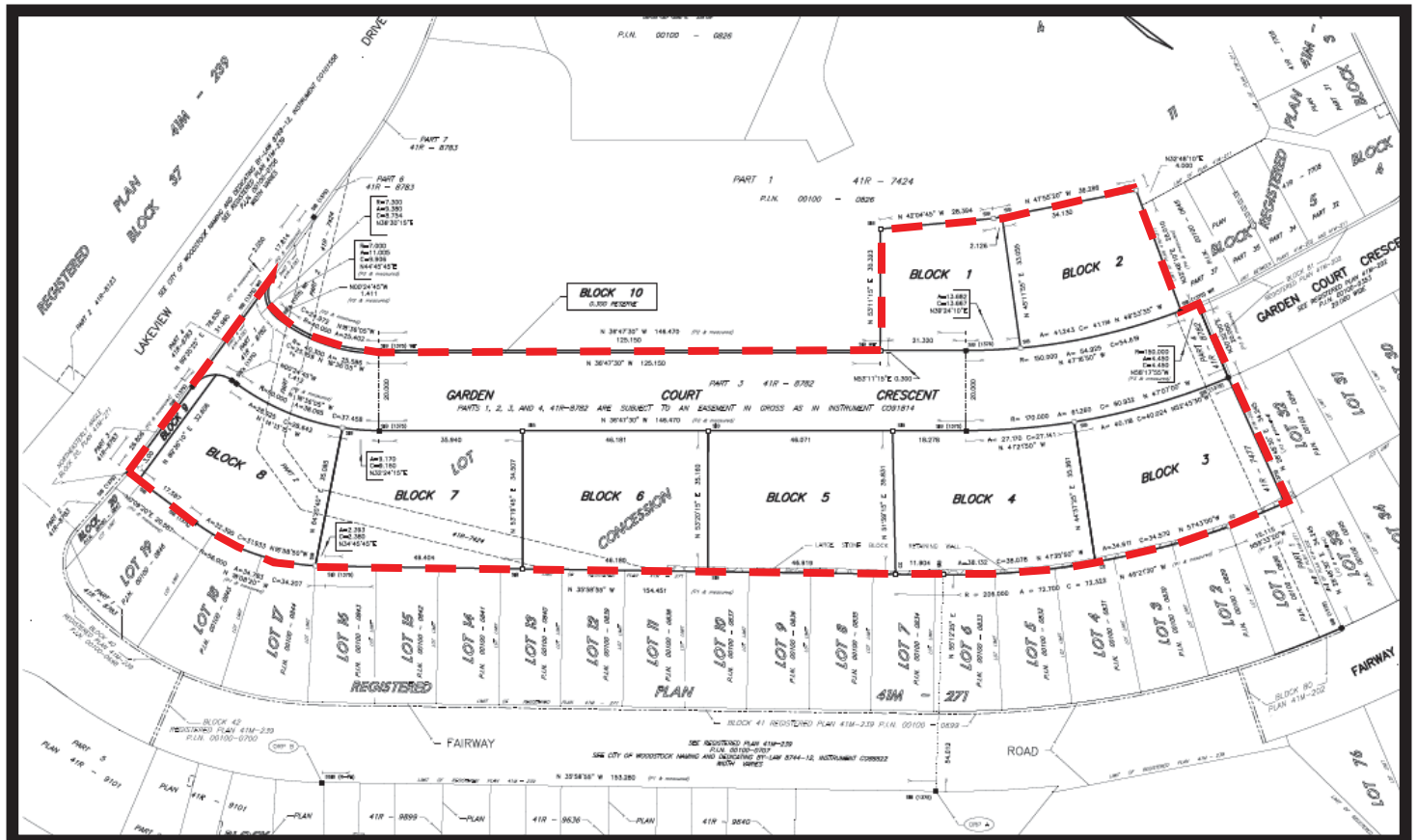
September 8, 2021

Plate 3: Redline Revision Comparison

32T-00001 (redline revision) - The Villages of Sally Creek - Part Lot 4, Concession 11, RP 41R-7424, Parts 1 & 2, RP 41R-7477, Woodstock



Proposed Lot Fabric



From: [Andrea Hachler](#)
To: [Planning](#)
Subject: FW: Report Number: CP2021-304
Date: September-15-21 11:58:28 AM

32T-00001 DAA 2021

From: CC73 [mailto:condocorp73board@gmail.com]
Sent: September-14-21 8:30 AM
To: Andrea Hachler <ahachler@oxfordcounty.ca>
Cc: Glen & Joan Yearsley <jvyearsley@gmail.com>; Andrea Aikenhead & Phil Little <andreaaikenhead@hotmail.com>; Sherry Miller <Sherry.Miller@arnsby.com>
Subject: Report Number: CP2021-304

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

Thank you Andrea for your response. Our concern as a community is; if the City Council approves this report does it allow the developer to proceed without public consultation. On the surface, it is possible that there are no concerns relating to the report. Unfortunately without the opportunity to have input from the residents, there are many questions that remain outstanding within the community:

- Will this be a new condo corporation? If so, will it be required to share the cost of the Features with the other 3 existing Condominiums and will first time purchasers be required to pay the premium towards the completion of the Community Centre?
- As they are part of this community, they will be required to share the cost of the Features with the other Corporations.
- There is mention of affordable housing and market based range. Is this a density item or dealing with subsidized housing?
- It is unclear in the report whether this is home ownership or rental properties.
- If these are rental properties, is it affordable &/or subsidized?
- Do the current restrictions on numbers of occupants per unit remain in place?
- Page 3 of 5 again mentions affordable to low and moderate income housing. How does that affect the property values of the current residences of the Villages of Sally Creek?
- Will there be restrictive covenants attached? i.e. limits to the number of occupants, senior lifestyle?
- Will these residents have access to the recreational Centre?
- What is the height limitation of the townhomes?

- Will this change in plans impact upon the originally proposed Condominium building?

Hopefully you can shed some light on these issues.

Thanks

Lary Moore President Condo. Corp. 73

To: Warden and Members of County Council

From: Director of Corporate Services

Municipal Modernization Program Funding Proposals – Intake 3

RECOMMENDATIONS

- 1. That County Council authorize staff to apply for funding under the Municipal Modernization Program for up to \$425,230 in costs related to various review and implementation projects that focus on digital modernization; and shared services/alternative service delivery models, as described in Report No. CS 2021-38 titled “Municipal Modernization Program Funding Proposals – Intake 3”;**
- 2. And further, that Council authorizes up to \$158,970 from the County General Reserve to fund the County’s required contribution under this shared funding program, subject to funding approval;**
- 3. And further, that County Council authorize the Chief Administrative Officer and/or Director of Corporate Services to sign all documents related thereto.**

REPORT HIGHLIGHTS

- Eight modernization project proposals submitted
- \$584,200 one-time investment in proposed projects to modernize service delivery and reduce future costs
 - County’s contribution to the one-time project costs up to \$158,970

Implementation Points

Upon Council’s approval of the recommendations contained in this report, staff will proceed with submitting applications for the projects as proposed and, subject to Provincial funding approval, incorporate applicable budgetary impacts in future budgets accordingly.

Financial Impact

There were eight modernization project proposals submitted by staff that were vetted by the Senior Management Team to ensure they met the intent of the Ministry of Municipal Affairs and

Report No: CS 2021-38
CORPORATE SERVICES
Council Date: October 13, 2021

Housing (MMAH) Municipal Modernization Program. The projects proposed represent best practices and are intended to achieve efficiencies and future cost savings.

Table 1 provides a summary of the proposed projects and their associated costs. This is Intake 3 of the Municipal Modernization Program and, similar to Intakes 1 and 2, has two streams of projects – Review Stream and an Implementation Stream. The Implementation Stream is cost shared with 35% being the municipal portion for populations over 5,000 and 25% for municipalities where the population is less than 5,000. If approved, the County's one-time implementation project costs will be funded up to 65% by the Province while the review projects will be 100% funded. Any ongoing annual costs were also carefully considered to ensure the enhancements outweigh ongoing costs and are sustainable as part of the County's base budget in years to come.

The Province anticipates that the provincial share of projects will be between \$20,000 and \$250,000 with higher funding amounts being available for joint projects. Proposals will be reviewed on a case-by-case basis and funding amounts will depend on available appropriation.

According to the funding guidelines, priority may be given to projects that address one or more of the following priorities:

- Digital modernization
- Service integration
- Streamlined development approvals
- Shared services/alternative service delivery models.

Funding applications must be submitted by October 19, 2021 with review related projects to be completed by October 21, 2022 and implementation projects completed by February 28, 2023. Funding approvals will be announced in January 2022.

Approval of projects under Intake 3 is subject to the municipality confirming that it has fully spent or allocated the unconditional modernization funding provided by the Province in March 2019. Through Report No. CS 2020-46 titled "Modernization Funding Project Proposals" all except \$14,000 of the original \$725,000 in unconditional modernization funding from the Province was committed to projects that are now underway. The remaining \$14,000 in funding has since been committed, approved by the CAO in accordance with the authorities given by Council under Report No. CS 2020-46. Regular updates regarding progress of these projects are provided to Council as part of the quarterly Business Plan and Budget update reports.

The following table sets out each of the proposed projects including: total one-time project costs; the County's share of one-time project costs; ongoing base budget costs; and the overall modernization funding request.

Report No: CS 2021-38
CORPORATE SERVICES
Council Date: October 13, 2021

Table 1 Summary of the Modernization Project Proposals – Intake 3

No.	Modernization Project Proposals	One-Time Costs	County Funding Requirement	Ongoing Base Budget Costs¹
08	Digitizing Disability Management	\$41,000	\$14,350	\$6,100
09	Accounts Payable Digitization Implementation	285,000 ²	33,250	20,000
10	Automated Scheduling Solution for Long Term Care	38,000	13,300	(78,150)
11	Modernizing Access to Archival Records	22,700	7,945	-
12	Emergency Notification and Communication Software	19,500	6,825	17,250
13	Woodingford Lodge Nutritional Services Review	95,000	-	-
14	Subsidized Housing Operations Optimization Review	35,000	-	-
15	Digital Risk Management and Information System	48,000	16,800	33,000
		\$584,200	\$158,970	\$105,205
	Modernization Funding		\$425,230	

Note:

1. Ongoing base budget costs are incremental only if project replaces legacy systems
2. One-time costs include costs for Ingersoll and Tillsonburg, subject to their respective Council approvals - \$95,000/per municipality (estimates to be updated in November 2021 upon receipt of third party review report)

Communications







The proposed projects that involve, or could be easily replicated by our area municipalities have been discussed with them and, in the event that those projects are approved to proceed, the respective municipalities will be invited to either be involved or kept informed, depending on the nature of the project and their desire to do so. There is no commitment or obligation on their part to apply for funding or commit to the County's funding requirement, if applicable.

There are no communication requirements specified in the Municipal Modernization Program application guide. Strategic Communications and Engagement will be engaged as appropriate for any communication requirements that may be identified in a funding agreement.

The reporting requirements of this program are as follows:

- Implementation Stream
 - project completion by February 28, 2023;
 - final report that forecasts annual savings and other efficiency and effectiveness outcomes for at least three years as a result of project completion; and
 - reporting back one-year post project completion with actual savings over the course of the year, and a forecast for the following two years of annual savings and other efficiency and effectiveness outcomes.
- Review Stream
 - third-party reviewer's final report is to be posted publicly on the municipal website online by October 31, 2022

Strategic Plan (2015-2018)

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

DISCUSSION

Background

In March 2019, the MMAH funded a one-time unconditional grant for small and rural municipalities intended to help modernize service delivery and reduce future costs by investing in projects such as: service delivery reviews, development of shared services agreements, and capital. The investment is to support small and rural municipalities' efforts to be more efficient and reduce expenditure growth in the long term.

The allocations were formula based, taking into consideration the number of households in the municipality, including urban and rural. As such, the County and all of the area municipalities received allocations. The County's allocation was \$725,000 – refer to Table 2 for a detailed listing.

Report No: CS 2021-38
CORPORATE SERVICES
Council Date: October 13, 2021

Table 2 Summary of the Modernization Projects – Initial Allocation of \$725,000

Modernization Project Proposals	One-Time Costs	Ongoing Base Budget Costs
Joint Service Delivery Review	\$30,000	\$-
Tourism – In Market Visitor Information Signage	70,000	-
Roads – GPS/AVL and Road Patrol Compliance Software Evaluation	10,000	-
Waste Management - Weigh Scale Software Optimization	200,000	4,600
Information Services – Mobile Solution for AMANDA (Building Inspections)	164,000	46,700
Information Services – Requirements for AMANDA – Community Planning	75,000	-
Woodingford Lodge – Visual Enhancement for Resident Dining & Meal Choices	58,660	8,520
Paramedic Services – Real-Time Data CAD Integration	33,000	26,360 ¹
Human Resources – HRIS Configuration and Implementation	60,300	-
Drone technology	6,000	-
WFL Automated Scheduling Software Support	18,040	-
	\$725,000	\$88,180

In November 2019, the Province announced the Municipal Modernization Program, an application based funding opportunity, an extension to the unconditional modernization funding provided in March 2019, and in response to their commitment made upon conclusion of the Regional Government Review. In anticipation of a final Joint Service Delivery Review consultation process report, the County did not submit a funding application at that time.

In the meantime, County Council received Report No. CS 2020-46 titled “Modernization Funding Project Proposals” at their meeting held October 28, 2020 and approved investment of the \$725,000 unconditional Modernization funds to specific projects to modernize service delivery to gain efficiencies and achieve future savings.

Report No: CS 2021-38
CORPORATE SERVICES
Council Date: October 13, 2021

Subsequently, in early 2021 the Provincial Government announced a second intake of the Municipal Modernization Program. In response, the Senior Management Team initiated a second challenge seeking proposals for innovative initiatives that would improve efficiency of services delivery and reduce expenditure growth as identified in the service review that would be eligible for funding under this program.

In light of the foregoing, proposals were received in the form of a Modernization Funding Request, designed for establishing a business case for proposed initiatives. In response there were seven proposed initiatives received.

The proposed initiatives represent a diverse cross-section of municipal services including our area municipalities that may not otherwise be possible due to the one-time implementation costs. Table 3 below provides a summary of the projects that were approved for submissions under the Funding program.

Table 3 Summary of the Modernization Projects Approved – Intake 2

No.	Modernization Project Proposals	One-Time Costs	County Funding Requirement	Ongoing Base Budget Costs¹
01	Finance - Review Feasibility of Digital Accounts Payable Process	\$25,000	\$-	\$-
02	Information Services – Public Websites Modernization	180,240	63,084	19,850
03	Information Services – Road and Address GIS Data Transformation	167,800	58,730	8,580
04	Water and Wastewater Service Delivery Review	100,000	-	-
06	Road - Operations and Maintenance Service Delivery Review	125,000	-	-
07	Paramedic Services – Deployment Review	150,000	-	-
		\$748,040	\$121,814	\$28,430
	Modernization Funding		\$626,226	

Notes:

1. ongoing base budget costs are incremental only if project replaces legacy systems
2. 05 RFID Technology Project – Self Serve Locker System for \$54,000 was not approved as it was deemed to be major capital and not eligible under the funding criteria

Report No: CS 2021-38
CORPORATE SERVICES
Council Date: October 13, 2021

Comments

On August 16, 2021, the Provincial Government announced a third intake of the Municipal Modernization Program at which time Senior Management initiated a third challenge seeking proposals for innovative initiatives that would increase efficiency and effectiveness and lower costs in the longer term. As with previous intakes, the Province is encouraging municipalities to work with neighbouring municipalities to find innovative joint projects.

In light of the foregoing, proposals were received in the form of a Modernization Funding Request, designed for establishing a business case for proposed initiatives. In response there were eight proposed initiatives received, consisting of two projects under the review stream and six projects under the implementation stream.

The proposed initiatives represent a diverse cross-section of municipal services with one being a continuation of an Intake 2 review project, a joint project with two of our area municipalities – “Review Feasibility of Digital Accounts Payable Process”. The proposal for submission under Intake 3 is for implementation of the recommendations anticipated in the third party reviewer’s final report. Estimates contained in the proposal are subject to revision upon receipt of the third party reviewer’s report in mid-November of 2021. Further updates will be provided to Council when that report becomes available. Details of each of the proposed initiatives are attached to this report.

Access to this third intake of the Municipal Modernization Program is an excellent opportunity for the County to advance some projects which may not otherwise be considered financially feasible.

Conclusions

Investment of the County’s Modernization Funding allocation for the project proposals presented under this report are in-keeping with the Provincial Government’s intent to assist in modernizing service delivery and reduce future costs for Oxford County taxpayers.

SIGNATURES

Departmental Approval:

Original signed by

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

Report No: CS 2021-38
CORPORATE SERVICES
Council Date: October 13, 2021

Approved for submission:

Original signed by

Michael Duben, B.A., LL.B.
Chief Administrative Officer

ATTACHMENTS

Attachment 1 – Digitization Disability Management
Attachment 2 – Accounts Payable Digitization Implementation
Attachment 3 – Automated Scheduling Solution for Long Term Care
Attachment 4 – Modernizing Access to Archival Records
Attachment 5 – Emergency Notification and Communication Software
Attachment 6 – Woodingford Lodge Nutritional Services Review
Attachment 7 – Subsidized Housing Operations Optimization Review
Attachment 8 – Digital Risk Management and Information System



2022 BUDGET – MODERNIZATION FUNDING REQUEST 08

New Initiative:	Digitizing Disability Management
Department/Division:	Human Resources
Strategic Plan Focus:	A County that Employs People Who Make a Positive Difference
Strategic Plan Objective:	<i>6. i. Attract, retain and develop the highest quality staff through: Management and organizational excellence</i>

DESCRIPTION OF REQUEST

Human Resources has identified the need for employee disability management software, and determined that Parklane Systems offers a comprehensive solution including Incident Reporting and Disability Management and Work Accommodation modules, which once implemented would eliminate our current paper based claims management processes.

DISCUSSION

Background

Parklane Systems is Canada's leading provider of health and safety software solutions since 1987. They are located in London Ontario with over 800 installations and have a strong presence in the Government, Education, Hospital, and Private sectors. Parklane is uniquely qualified to develop and deliver quality software products dedicated to managing WSIB, non-occupational claims, employment standards act leave(s) and other workplace disability issues.

Comments

As an employer, Oxford County has a legal obligation under the Occupational Health & Safety Act to share injury and illness reports with its four Joint Health and Safety Committees (JHSC's). This is presently done by having front line supervisory staff complete paper based injury and illness reports and submit hard copies to Human Resources. Human Resources staff then input the data into Microsoft Excel spreadsheets to generate the reports that are shared with the JHSC's. The process is time consuming and prone to data entry errors.

In addition, employee injuries that require reporting to WSIB are manually entered into our Human Resources Information System to generate paper reports that are faxed to WSIB. The implementation of Parklane would allow for the opportunity to streamline injury and illness reporting by eliminating multiple data entry points, eliminate the need to print paper and automatically generate more accurate JHSC and WSIB reports without repetitive data entry. Currently, all disability claims are stored in hard copy format in an individual file folder at Human Resources. Staff use excel to create a quick summary of each claim with follow up dates. Providing any reports is difficult and time consuming. Parklane Systems allows staff to monitor

and manage occupational and non-occupational claims more efficiently and effectively. Parklane allows you organize your claims into short, mid and long term; record insurance information, enter claim status details, view follow-up appointments, monitor claim activity and more.

Benefits of the Parklane System	Details
1. Reduction of clerical effort	<ul style="list-style-type: none"> • Less opportunity for data entry errors • Less labour intense • More up to date claims information
2. Accessibility	<ul style="list-style-type: none"> • More than one HR staff member would have claims access from any location • Improved claims management • Create alerts when follow up is required
3. Produce Meaningful Statistical Reports	<ul style="list-style-type: none"> • Reports can be generated accurately and efficiently • Ability to generate comprehensive reports • Identify trends • Easier and more accurate tracking of claim costs

Should modernization funding be approved, it would take approximately 3 months to implement the Parklane system.

Projected Savings/Efficiencies

Significant staff time will be saved once Parklane is implemented. The following chart outlines the projected efficiencies on an annual basis.

Task	Approximate Staff Time Saved Annually	Projected Annual Efficiencies Realized
Elimination of retrieving paper based forms and inputting data from paper based incident report to excel document, including follow up with form author when necessary	60 hours of HR Officer time	\$2,166
Reduced time in completing WSIB claim forms	70 hours of Senior Coordinator, Health & Safety time	3,957
Reduced time scanning documents related to claims management, and more ready access to electronic records	100 hours of Senior Coordinator, Employee Health	5,653

Elimination of supervisory staff printing forms, completing paper based forms, and scanning or sending hard copies to Human Resources	70 hours of supervisory staff time (various job rates)	3,957
Total Savings		\$15,733

Conclusions

As both occupational and non-occupational disability claims become more complex the need for an appropriate software system to manage claims from beginning to end has become a necessity.

The introduction of Parklane will provide Human Resources the ability to more efficiently and effectively manage both occupational and non-occupational claims. A reduction in time commitments from multiple staff and the movement from paper files to an electronic claim management system will provide significant operational benefits. The procurement of Parklane System is the logical next step in modernizing this important Human Resources function.

RISKS/IMPLICATIONS

There are no risks/implications associated with this report.

BUDGET REQUIREMENTS

	2022 One-time	2022 Base
Funding		
Modernization Grant – Implementation Stream (Intake 3)	\$26,650	\$-
Reserve Funding - General	14,350	-
Total Funding	41,000	-
Expenses		
Oxford County Hosted – Software Implementation	41,000	-
Annual licence and support	-	6,100
Total Expenses	41,000	6,100
County Levy	\$-	\$6,100



2022 BUDGET – MODERNIZATION FUNDING REQUEST 09

New Initiative:	Accounts Payable Digitization Implementation
Department/Division:	Corporate Services - Finance
Strategic Plan Focus:	A County that is Well Connected
Strategic Plan Objective:	<i>5. ii. Deliver exceptional services by: Regularly reviewing service level standards to assess potential for improved access to services / amenities</i>

DESCRIPTION OF REQUEST

A third party evidence-based review and recommended accounts payable digitization implementation project, designed to modernize the current accounts payable paper based process, will gain efficiencies and cost savings for the County and participating area municipalities.

DISCUSSION

Background

The County has considered automating the accounts payable process over the course of many years, however have not been able to identify a solution that gains efficiencies due to the large volume of invoices being processed.

In August 2021, an independent third party review was undertaken to assess the feasibility of modernizing current accounts payable paper based processes, and to ascertain how digital modernization of the processes will gain efficiencies and cost savings for the County and two of its area municipalities – Towns of Ingersoll and Tillsonburg. The Review Project is funded by the Provincial Government's Municipal Modernization Program created to support municipalities modernize service delivery and identify new ways to be more efficient and effective. The project is currently ongoing with the final report expected in November 2021.

The County of Oxford processes approximately 36,000 invoices per year, primarily by two full time equivalent staff (FTEs). During the pandemic, invoices have continued to be processed utilizing wet signatures and paper submission to Finance staff. Finance staff currently utilize electronic means for the purpose of posting and paying invoices while the components at the commencement and completion of the workflow rest solely in paper format in order to ensure appropriate financial controls are maintained.

The Review Project recommendations will rely on demonstrated best practices employed by other municipalities or are transferable to municipalities in accounts payable process automation that have proven to be effective, efficient and ensures required payment timelines continue to be met.

Comments

The consultant's findings will identify the ideal flow of the procurement process from cradle to grave between information systems including detailed recommendations on how the County and participating area municipalities can achieve efficiencies and reduce duplication, using existing systems where practical.

The ongoing Review Project workplan is well underway with Phase 1 completion of current state process maps. The next phase (Phase 2) will identify digitization opportunities assessed through processes using Lean principles of automation, flow and waste to assess every step captured. In addition, the consultant will prepare a cost analysis of the current state process; a scan of common and emerging practices in the municipal sector or transferrable to the municipal sector; and a gap analysis identifying where we are today to where we could be with a digitized accounts payable solution.

Phase 3 of the Review will consider potential changes and update the process maps to describe how the process would work if agreed changes were implemented. A business continuity plan will also be developed in this phase to ensure the system can be sustained during business interruptions. In addition, implementation costs will be identified taking into consideration whether existing systems can support the change, or if a new system is required, to arrive at an estimate cost of implementation.

The fourth and final phase of the review project will be a final report and presentation delivered by the consultant. The final report will be comprised of the following:

- Current state process maps
- Ideal state process maps
- Accounts payable business continuity plan
- Accounts payable digitization business plan

The final report is scheduled to be available in mid-November at which time estimated costs presented in the Budget Requirements section below will be updated. As it is anticipated that costs savings and efficiencies can be achieved if implementation is coordinated with our area municipal partners involved in the review project. On that basis, the Budget Requirements includes project implementation costs for the Towns of Ingersoll and Tillsonburg, subject to their respective Councils' approval, as a joint application with the County for funding under the Municipal Modernization Fund.

Conclusions

In light of the positive outlook of the consultants to date regarding the Accounts Payable Digitization Feasibility Review project, modernization funding for implementation of the recommended solution will assist the County and area municipalities achieve ongoing efficiencies and cost savings that will be better utilized in serving our community.

RISKS/IMPLICATIONS

Digitizing the accounts payable process lessens exposure related to risk of retaining paper records in any operation, in the event of a fire or disaster. Enabling digital retention ensures

back-ups are produced of the records. Digitizing records protects data integrity and enhances business continuity planning.

BUDGET REQUIREMENTS

	2022 One-time	2022 Base
Funding		
Modernization Grant – Implementation Stream (Intake 3)	\$185,250	\$-
Reserve Funding - General	33,250	-
Town of Ingersoll Contribution	33,250	
Town of Tillsonburg Contribution	33,250	
Total Funding	285,000	-
Expenses		
Software	180,000	20,000
Purchased service - implementation	90,000	-
Capital – scanners and equipment	15,000	-
Total Expenses	285,000	20,000
County Levy	\$-	\$20,000

Notes:

1. Budget requirements are placeholder estimates only until the Final Report from the Accounts Payable Digitization Feasibility Review Report is complete in mid-November 2021.
2. Savings in paper, toner and supplies is estimated to be \$1,000. These savings will be offset through interdepartmental photocopier charges in 2023.



2022 BUDGET – MODERNIZATION FUNDING REQUEST 10

New Initiative:	Automated Scheduling Solution for Long Term Care
Department/Division:	Woodingford Lodge
Strategic Plan Focus:	A County that Employs People Who Make a Positive Difference
Strategic Plan Objective:	<i>6. i. Attract, retain and develop the highest quality staff through: Management and organizational excellence</i>

DESCRIPTION OF REQUEST

Woodingford Lodge is in immediate need of a more efficient staff scheduling software in order to continue to meet the minimum care needs of the residents of our homes.

DISCUSSION

Background

The scheduling software currently being used was implemented at Woodingford Lodge as part of the Oxford County roll out to provide a corporate workforce management solution. After a variety of attempts to utilize the scheduling software including a delayed implementation period to apply an upgrade, additional staff resources, supplementary manual work processes and finally the hiring of a consultant, the software is not adequately supporting the staff needs for our three long term care facilities.

In addition, the reports needed for the managers, staff and union are cumbersome to locate, generate and/or interpret, if the needed report is even available.

This software application is not commonly utilized in the long term care sector, nor does it lend itself to adjusting for the contractual requirements of the Collective Agreement.

The most significant inefficiency of the scheduling application is its inability to automate the process for filling absences to meet legislated requirements to maintain adequate and consistent staffing levels in the long term care home. Attempts to ensure the staffing levels are adequate have consumed considerable staff hours, and despite our efforts there is no time savings, no advantages and costs are mounting.

Comments

Historically, we have seen many shifts remain open and uncovered with the existing scheduling software or staff are double booked. Eight months into the implementation of the software program, and we still require the use of a consultant to address the many unresolved issues that impede the coverage of shifts. The existing software program does not provide the opportunity for staff to be notified of vacant and open shifts in a format that is time effective. Currently, staff of all distinctions are spending many hours calling individuals to fill these vacancies – more specifically described in Table 1.

Table 1 – Volume of Manual PSW Call-ins – Eliminated by Automating Call-ins

PSW Call-ins	No. of Calls
Average number of call-ins per month	44
Each backfill requires 55 calls @ regular time	2,420
Last minute call-ins go to OT ~ 75%	2,772
Calls made for last minute backfills per month	5,192
Annual calls made for last minute PSW backfilling	62,300

In light of the foregoing, our long term care home is seeking an application with innovative technology to ease the burden, and provide auto calls and auto text messages to staff. A software solution that is designed specifically for long term care 24-hour scheduling, with automated shift fill functionality, will save time and financial resources to be better dedicated where needed.

As well, the current software program does not provide the LTC home with the necessary reports for monitoring as is required. As a result, we are seeing compromised levels of care based upon the complexities of the current software application as it is not intended or best utilized for an operation of 24 hours per day 7 days per week. We need a scheduling software solution that fits the business, that is reliable, and that is automated to ensure minimal impact to the home; its municipal partners and stakeholders; and, most of all, supports levels of care for the residents and reduces stress on staff.

A scheduling software designed specifically for long term care homes has been sourced out based on experience learned from consulting with other long term care homes in our region. Of the 18 long term care homes consulted, some had taken a similar path as our homes have over the past year or two, leaving behind a legacy manual intensive solution to the same solution we are using that claims to be fully automated and will meet long term care scheduling needs. Failing to achieve an effective outcome, some homes resorted back to the legacy system originally abandoned while many others have transitioned to an application designed specifically for long term care.

Staff have received demos of the long term care specifically designed solution and are of the opinion that it is the best solution to meet our scheduling needs in comparison to the legacy application and the recently implemented application. A quote was requested from the SASS provider and it has been determined that the proposed solution will result in significant efficiencies and cost savings – refer to Tables 1 and 2 respectively.

Implementation of a new scheduling solution would take approximately 12 weeks. The proposed implementation workplan is based on going live with the new software solution, as well as training front line staff by early 2022.

Conclusions

In order to provide the best possible resident care, Woodingford Lodge needs to modernize its staff scheduling software to address the administrative burden and frustration that is being experienced by the health care and personal support workers in our homes.

RISKS/IMPLICATIONS

The potential risks associated with remaining with our current software application is the wellbeing of staff and the direct effect on resident care. The relentless strain on staff and the possibility of shift vacancies will effect resident care. Staff need to be able to maximize their distinctions to provide quality care, relieving them of the extensive amounts of time spent making call-outs when other software applications have integrated technology to meet the need of auto-calls. We will net significant positive outcomes related to time and resources with a long term care specific scheduling software program.

BUDGET REQUIREMENTS

	2022 One-time	2022 Base
Funding		
Modernization Grant – Implementation Stream (Intake 3)	\$24,700	\$-
Reserve Funding - General	13,300	-
Total Funding	38,000	-
Expenses		
Staff Schedule Care – new	38,000	28,855
Former scheduling solution savings (\$89,800 annual savings starting 2023 on renewal)	-	-
Staff time – refer to Table 2	-	-
Total Expenses	38,000	28,855
County Levy	\$-	\$28,855

Table 2 – Staff Time Cost Savings – Eliminating Manual PSW Call-ins

Staff Time Savings	\$
Registered Nurses 10-12 hours/week @ \$46.87/hour	516
Secretaries 18 hours/week @ \$30.90/hour ⁷	556
Scheduling Staff 12 hours/week @ \$32.63/hour	392
Cost of time spent on calls made for last minute backfills per week	1,464
Annual cost savings for automating PSW call-ins	76,128
Note: Annual savings could be as much \$100,000 when applied to all staffing positions	



2022 BUDGET – MODERNIZATION FUNDING REQUEST 11

New Initiative:	Modernizing Access to Archival Records
Department/Division:	Corporate Services - Clerk
Strategic Plan Focus:	A County that Informs and Engages
Strategic Plan Objective:	<i>5. i. Enhance our customer service focus and responsiveness to our municipal partners and the public by: Implementing clearly defined customer service standards and expectations</i>

DESCRIPTION OF REQUEST

The Oxford County Archives is seeking to modernize access to its archival holdings through the upgrading of equipment as well as the digitizing of archival materials. This project would not only improve our service delivery standards and achieve savings, but would also help spread awareness of Oxford County's collective archival and cultural heritage.

DISCUSSION

Background

A resolution of the County Council, dated October 27, 1999, created the County of Oxford Archives effective January 1, 2000. The establishment and operation of the Archives assists the County in meeting the legislative requirements stated under Section 254 of the *Municipal Act, 2001*.

The County of Oxford Archives is a well-recognized "total" Archives responsible for the collection of local government records as well as local history materials. Its holdings include the corporate records of the County of Oxford; area municipality corporate records; private fonds from local businesses, community groups, and individuals; as well as an extensive photograph and postcard collection. The Archives is also the official repository for the records of the District of Brock, 1842-1849, which was the precursor to the County of Oxford.

The Principles of the County of Oxford as established under the Archives Management Policy No. 3.04 include:

- To assist with and promote the efficient and effective management of all records created, received, used and maintained by the County, its agencies, boards and commissions;
- To preserve the County's recorded memory by identifying, acquiring, preserving and protecting its valuable and vital records;
- To acquire and preserve records relating to the social and economic development of the County of Oxford in order to:

- foster and understanding of local history;
- preserve information about the history and development of the County and people involved; provide educational and academic resources; and
- promote tourism through attracting researchers;
- To provide access to the information necessary to support current and future decision making and to permit County Council and the various County departments to meet institutional accountability requirements;
- To assist with and promote compliance with any statutory requirements relating to the collection, use, disclosure, retention and disposal of County records; and
- To provide adequate facilities and services for storage, preservation, retrieval and use of archival records.

Arising from the 2015-2016 corporate-wide service delivery review, the consultant identified a service improvement opportunity for possible consolidation of archival materials of all the area municipalities with the County as a shared service model. In response, Archives staff consulted with area municipal staff and, is now, the official repository of the archival records of four Area Municipalities: Blandford-Blenheim, East Zorra-Tavistock, South-West Oxford and Zorra and includes such important administrative records as minutes, by-laws, financial records, and assessment and collectors rolls.

In addition to these records, the Archives has been working with Archives of Ontario to repatriate early township records prior to restructuring (1850-1974) and to date have received materials from the Townships of Dereham, East Nissouri, North Oxford, and West Zorra as well as the Villages of Embro and Thamesford. Although this initiative has been put on hold due to COVID-19, the Archives is hoping to begin receiving more records from the provincial archives in 2022.

With continual outreach activities and partnerships with area museums, historical societies, and libraries; the Archives' holdings have continued to increase in volume in terms of community based records belonging to individuals, organizations and businesses. As of summer 2021, the Archives has been approached by the Oxford Historical Society to act as the official repository of their archival holdings as they are no longer able to maintain a physical reference centre due to cost and an aging volunteer base.

Finally, there has been a pervasive movement to digitize archival records. This trend has been accompanied by rising expectations on the part of the public to access and view materials in digital format from the comfort of their offices or homes. This need and expectation has only been increased over the last year and half due to COVID-19, which has altered how the Archives provides service to the public. However, despite this pressure, the percentage of the archival holdings that have been digitized is quite small and can be attributed to the volume of records the archives possess, the staffing complement to conduct such an initiative, and the nature of the records themselves, that are often quite fragile and vary in format.

Comments

In order for the archives to meet the increasing needs of our users, staff have determined two main objectives for modernizing the archival holdings:

Objective 1: Updating the existing microfilm reader/scanner

Our current microfilm reader/scanner was purchased when the Oxford County Archives officially opened in 2000. The machine is now antiquated in comparison to technologies now available and it no longer works effectively, with regular functional issues, which negatively impacts our service delivery efficiency. As it is used frequently by both staff, and the public to access our vast newspaper microfilm collection and other pertinent microfilm reels, it has become evident that a more modern and efficient microfilm reader/scanner is required to meet current archival service standards.

An updated microfilm reader/scanner would have the following capabilities not currently available in our legacy machine:

- Creates high resolution scans (staff currently have to print and then scan all images in order to produce a digital copy)
- Allows images to be instantly sent to Email, Google Drive, cloud storage, Dropbox and more.
- Machine includes a USB port so that images can be saved to a thumb drive
- Includes annotation software which can add highlights, text, etc. to any scan
- Can save multipage images as PDF or TIFF
- Generates user reports and total scan counts
- “Quiet Library” operation (no fans to make noise and potentially fail)

The new microfilm reader/scanner would take up less space than our legacy machine. The office space would be reconfigured to allow the microfilm reader and oversized photo/document scanner to be utilized in the same area, thereby creating a technology hub that could be accessed by staff, volunteers, members of the Oxford Historical Society and Oxford Ancestors, students and researchers.

A new microfilm reader/scanner, such as this, would allow archives staff to complete reference requests in a timely fashion, could be utilized for research completed by staff and the public; and would provide more efficient and better quality service to our patrons that align with current technologies.

Objective 2: Digitization of archival holdings

According to the Archives Space Needs Assessment Study conducted in 2017, it was noted that although there is a pressure to digitize collections, most Canadian archives have a small percentage – typically one to ten percent – of their holdings digitized and available on-line. This can be attributed to the volume of records that most archival institutions possess, along with the equipment requirements and protocols involved in scanning historic materials. This can also be attributed to the fact that archival records are irreplaceable, often quite fragile, and come in different media and formats (ie. audio and video cassettes, reels, negatives, slides, photographs, maps, etc.) and sizes. Consequently, it is much more time-consuming and expensive to digitize and describe archival records compared to operational textual records.

Archival processing backlog is a constant reality for archives staff. This past year and a half, the COVID-19 pandemic directly impacted the Archives in terms of staffing numbers as well as physical limitations of work being completed on site with staff working remotely. Over the years there has been a steady increase in demand for online content and access to digital versions of archival records, which has only been exacerbated by COVID-19 which saw the physical closure of the archives to the public and an increase in public time and interest in historical research.

Archives staff recognize the demand and need for access to digital versions of archival records and have identified two main areas in our holdings that we feel would benefit from digitization, being area municipal records and photograph and postcard collection.

Area Municipal Records

Priority would be given to digitizing by-laws that have been received from our Area Municipalities and Archives of Ontario, to make them accessible on-line. These records have already been processed by Archives staff and have determined that some of these early records are physically fragile and would benefit from having a digital copy produced for preservation purposes. Once digitized, these records would be made accessible online for easy access by our partnering Area Municipalities and the general public. In addition, any records, such as minutes that have preservation and conservation concerns, such as mold, would also be scanned to ensure a lasting digital copy. This would allow continuous and easy access to these important records relating to the history of the county and our area municipalities.

Photograph and Postcard Collection

Also a priority would be to begin the monumental task of digitizing our large postcard, photograph and negative collection which includes County Council composites, school photos, community organizations and our vast collection of Woodstock Sentinel-Review negatives which date back to the late 1940s and consists of over 10,000 images. To date, Archives staff have catalogued well over 2000 images with only a fraction of those being digitized. However, the more images we have digitized, the better we will be able to serve our patrons and local community by providing easier access to such materials that are in most demand. It would assist in improving our service delivery model as we would be able to assist patrons both on site and remotely by having more collections available online. In addition, our digitized photograph collection could be a potential revenue stream, similar to initiatives already in place by the Bruce County Museum and Archives and Western University Archives, with patrons purchasing high quality digital scans. Finally, it would allow staff to focus on creating more public programming and online initiatives with materials that have already been digitized and made accessible. In doing so, it would allow the Archives to promote the county's heritage to a wider audience and encourage local community members' engagement with Oxford County's history.

The following table references prioritized records and volumes proposed to be included in this digitization project based on archival records in most demand.

Type of Records	Amount
Area Municipality By-laws	32 half size boxes (approx. 16 feet) 3 oversized ledgers
Photograph collection	14 boxes (approx. 12 feet)
Postcard collection	184 postcards
County Composites (1896 - 2018)	76 composites of varying sizes
Woodstock Sentinel-Review Negatives	10,000+ negatives (unprocessed)

Financial Implications

The Archives has an oversized photo/document scanner and software for staff to digitize materials. However, due to staffing and time limitations the task of digitizing materials has not received the attention it deserves. Contracting out our digitization needs would not only meet the public's demand for access to records online, but would streamline the Archives reference services thereby saving staff time. Moreover, it would allow current Archives staff to focus on arranging and describing our unprocessed records which would help utilize our current space and in turn, save us the need to seek additional space, for the time being, and the costs associated with a larger building.

The digitization of physical records would also result in an added benefit of less printed copies being created for researchers and patrons, and therefore less office supplies, such as paper and ink, being used for this purpose. With records being available online, parties interested in accessing the records can do so at any time online from home, which would likely reduce the number of requests for printed copies of records being created at the Archives for researchers to take home with them. The Archives could also provide a high resolution digital copy of scanned records for a fee for patrons to print at home. Not only would this save on supply costs, but would also reduce the Archives' environmental impact with less paper and ink being utilized.

The digitization of archival materials such as photographs, postcards, paper based records, and other analogue archival items, decreases the likelihood of the materials needing future or repeat conservation work. Once the materials are digitized and made available in a digital format online or in an accessible database, the need to access the physical records is greatly reduced. This results in the records being handled less, and exposed less frequently to deteriorating environmental factors such as light and pollutants. Instead, these records can be stored safely for the long-term and removed from storage only upon necessity. Increased handling and exposure of historical records leads to an increase in the need for conservation work as damage and deterioration is inevitable. With less conservation work needing to be applied to processed, physical records in storage, the result would be a savings in conservation supply costs and staff time required for repairing and cleaning the records.

Conclusions

The Oxford County Archives provides exceptional service to staff and the public. In order to continue to provide such customer service, and to adapt to the changing ways people seek information, the archives needs the proper tools and strategies in place. Antiquated equipment hinders how Archives staff are able to assist researchers and limits ease of access to such materials, especially as so much information is shared digitally. Furthermore, as technology continues to advance, the public continues to seek out records online. In order to better serve our patrons, it is imperative that we provide more online content to those seeking historical information. In order to do so, photographs and records will need to be digitized to meet that interest and demand.

RISKS/IMPLICATIONS

The preservation of the County's history, from a corporate and community social, cultural and economic perspective will be lost over time if the County does not meet the future service levels and technologies necessary to accommodate the safekeeping and accessibility of our past for the benefit of our future.

BUDGET REQUIREMENTS

	2022 One-time	2022 Base
Funding		
Modernization Grant – Implementation Stream (Intake 3)	\$14,755	\$-
Reserve Funding - General	7,945	-
Total Funding	22,700	-
Expenses		
Microfilm Scanner	10,700	-
Digitization services	12,000	-
Total Expenses	22,700	-
County Levy	\$-	\$-



2021 BUDGET – MODERNIZATION FUNDING REQUEST 12

New Initiative:	Emergency Notification and Communication Software
Department/Division:	Paramedic Services
Strategic Plan Focus:	A County that Performs and Delivers Results
Strategic Plan Objective:	<i>5. ii. Deliver exceptional services by: Conducting regular service reviews to ensure delivery effectiveness and efficiency</i>

DESCRIPTION OF REQUEST

We are requesting funding for the implementation of an emergency notification and communication software tool for the Emergency Management (EM) program. This software would allow us to tailor notifications to the Emergency Control Group (ECG), provide immediate access to tele/video conferencing and facilitate efficient communication with area municipalities' Emergency Operations Centre (EOC).

This software can also be leveraged by area municipalities to request assistance/support from Oxford County through the EM program in the case of an emergency.

DISCUSSION

Background

Current EM notifications to the ECG are done through Woodstock Police Communications Centre. These notifications are sent simultaneously to all ECG members as well as all alternates. Conference call and video conference options are limited and not easily accessible for ECG members at the time of notification. The current process does not allow for ECG activation requests to be vetted for appropriateness or for hazard-specific notifications.

Comments

Software features that are being considered:

- Mobile collaboration and communication
- Accept/decline ECG notification
- Pre-determined communication pathways for EM notifications to/from area municipalities
- Options for future program growth:
 - Public emergency notifications
 - Receive public feedback
 - Support for Crisis, Emergency and Business Continuity (BC) planning
 - Central repository for plans and tasks
 - Target specific area's or vulnerable population

Joint Service Delivery Review

The Joint Service Delivery Review supported collaboration opportunities for EM. This software project will provide an efficient and customizable platform to facilitate EM planning, response and communication with area municipalities.

Conclusions

This EM software project will help support communication and collaboration between the County of Oxford and local area municipalities, and assist Oxford County Paramedic Services in the ongoing management of the EM program.

RISKS/IMPLICATIONS

The current ECG notification process is inefficient and has resulted in inappropriate ECG activations. Simultaneous notifications to the entire ECG (including alternates) could lead to confusion and over response from County personnel.

Compliance with the Emergency Management & Civil Protection Act may not be met in future years without appropriate software to support the EM program.

BUDGET REQUIREMENTS

	2022 One-time	2022 Base
Funding		
Modernization Grant – Implementation Stream (Intake 3)	\$12,675	\$-
Reserve Funding - General	6,825	-
Total Funding	19,500	-
Expenses		
Notification & Emergency Management Software	19,500	17,250
Total Expenses	19,500	17,250
County Levy	\$-	\$17,250



2022 BUDGET – MODERNIZATION FUNDING REQUEST 13

New Initiative:	Woodingford Lodge Nutritional Services Review
Department/Division:	Woodingford Lodge
Strategic Plan Focus:	A County that Performs and Delivers Results
Strategic Plan Objective:	<i>5. ii. Deliver exceptional services by: Regularly reviewing service level standards to assess potential for improved access to services / amenities</i>

DESCRIPTION OF REQUEST

Woodingford Lodge seeks external consulting support to perform a critical review of service delivery for nutritional and dietary services performed by the County (Woodstock) and its contracted service providers (Ingersoll, Tillsonburg.) The review will examine the effectiveness of existing delivery models in terms of level of service and financial performance. It will identify any alternative approaches that would provide for consistent levels of service at all three locations, improved, levels of service, higher resident satisfaction, cost savings, and partnerships.

DISCUSSION

Background

All long-term care homes in Ontario are governed by one piece of legislation - the *Long-Term Care Homes Act, 2007* (LTCHA). The LTCHA is designed to help ensure that residents of long-term care homes receive safe, consistent, high-quality, resident-centred care. The goal is to create long-term care home environments where residents feel at home, are treated with respect, and have the supports and services they need for health and well-being.

The LTCHA requires all homes to have a Plan of Care, and that it cover all aspects of care. Specific to this request, it states that: *“The licensee shall ensure that the plan of care covers all aspects of care, including medical, nursing, personal support, nutritional, dietary, recreational, social, restorative, religious and spiritual care.”*

In regard to dietary services and hydration, it states that: *“Every licensee of a long-term care home shall ensure that there is an organized program of nutrition care and dietary services for the home to meet the daily nutrition needs of the residents; and an organized program of hydration for the home to meet the hydration needs of residents.”*

Further, that: *“Every licensee shall ensure that residents are provided with food and fluids that are safe, adequate in quantity, nutritious and varied.”*

The LTCHA sets out a Residents' Bill of Rights, which addresses residents' personal well-being and safety and includes the privileges, choices and protections available to all residents of a Home. The Bill of Rights requires homes to address important quality of life aspects, including access to food: *"Every resident has the right to be properly sheltered, fed, clothed, groomed and cared for in a manner consistent with his or her needs. In other words, care should include:*

- *a proper place to live;*
- *enough good food to eat;*
- *clean clothes to wear; and*
- *help with looking clean and tidy."*

Current State at Woodingford Lodge

The current service delivery model meets the daily nutrition needs of residents in all three Woodingford locations – Woodstock, Ingersoll, and Tillsonburg, however the levels of service are not consistent. Woodstock residents receive foods prepared on-site by Woodingford staff, often using fresh, locally-sourced ingredients. The Ingersoll and Tillsonburg locations contract a food preparation and delivery service, often providing processed, pre-packaged foods. This creates inequity between the three locations. Residents' access to healthier food options is dependent on which location has a vacancy at the time of admission.

The challenges of geographic distance, physical space within each location to carry out nutrition and dietary services, and the lack of resources have led to the current 'hybrid' solution. Woodingford spends approximately \$1.2 million annually to a contractor for food services at the Ingersoll and Tillsonburg locations. The Modernization Program is an excellent, and timely, opportunity to examine all aspects of food provision at all three locations by undertaking a comprehensive, holistic review.

Comments

Project Scope

The proposed scope is to undertake a critical review of existing nutrition care and dietary services, including operational practices for each of the three Woodingford locations and to examine effectiveness in terms of level of service and performance, and identify alternative approaches to derive improved levels of service and possible cost savings.

Key Deliverables

Key deliverables of the consultant would include, but are not limited to, the following:

- Conduct a review and analysis of all existing policies, practices, and processes at each of the three Woodingford locations applicable to nutritional and dietary services to determine service delivery model options to provide equitable access to healthy food in all three locations.
- Provide recommendations related to each location's requirements to maximize resource deployment while providing equitable access to a menu comprised of high quality, healthy offerings.
- Conduct a review and analysis of each location's physical constraints and opportunities, including inter-facility transportation and logistics.
- Conduct an environmental scan of comparable Long-Term Care Home providers to identify best practices for providing equitable nutritional and dietary services across multiple locations.

- Analysis of opportunities to provide services to other Long-Term Care Homes, whether non-profit or for-profit, to enhance the quality of care throughout the community, gain efficiencies, and reduce the overall cost of long-term care in Oxford.

Key Deliverables - “Beyond Food” Opportunities

Opportunities exist beyond the scope of nutrition and dietary services provision; other activities could benefit from this review and are therefore in scope, including, but not limited to:

- Broader considerations for overall service efficiencies such as laundry services, equipment, transportation and logistics, maintenance / service agreements, etc.
- Potential partnerships / collaborations with other County Departments, including but not limited to:
 - Paramedic Services
 - Human Services
- Potential partnerships / collaborations with and community stakeholders, including but not limited to:
 - Service providers such as Oxford County Community Health Centre, United Way, Food Forward Oxford, local growers, and / or meal providers

It is the intent of this review to identify additional efficiencies as they present themselves.

Timelines

Following project approval, it is anticipated that an award for this project will be made in early 2022 and that the project undertaking should be approximately four to six months for completion.

Conclusions

This assignment will explore whether inherent cost savings (of significance) and improvements to level of service can be responsibly derived in considering existing or alternative nutrition and dietary service delivery methods. County staff have limited capacity and in-house resources to complete a review and fulsome analysis of a modernized nutrition and dietary services.

Utilization of an independent consulting firm will ensure the service delivery review is conducted in an objective and transparent manner.

RISKS/IMPLICATIONS

There are no risks associated with this proposal.

BUDGET REQUIREMENTS

	2022 One-time	2022 Base
Funding		
Modernization Grant – Review Stream (Intake 3)	\$95,000	\$-
Total Funding	95,000	-
Expenses		
Consulting Fees	95,000	-
Total Expenses	95,000	-
County Levy	\$-	\$-

ATTACHMENT

Excerpt from A Guide to the Long-Term Care Homes Act, 2007 and Regulation 79/10

PART II Nutrition Care, Dietary Services and Hydration Programs

A. Overview

Section 11 of the LTCHA and sections 68 to 78 of the Regulation set out the requirements for an organized program of nutrition care, dietary services and hydration. The Home must identify any risks to residents' nutrition and hydration and take appropriate action. These requirements include the qualifications and minimum hours of work for staff that provide nutrition care, dietary services and hydration.

B. LTCHA Requirements

Section 11 – Dietary Services and Hydration

There must be an organized program of nutrition care and dietary services for the Home as well as an organized program of hydration for the Home to meet the needs of residents. Every resident must receive food and fluids that are safe, adequate in quantity, nutritious and varied.

Key Linkage

Paragraph 4 of section 3 (1) of the LTCHA (Resident's Bill of Rights) provides that every resident has the right to be properly fed in a manner consistent with his or her needs.

C. Regulatory Requirements

Section 68 – Nutrition Care and Hydration Programs

The Home must develop and implement, in consultation with a registered dietitian who is a member of the Home's staff, policies and procedures related to nutrition care, dietary services and hydration, including identifying any risks and implementing interventions to mitigate and manage those risks. These programs must also include a system to monitor and evaluate the food and fluid intake of residents with identified nutrition or hydration risks, and a weight monitoring system to measure and record every resident's:

- Weight on admission and monthly thereafter; and
- Body mass index and height upon admission and annually thereafter.

See section 30 of the Regulation for the general requirements that apply to all organized programs required under the LTCHA.

Key Considerations

The registered dietitian who assists in developing the policies and procedures cannot be a consulting dietitian from a supplier or manufacturer; he or she must be a member of the staff of the Home.

Homes are not required to monitor the food and fluid intake of all residents – just those at risk of nutrition or hydration problems.

Section 69 – Weight Changes

An interdisciplinary assessment must be conducted of every resident who experiences any of the following weight changes:

- A change of 5 per cent of body weight, or more, over one month.
- A change of 7.5 per cent of body weight, or more, over three months.
- A change of 10 per cent of body weight, or more, over 6 months.
- Any other weight change that compromises the resident's health status.

Actions must be taken if any of these changes are observed and outcomes must be evaluated.

Section 70 – Dietary Services

The dietary services program must include menu planning, food production, dining and snack service, and the availability of supplies and equipment for food production and dining and snack service.

Section 71 – Menu Planning

The Home's menu cycle must be a minimum of 21 days in duration and must include menus for regular, therapeutic and texture modified diets for meals and snacks as well as alternative choices of entrees, vegetables and desserts at lunch and dinner, and alternative choices of beverages at meals and snacks. If the Home's menu cycle does not meet a resident's nutrition needs, the Home must develop an individualized menu for the resident.

Key Consideration

See <http://www.hc-sc.gc.ca/fn-an/food-guide-aliment/index-eng.php> to obtain a copy of Canada's Food Guide.

The requirement to provide individual menus would apply, for example, to residents with complicated therapeutic dietary needs (e.g., renal diets) and residents who may not be able to sit down at meal times (e.g., constant wanderers who need "finger foods" that can be eaten on the go).

All menus must provide for adequate nutrients, fibre and energy based on the current Dietary Reference Intakes (DRIs) and a variety of foods each day from all food groups, including fresh seasonal foods, in keeping with the current Canada's Food Guide.

All menu cycles must be approved by the Home's dietitian and reviewed by the Residents' Council. The menu cycle must be reviewed and updated at least annually. The planned menu items must be offered and available to residents at each meal and snack. Every resident must be offered a minimum of three meals daily, a between-meal beverage in the morning and afternoon, a beverage in the evening after dinner, and a snack in the afternoon and evening. A full breakfast must be available to residents up to at least 8:30 a.m. and the evening meal must not be served before 5:00 p.m. Food and beverages that are appropriate for the residents' diets must be accessible to staff and available to residents 24 hours a day.

Section 72 – Food Production

There must be an organized food production system that provides a 24-hour supply of perishable foods, a three-day supply of non-perishable foods and a three-day supply of nutritional supplements used in the Home. The food production system must include standardized recipes and production sheets for all menus, preparation of all menu items according to the planned menu, and a system for documenting and communicating all menu substitutions. Menu substitutions must be comparable to the planned menu.

All food and fluids in the food production system must be prepared, stored and served using methods that preserve nutritive value, appearance, food quality and taste, and that prevent adulteration, contamination and food borne illness.

A record must be kept for at least one year of purchases related to the food production system, including food delivery receipts, the approved menu cycle and menu substitutions. If food or beverages are prepared in the Home for persons who are not residents of the Home, records must be kept for at least seven years in accordance with the requirements set out in section 72 (5) of the Regulation.

There must be sufficient space to support the menu requirements and institutional food service equipment with adequate capacity to prepare, transport and hold perishable hot and cold food at safe temperatures. There must be institutional food service equipment with adequate capacity to clean and sanitize all dishes, utensils and equipment used in food production, dining and snack service.

The Home must have **all** of the following:

- Policies and procedures for the safe operation and cleaning of equipment related to the food production system and the dining and snack service;
- Cleaning schedule for all equipment; and
- Cleaning schedule for the food production, servery and dishwashing areas.

Staff must comply with these policies, procedures and schedules.

Section 73 – Dining and Snack Service

The daily and seven-day menus must be communicated to residents. The Residents' Council must have the opportunity to review meal and snack times, subject to the meal time requirements in section 71 (6) of the Regulation. Meal services must take place in a congregate setting unless a resident's assessed needs indicate otherwise. All residents must be monitored during meals and all staff members assisting residents must be aware of the residents' diets, special needs and preferences. Meals must be served course by course unless otherwise indicated by the resident or by the resident's assessed needs. Foods and fluids must be served at a temperature that is both safe and palatable to the residents. Every resident must have sufficient time to eat at his or her own pace. Every resident must be provided with any eating aids, assistive devices, personal assistance, and encouragement required to allow him or her to safely eat and drink as comfortably and independently as possible. Staff must use proper techniques to assist residents with eating, including safe positioning of residents requiring assistance.

No person shall help at the same time more than two residents who need total assistance with eating or drinking. Meals must not be served to residents who require assistance until someone is available to provide assistance.

Key Consideration

The requirement for a Home to serve meals course by course (section 73 (1) 8 of the Regulation) does not mean that staff must remove dishes between courses.

Resident dining areas must be equipped with appropriate furnishings and equipment, including comfortable chairs and tables of an appropriate height to meet the needs of residents, and appropriate seating for staff providing assistance with eating.

Section 74 – Registered Dietitian

The Home must have at least one registered dietitian who is a member of the staff and who is on site at the Home for at least 30 minutes per resident per month to carry out clinical and nutrition care duties. Where the registered dietitian for the Home is also a nutrition manager for the Home, any time spent working in the capacity of nutrition manager does not count towards the 30 minutes per resident per month time requirement for the registered dietitian.

Key Consideration

The minimum 30 minutes per resident per month that the dietitian is required on site at the Home includes reviewing menus, developing and documenting plans of care, and participating in the annual evaluation of the medication management program.

Key Linkage

The registered dietitian must complete a nutritional assessment for every resident on admission and whenever there is a significant change in the resident's health condition. The dietitian must also assess the resident's nutritional status, including height, weight and any risks relating to nutrition care or hydration status and any risks related to hydration, in accordance with the plan of care requirements set out in section 26 of the Regulation.

Section 75 – Nutrition Manager

There must be at least one nutrition manager for the Home. A person hired as a nutrition manager after July 1, 2010 must be a member of the Canadian Society of Nutrition Management or a registered dietitian. The minimum number of hours that the nutrition manager must work in the Home is set out in a formula in the Regulation and is based on the number of residents in the Home. This formula does not include any hours spent fulfilling other responsibilities. One of the Home's nutrition managers must be the lead of the nutrition care and dietary services program for the Home.

Key Consideration

Nutrition manager hours devoted to producing meals and other food and beverages for non-residents are not included in the minimum number of hours.

Section 76 – Cooks

There must be at least one cook who works at least 35 hours per week in that position on site at the Home.

If the Home has only one cook who works at least 35 hours per week in that position on site at the Home, this cook, if hired on or after July 1, 2010, must have one of the following qualifications:

- A. A chef training or culinary management diploma or certificate,
 - granted by a college established under the *Ontario Colleges of Applied Arts and Technology Act, 2002*, or
 - granted by a registered private career college, for successfully completing a program approved by the Superintendent of Private Career Colleges under the *Private Career Colleges Act, 2005*;
- B. A diploma or certificate granted in another jurisdiction and a set of skills that, in the reasonable opinion of the Home, is equivalent to those that the Home would expect of a person who has a diploma or certificate as set out in A. above;
- C. A certificate of qualification as a Cook issued by the Director of Apprenticeship under the *Apprenticeship and Certification Act, 1998*, or after Part III of the *Ontario College of Trades and Apprenticeship Act, 2009* comes into force, by the Registrar of the College under that Act; or
- D. A post-secondary diploma in food and nutrition management or a post-secondary degree in food and nutrition.

If this cook was employed at the Home prior to July 1, 2010, the cook must have one of the following qualifications:

- 1. One of the above qualifications (A through D above);
- 2. Successfully completed a Food Service Worker program at a college established under the *Ontario Colleges of Applied Arts and Technology Act, 2002* or a Food Service Worker program provided by a registered private career college and approved by the Superintendent of Private Career Colleges under the *Private Career Colleges Act, 2005*; or
- 3. Completion of a food handler training program by October 1, 2010 unless he or she met the qualifications in 1. or 2. above before that date.

If the Home has more than one cook who works at least 35 hours per week in that position on site at the Home, only one of the cooks must meet the above qualifications.

Definitio

“Food handler training program” means the program offered or approved by the board of health for the public health unit where the Home is located (section 78 (5) of the Regulation).

Key Considerations

Other cooks working in the Home, other than the section 76 cook, must meet the qualifications set out in section 78 of the Regulation for food service workers.

Cooks with a “Red Seal” endorsement on their certificate exceed the qualifications set out in section 76 of the Regulation.

The 35 hours per week worked by the section 76 cook are included in the calculation of food service worker hours under section 77 of the Regulation.

Section 77 – Food Service Workers, Minimums

There must be sufficient food service workers (including cooks) for the Home to meet the minimum staffing hours per week set out in this section of the Regulation for:

- Preparing resident meals and snacks;
- Distributing and serving resident meals;
- Receiving, storing and managing the inventory of resident food and food service supplies; and
- Daily cleaning and sanitizing of dishes, utensils and equipment used for resident meal preparation, delivery and service.

The minimum staffing hours per week for food service workers is set out in a formula in the Regulation which is based on the number of residents in the Home.

Definitio

A “food service worker” is a member of staff in the Home who is routinely involved in the storage, preparation, cooking, delivery or serving of food; cleaning kitchen equipment and utensils; or maintaining the kitchen and serveries in a clean and sanitary condition, but does not include the nutrition manager for the Home (see section 1 of the Regulation). All cooks in the Home are food service workers.

Key Consideration

Food service worker hours devoted to producing meals and other food and beverages for non-residents are not included in the minimum staffing hours.

Section 78 – Training and Qualifications

Food service workers (other than the section 76 cook) hired on or after July 1, 2010 must have successfully completed or be enrolled in a Food Service Worker program at a college established under the *Ontario Colleges of Applied Arts and Technology Act, 2002* or a Food Service Workers program provided by a registered private career college and approved by the Superintendent of Private Career Colleges under the *Private Career Colleges Act, 2005*.

If a food service worker who is enrolled in a Food Service Worker program when hired does not complete the required training within three years of being hired, that person will no longer be able to work as a food service worker at the Home.

Food service workers who were employed at the Home prior to July 1, 2010 and who do not have the above qualifications must have completed a food handler training program by October 1, 2010, unless they met the enrolment and completion requirements relating to a Food Service Worker program as described above before that date.

The above qualifications for food service workers hired on or after July 1, 2010 do not apply to:

- students hired on a seasonal or part-time basis who have successfully completed a food handler training program;
- persons who are members of the Canadian Society of Nutrition Management or a registered dietitian;
- persons who have any of the following qualifications:
 - A. A chef training or culinary management diploma or certificate,
 - granted by a college established under the *Ontario Colleges of Applied Arts and Technology Act, 2002*, or
 - granted by a registered private career college, for successfully completing a program approved by the Superintendent of Private Career Colleges under the *Private Career Colleges Act, 2005*;
 - B. A diploma or certificate granted in another jurisdiction and a set of skills that, in the reasonable opinion of the Home, is equivalent to those that the Home would expect of a person who has a diploma or certificate as set out in A. above;
 - C. A certificate of qualification as a Cook issued by the Director of Apprenticeship under the *Apprenticeship and Certification Act, 1998*, or after Part III of the *Ontario College of Trades and Apprenticeship Act, 2009* comes into force, by the Registrar of the College under that Act; or
- persons who have a post-secondary diploma in food and nutrition management or a post-secondary degree in food nutrition.

Definitio

“Food handler training program” means the program offered or approved by the board of health for the public health unit where the Home is located (section 78 (5) of the Regulation).

Key Consideration

Staff who do not complete the Food Service Worker program within three years of being hired (section 78 (2) of the Regulation) can be employed in other positions in the Home for which they are qualified, but not as food service workers.



2022 BUDGET – MODERNIZATION FUNDING REQUEST 15

New Initiative:	Subsidized Housing Operations Optimization Review
Department/Division:	Human Services
Strategic Plan Focus:	A County that Performs and Delivers Results
Strategic Plan Objective:	<i>5. ii. Deliver exceptional services by: Conducting regular service reviews to ensure delivery effectiveness and efficiency</i>

DESCRIPTION OF REQUEST

In an effort to deliver exceptional service to our clients focusing on life stabilization, an independent third party review of our subsidized housing operations will be undertaken to ensure the County is delivering services as effectively and efficiently as possible.

DISCUSSION

Background

Currently the County's 628 subsidized housing units are managed through a combination of manual and automated processes within Dynamics Great Plains Utility module, OneHSN, Laserfiche, paper files, excel workbooks and word documents.

Once it has been determined that a client is eligible for subsidized housing, their information is entered in to OneHSN as part of the centralized waitlist.

When a new client is moved in to one of our units, they are then set up in Microsoft Great Plains (GP). Currently the utility module within GP is used. The GP module was designed for use with billing for services like water / wastewater.

Monthly Accounts Receivable will run the Monthly Rent Levy for all housing clients. Furthermore, Accounts Receivable will also run the Pre-Authorized Payments (PAP). The Levy is done in GP with a small cross-reference check set up in Excel. The PAP is also done in GP and includes an upload to the banking web platform.

The cross-reference check that is completed is done because of experiencing errors / omissions in the changes to rent in prior cycles. This part of the task consists of reading notes entered by Human Services staff and comparing the note to an actual change in rent levy from prior month to current month. For example, an increase for that account on the Excel sheet should match with the entry in the notes. The notes are editable and do pose a risk of being accidentally deleted. So far though they have been beneficial and a few discrepancies have been caught and fixed via this check.

Human Services staff enter all other cash receipts in GP and do the official posting of those batches. The recording of the Bank Deposits is done by A/R in GP and are matched to the Bank Account Statement.

All returned items (NSF, Stop Payments, etc.) go through A/R. These are voided in GP by A/R and can take about 15-20 minutes to complete per month (accumulated time to process all returned items).

RGI (rent geared to income) calculations are performed manually and documented in a word document.

Any correspondence that needs to be sent to the client is all manually processed and stored outside of GP. A note is entered within GP for some correspondence. Correspondence is stored in Laserfiche and paper files.

Comments

As the County continues to explore options to expand our housing portfolio with appropriate and subsidized units, we need to ensure that our systems continue to evolve and support County staff by ensuring that efficiencies are maximized and modernizing the processes to enable the goal of life stabilization for our clients in a seamless manner.

There are a few areas to focus on:

Reporting

- Due to the multiple software applications being used, there is no centralized data resulting in the inability to extract key data such as current wait list wait time, placement time lines, data required for the Service Manager Annual Information Return, or being able to track a clients journey from their application submission until they transition from housing.
- Since GP was not designed to manage housing, there is no report that can be run to produce a rent receipt for a client. Right now this is a manual process of data dumps that is organized in an excel workbook then uploaded for a mail merge to produce a letter to the client.
- Ability to have an easy to read statement of account that can be used in the event of discrepancies or at the Landlord Tenant Board.

Ease of Use

- Ability to have multiple bank accounts set up for pre-authorized payments. If there are two or more tenants paying separately, only one tenant is able to have pre-authorized withdrawal of their monthly rent.
- Capability for batch processing of rent payments.
- Potential to have a dashboard or landing page that will display key information to the staff member that doesn't require them click in multiple areas to have an overview of a

client.

Audit Trail

- Audit functionality is required to ensure accuracy and compliance. Right now, there is a notes section where staff can enter a note, but it is not date or time stamped nor does it show the username. These notes are also able to be deleted or modified after they have been entered.
- Audit tracking of changes would be beneficial when changes have been made to a client so others know when and who made the change and for what reason. Right now staff rely on notes being entered which can be prone to being omitted.

Integration

- In order to have a seamless transition from beginning to end, it's key to have automated integration between the different areas of the client's journey. This will also ensure the history / background follows the client so staff always have everything related to that client in one spot.

Digitalization

- Reduction in the amount of paper that is required to transfer between clients and the County with online workflows and secure digital documentation.

Our goals for a successful review will include specific and actionable recommendations that:

- Document current state and ideal state of the subsidized housing processes
- Identify best practices to achieve great effectiveness and efficiencies
- Gap analysis
- Identify cost savings
- Provide a recommendation for improvements
- Identify cost savings as a result of implementing the improvement recommendations

Conclusions

Modernization funding will allow us to have an unbiased review of our subsidized housing operations while reducing the impact to the County budget while providing insight into area's within our processes that will allow us to deliver services as effectively and efficiently as possible.

RISKS/IMPLICATIONS

By having an independent third party review of the subsidized Housing Operations, it will provide an unbiased opinion and insight in to how it can maximize the efficiencies and streamline the processes.

There is risk to continuing the current practices of multiple software solutions that are not integrated which can cause data integrity issues and lack of meaningful reporting.

BUDGET REQUIREMENTS

	2022 One-time	2022 Base
Funding		
Modernization Grant – Review Stream (Intake 3)	\$35,000	\$-
Total Funding	35,000	-
Expenses		
Consultant Fees	35,000	-
Total Expenses	35,000	-
County Levy	\$-	\$-



2022 BUDGET – MODERNIZATION FUNDING REQUEST 15

New Initiative:	Digital Risk Management and Information System
Department/Division:	Corporate Services - Clerk
Strategic Plan Focus:	A County that Performs and Delivers Results
Strategic Plan Objective:	<i>5. ii. Deliver exceptional services by: Developing and tracking key performance indicators against goals and report results</i>

DESCRIPTION OF REQUEST

The Association of Municipalities of Ontario (AMO) has partnered with ClearRisk, a robust risk management software solution. This solution provides a centralized platform for insurance and risk management programs, including incidents and insurance claims, insurance certificate management, as well as reporting and analytics. Utilizing ClearRisk software will assist the County in identifying best practices and operational approaches to safeguard corporate assets.

DISCUSSION

Background

The Corporate Services department is responsible for the County's insurance and risk management programs as well as claim and incident management. In a large organization like the County, it is important to proactively identify financial, operational and strategic risks. Effective management of risk is an important function of corporate planning and financial health of the organization.

The County does not have an full-time equivalent position solely dedicated to Insurance and Risk Management, which is uncommon for a municipality of it's size. These activities are carried out as a function of the roles of the Director of Corporate Services and Coordinator of Legislative Services. Current processes involve manual filing, data entry in numerous desperate spreadsheet and manual analytical analysis. Implementation of a software solution would not only provide efficiencies to the Corporate Services department, but would minimize exposure to financial and physical asset, and reputational loss by optimizing risk mitigation.

ClearRisk is a configurable cloud-based solution that streamlines incident and claims management, offering ample automation opportunities and analytics.

Comments

Incident Management

All known incidents regarding property and vehicles, injuries of non-employees, impacts to productivity or financial loss are reported to the Corporate Services department. Currently, incidents are reported utilizing a fillable form completed by staff, which is then forwarded via e-mail for review. Incident reports often include requisite attachments such as photographs and correspondence. Incident files are maintained in the County's Electronic Document Management System and reports are prepared for senior management on a quarterly basis. All incident information is manually inputted from the reports by the Legislative Services Coordinator in excel spreadsheets in order to generate these quarterly reports. Incident trends are only identified by staff analysis.

ClearRisk enables staff to enter their own incident information based on a fully customizable template. This would ensure that the information regarding incidents is relayed in a concise and consistent manner. Subsequently, this information is automatically entered into the platform, while allowing for notification to staff and automated reporting.

The County experienced a slight decrease in incident frequency with the majority of County facilities being closed due to the COVID-19 pandemic. As operations return to business as usual, there is an upward trend of incidents occurring more frequently, which has exponentially increased by double with a quarter of the year remaining. The table below captures an incident count from the last two years and year to date:

Year	2019	2020	YTD 2021
Incident Count	93	60	117

ClearRisk has intuitive programming that recognizes incidents that often turn into claims. Currently, incidents and claims are handled individually and not simultaneously, causing significant overlap in reporting and manual electronic filing. Financial information and quantifying loss related to incidents and claims is only relayed on a per incident basis. The overall financial impacts are not quantified, causing significant gaps in insight both corporately and departmentally.

Claims Management

Claims received by the County are in various formats. A fillable claim form is posted on the County's website, but notification in the form of correspondence is also frequent. The County's under-deductible insurance claims are managed by Corporate Services with occasional support from an Independent Insurance Adjuster. All data concerning these claims is limited to the claim file and very high-level detail reported to senior management in excel format. When under-deductible claims are closed, the claim information is no longer subject to reporting. Therefore, there is no mechanism in place to monitor these claims year after to year to establish trends, emerging issues and financial impact. Rather, identifiable correlation can only be determined by relying on the memory of staff and manual compiling of information when needed.

For claims that meet the deductible threshold, the County relies on the County's insurer for claims audits and updates. These updates are then populated manually into the quarterly reporting spreadsheet. Claims audits for any time period can be obtained from our insurer but are not customizable. The audits include limited detail most of which is most relevant to the insurer, not the County. Again, these claims are not monitored year after year as part of reporting.

The current claims management process involves electronic filing through the storage of scanned or electronically received documents. Property claims in particular are paid upfront and reimbursed less deductible. Submitting a property claim involves manual reconciliation by staff from invoices coded to general ledger accounts and obtaining invoices. The current process is time consuming and does not generate data for any uninsured losses. ClearRisk enables the ability to track payments made both by the County and the insurer, which would enable insight into setting appropriate deductibles and reserves.

Asset Management

Scheduled assets on the County's insurance policy are maintained by the County's insurer and manually reconciled by staff at renewal time each year. The renewal process involves coordination of pulling various reports from other systems, asking staff about upgrades and disposals and staff analysis to determine if inflation rates applied are justified. The scheduled asset data as it pertains to insurance is limited to locations/description and estimated value. Other asset information is not recorded for insurance purposes, and only otherwise submitted to the County's insurer as assets are added or disposed of. The County is therefore accepting the rates set by the insurer for each asset rather than maintaining our own estimated insured values. Maintaining insured values in our own system would enable the County to obtain more accurate and competitive quotations for insurance. The insurance market is perpetually hardening and municipalities are seeing significant increases on property premiums.

Insurance Certificate Management

The County executes approximately 100 agreements a year, which generally require Certificates of Insurance to be provided by one or both parties. The County also requires proof of insurance for multi-year contracts and from most suppliers and contractors. The majority of departments keep their certificates in the contract file and is not centrally stored or tracked. There is currently no system in place to manage agreements and certificates at their expiration date.

ClearRisk enables a centralized approach to storing agreement and insurance information. Reports can be generated for approaching expiration dates and notification can be sent in an e-mail directly from the system to any County staff with all detail required for the action item. This platform would enable all departments to have a mechanism in place to ensure insurance and agreement dates do not lapse. Utilizing a centralized and report driven system would also ensure that agreements and insurance certificates are properly stored for retention and subsequent destruction.

Risk Management Plan

The ability to develop an informed risk management framework is vitally important for municipal government to manage the services provided to the public. The County's Risk Management Plan, when based on consolidated, compiled and intuitive data captured and reported on

through a robust and informative software solution, will yield optimal results ensuring the resulting plans fully identify known risks and are adequately addressed.

Conclusions

Implementation of ClearRisk will provide for improved financial and operational management of the County's risk management program by ensuring the organization is proactive rather than reactive in its approach to risk management and contributes to the overall success of corporate performance.

RISKS/IMPLICATIONS

Integrating insurance and risk with strategy setting and performance management mitigates risk management failure. Continuous improvement and identification of risks is paramount in operational decision making, consequently enabling cost savings and preserving financial health.

BUDGET REQUIREMENTS

	2022 One-time	2022 Base
Funding		
Modernization Grant – Implementation Stream (Intake 3)	\$31,200	\$-
Reserve Funding - General	16,800	-
Total Funding	48,000	-
Expenses		
Software License and Training	33,000	-
Setup and data Integration	15,000	-
Annual License and Support	-	33,000
Total Expenses	48,000	33,000
County Levy	\$-	\$33,000

To: Warden and Members of County Council

From: Director of Corporate Services

Tax Policy – Optional Small Business Subclass

RECOMMENDATION

1. **That an optional Small Business Property Subclass not be implemented for the 2022 taxation year.**

REPORT HIGHLIGHTS

- New property tax policy option – small business subclass introduced by the Province through 2020 Ontario Budget
- Regulations released in May 2021 - permits municipalities to create an optional small business subclass for certain commercial and industrial properties at a reduced tax rate

Implementation Points

Further consideration of the optional small business subclass as a tax tool will be given in each subsequent year through the County's annual tax policy review and adoption process.

Financial Impact







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

Communications

This report has been prepared in collaboration with the Area Municipal Treasurers. A copy of this report will be circulated to the Area Municipalities.

Report No: CS 2021-39
CORPORATE SERVICES
Council Date: October 13, 2021

Strategic Plan (2015-2018)

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

DISCUSSION

Background

As part of the Provincial government's *2020 Ontario Budget*, it was announced that municipalities would be provided the ability to design tax policy in the form of a reduction of tax for eligible small businesses through the adoption of a new optional small business property subclass. At the time of adopting the County's 2021 tax policy, the Province had not released regulations containing details for implementing the new optional small business property class. At that time staff, in conjunction with the Area Municipal Treasurers, committed to conduct a more fulsome review in order to formulate recommendations with respect to the new tax policy option once the regulations became available.

The regulations were subsequently filed on May 7, 2021, effectively implementing the subclass through amendments to O.Reg. 282/98 under the *Assessment Act*, O.Reg. 73/03 under the *Municipal Act, 2001* and O.Reg. 121/07 under the *City of Toronto Act, 2006*. The following provides an overview of the implementation details, including requirements for municipal by-laws, administration of the subclass, and provincial matching of municipal property tax reductions with education property tax reductions.

Implementation

Adoption of the optional small business property subclass would require the municipality to pass a by-law providing the following:

- The decision to adopt the subclass via upper tier municipal by-law
- Subclass reduction to be applied to commercial and/or industrial class municipal tax rate
 - Can be set up to 35% of the municipal tax rate for the property class
- Requirements for properties to be eligible
 - Defining eligibility criteria that reflects local priorities and needs
 - Properties classified as large industrial, parking lot, vacant land or excess land are not eligible
- Appointment of a Program Administrator to administer the program
- Appointment of an Appellate Authority to hear any appeals

Municipalities may also choose to include provision in their policy that requires landlords to pass the tax reduction to tenants as a condition of eligibility.

Report No: CS 2021-39
CORPORATE SERVICES
Council Date: October 13, 2021

Program Administration

The optional small business subclass policy will require municipalities to establish detailed eligibility criteria to develop and administer a process that will identify and approve eligible properties for inclusion in the subclass. The regulations require a staff appointment referred to as the Program Administrator – who will identify qualifying properties that meet the eligibility criteria.

The process could include an application or a criteria-based determination of eligibility. The list of properties approved for inclusion in the subclass by the Program Administrator must be listed publicly. The Program Administrator is also required to establish a process where a property owner can make a request for reconsideration.

Municipalities are required to notify the Municipal Property Assessment Corporation (MPAC) of the properties included in the subclass, in order for MPAC to classify the property within the small business property subclass for taxation purposes.

In addition, municipalities will be responsible for monitoring ongoing eligibility, updating the registry of eligible properties and notifying MPAC when properties become eligible or ineligible for the subclass as a result of a municipal determination.

An Appellate Authority will also be required to be appointed by the municipality to hear appeals about whether or not the property should be included in the subclass. The decision of the Appellate Authority can be further appealed to the Assessment Review Board.

Funding the Subclass

In terms of funding the reduction of tax for the small business subclass, municipalities have the following options:

- absorbed through a levy decrease;
- funded broadly across all property classes; or
- funded within the commercial and/or industrial property class through the adoption of revenue neutral tax ratios.

Provincial Matching of Tax Reductions

As announced in the 2020 Provincial Budget, the Province will consider matching municipal property tax reductions with education property tax reductions to provide further support for small businesses, subject to the following conditions:

- municipality must notify the Minister of Finance of the decision to adopt the subclass and submit a municipal by-law outlining the program requirements as well as estimated total municipal tax relief to the small businesses;
- municipality to conduct consultations with business stakeholders regarding the small business property subclass;
- the Minister will review each submission and determine whether to match municipal reductions on a case-by-case basis; and
- submissions to the Minister of Finance must be received prior to March 31 for the applicable taxation year.

Report No: CS 2021-39
CORPORATE SERVICES
Council Date: October 13, 2021

Comments

Upon review of the regulations for the optional small business subclass, it is apparent that they are limited to setting out the authority required of municipalities to develop and implement a locally designed program, which is a significant departure from the standard approach to optional tax policies in Ontario. This subclass will require a much different approach than what municipalities have been used to in considering tax policy options. Instead, municipalities will have to give careful consideration to:

- deciding what will qualify as a small business locally;
- determine what criteria will be relied on and how eligibility will be documented in order to be substantiated;
- design and implement an ongoing administrative structure including a quasi-judicial function administered by municipal staff; and
- provide MPAC with annual listings of eligible properties and updates as necessary to ensure compliance in accordance with the local program.

There are a number of preliminary challenges to address if the County and its Area Municipalities are interested in employing an optional small business subclass, starting with defining “Small Business” – arriving at a definition that determines who gets the benefit, who does not, and who will bear the costs of the benefits to those properties in the subclass. These decisions will be fraught with opposition, not only at the time the policy is established, but in post implementation when properties are determined eligible or ineligible.

As for the eligibility criteria, assessment data does not support an effective or objective assessment of whether a business is large or small, rather it relates to the building’s general use and not the value, wealth or sustainability of the business. In light of the foregoing, there should be other factors considered when defining those properties that are eligible, such as:

- responsibility for tax burden – landlord vs tenant;
- size of operation – whether the business is family owned and operated on a street-facing building; owned by a local owned franchise; or operating in a mall and owned by a nation-wide chain;
- type or nature of business, sector – targeting certain businesses such as tourism sector, hospitality, personal care and excluding certain businesses that are not generally open to the public providing off-site services, as examples;
- location – main street, existing commercial zones, new commercial zones, business parks, etc.

Although property owners are deemed responsible for property taxes under the *Municipal Act*, a majority of commercial tenants accept this responsibility within their lease agreements. On that basis, there are two critical factors to consider:

1. Owner Occupied with Tenants - if the benefit, full or partial, is to be extended to the tenant it will mean more municipal administration and will most likely rely on an application based system; and
2. Business Occupied - if the benefit is extended to owner occupied businesses, which are easier to identify, it is likely to result in inequity between businesses of similar operations.

Report No: CS 2021-39
CORPORATE SERVICES
Council Date: October 13, 2021

Other Impacts and Implications

In contemplating an optional small business subclass, municipalities should establish a general concept or vision of what they plan to achieve as a critical first step. This would include impacts on businesses included, amount of benefit for those included and the cost implications for other taxpayers. A municipality should also determine the operational process and resources that will add costs to the levy – who will pay for those additional costs to deliver the program.

Operational roles and responsibilities within a two-tier municipal structure will need to be determined in consultation with the County and Area Municipalities.

Not unlike the mandatory capping regime that the County phased-out as soon as the legislation allowed municipalities to do so, consideration of the amount of tax reduction(s) and how they are to be funded will require complex analysis that will increase the County's cost for administering the collection of tax for all taxpayers – which was the main impetus behind the County's desire to exit the capping program when the option became available. The optional tax reductions under a small business subclass will impact future years' assessment adjustments which will require consulting services assistance and create additional costs to be borne by all taxpayers, as was experienced under the capping regime.

To date, the Cities of Toronto and Ottawa have implemented a small business sub-class while the Counties of Bruce, Grey and City of Barrie undertook the necessary public consultation process and decided against implementation. Other Counties in our region who have decided not to consider the small business subclass for 2022 includes Bruce, Perth and Wellington.

Aside from employing tax policy to support our local small business community, the County, in collaboration with the Area Municipalities, provides Community Improvement Plans to assist in making improvements to their buildings. The County also funds a "Future Oxford Legacy Fund" and an "Economic Stimulus Fund" both administered by Community Futures Oxford that offer financial supports to small and medium sized local business through grants and loans that are subject to meeting specific criteria demonstrating need and positive community impact. It is programs such as these may be more impactful to the community than a complex administratively burdensome and inequitable tax reduction related policy.

In addition to the local support for our business community, effective January 1, 2021, the Province reduced the Business Education Tax Rates province-wide to a uniform level of 0.88%. This meant an education tax reduction of 30% for businesses in Oxford County that is now funded by other provincial taxpayers and local taxpayers who now make up for the loss of the education tax portion previously retained by the municipality for certain Payment in Lieu Properties.

Report No: CS 2021-39
CORPORATE SERVICES
Council Date: October 13, 2021

Conclusions

In light of the challenges and additional costs anticipated by the adoption of an optional small business subclass, County Treasurers are of the opinion that the challenges and cost burden to other taxpayers will outweigh benefits to local small businesses.

SIGNATURES

Departmental Approval:

Original signed by

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

Approved for submission:

Original signed by

Michael Duben, B.A., LL.B.
Chief Administrative Officer

To: Warden and Members of County Council

From: Director of Corporate Services

Credit Rating Review - 2021

RECOMMENDATION

1. That the County of Oxford's Credit Rating Update, attached to Report No. CS 2021-40, dated September 16, 2021, as prepared by Standard & Poor's be received for information.

REPORT HIGHLIGHTS

- AA+ ratings affirmed by Standard & Poor's based on the County's sound financial results and prudent financial management practices
- Outlook is stable – reflects expectation that within the next two years the County will continue to demonstrate strong budgetary balances and maintain a healthy liquidity position while reducing its debt burden

Implementation Points

Standard & Poor's Rating Update report was published on September 16, 2021.

Financial Impact

The AA+/Stable long-term issuer credit and senior unsecured debt rating allows the County to secure financing at a lower rate due to its strong capacity to meet financial commitments.

The AA+ credit rating allows the County to generate more revenues through higher yield investment instruments that are not permitted to municipalities with ratings less than AA-.







Communications

The Standard & Poor's report represents an independent analysis of the County's creditworthiness and will be provided to Infrastructure Ontario for assessing the County and Area Municipalities' ability to service long term debt; the banking institution that provides banking services for the County for debt and investment indicators; and the County's Auditor.

Furthermore, Standard & Poor's independent credit report is based on ratings universally applied to local and regional governments outside of the United States which provides an effective performance indicator of the fiscal management and health of the County for taxpayers who financially support County services.

Report No: CS 2021-40
CORPORATE SERVICES
Council Date: October 13, 2021

Strategic Plan (2020-2022)

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

DISCUSSION

Background

The Standard & Poor's Rating Scale serves issuers, investors, and intermediaries in the Canadian financial markets by expressing preferred share ratings (determined in accordance with global rating criteria) in terms of rating symbols that have been actively used in the Canadian market over a number of years.

A credit rating is an independent assessment of an entity's ability and willingness to make timely payments of principal and interest. Factors for determining a credit rating include: state of the economy, expenditures, taxation capacity, and existing debt burden. Attachment 1 to this report provides the Standard & Poor's credit rating definitions.

The *Municipal Act* authorizes the use of investment instruments for municipalities which includes commercial paper and asset-backed securities. Municipalities with a credit rating of AA- or better may invest directly in these instruments. Alternatively, municipalities with less than an AA- rating may invest indirectly through "ONE – The Public Sector Group of Funds."

Commercial paper includes promissory notes or drafts of corporations maturing in less than one year, typically offering a higher return with a slightly higher risk over treasury bills. Asset-backed securities are represented by bonds that earn a return from a stream of loan or mortgage payments at a higher rate of return and higher risk. Due to the increase in exposure to risk inherent in these investment opportunities, the above-mentioned safeguards were built into the *Act*.

Comments

Attachment 2 to this report is Standard & Poor's Rating Update report dated September 16, 2021. The Report summarizes the comprehensive analysis that forms the basis of Standard & Poor's continued confidence in Oxford's financial position and management which resulted in affirming AA+/Stable rating and outlook.

Table 1 provides the County's credit rating history as prepared by Standard & Poor's, followed by Table 2 that compares the County's credit rating to other municipal clients of Standard & Poor's.

Report No: CS 2021-40
CORPORATE SERVICES
Council Date: October 13, 2021

Table 1 – Credit Rating History (years of change in rating only)

2021	AA+/Stable
2015	AA+/Stable
2012	AA/Stable
2011	AA-/Positive
2007	AA-/Stable
2006	A+/Positive
2001	A+/Stable

Table 2 – Credit Rating Comparisons

Municipality	Current Rating
Barrie (City of)	AA/Stable
Essex (County of)	AA+/Stable
Guelph (City of)	AA+/Stable
Haldimand (County of)	AA/Stable
Lambton (County of)	AA/Stable
Niagara (Regional Municipality of)	AA/Stable
Norfolk (County of)	AA-/Stable
Simcoe (County of)	AA/Stable
Wellington (County of)	AA+/Stable
Windsor (City of)	AA/Stable
Oxford (County of)	AA+/Stable

Report No: CS 2021-40
CORPORATE SERVICES
Council Date: October 13, 2021

In addition to the positive attributes mentioned in the attached report prepared by Standard & Poor's that resulted in affirmation of the rating for the County, other contributing factors include: the effective application of the County's receivables management, investment and purchasing policies; the continuity of long-term capital plan; debt management; reserves policy; the overarching Long Term Financial Sustainability Plan; Asset Management Plan; Risk Management Policy and Community Sustainability Plan.

As cited in the report, Standard & Poor's could downgrade the rating if Oxford's economy experiences a dramatic decline resulting in pressure on the County's budgetary performance and significant increases in debt, which is a potential threat with exposure to a global pandemic that continues to impact economic activity and increased budgetary pressures worldwide. Nonetheless, it is Standard & Poor's opinion that Oxford's strong financial management practices and cost containment efforts will help mitigate the direct budgetary impact of the pandemic and maintain healthy liquidity levels while minimizing reliance on debt.

Conclusions

In summary, the AA+/Stable rating positions the County well for borrowing and lending opportunities in the short-term as it continues to be comparable with that of its peers. In addition, the annual comprehensive, independent review results in a professional opinion that represents an important performance indicator for Council and the public regarding the County's financial management and health, which is of particular interest during these challenging economic times.

SIGNATURES

Report Author:

Original signed by _____

Carolyn King, CPA, CA
Manager of Finance

Departmental Approval:

Original signed by _____

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

Approved for submission:

Original signed by _____

Michael Duben, B.A., LL.B.
Chief Administrative Officer

Report No: CS 2021-40
CORPORATE SERVICES
Council Date: October 13, 2021

ATTACHMENTS

Attachment 1 – Standard & Poor's Credit Rating Definitions

Attachment 2 – Standard & Poor's Rating Update, dated September 16, 2021

Report No: CS 2021-40
CORPORATE SERVICES
Council Date: October 13, 2021

Attachment 1

Standard & Poor's Credit Rating Definitions

A Standard & Poor's issue credit rating is a current opinion of the creditworthiness of an obligor with respect to a specific financial obligation, a specific class of financial obligations, or a specific financial program (including ratings on medium-term note programs and commercial paper programs). It takes into consideration the creditworthiness of guarantors, insurers, or other forms of credit enhancement on the obligation and takes into account the currency in which the obligation is denominated. The issue credit rating is not a recommendation to purchase, sell, or hold a financial obligation, inasmuch as it does not comment as to market price or suitability for a particular investor.

Issue credit ratings are based on current information furnished by the obligors or obtained by Standard & Poor's from other sources it considers reliable. Standard & Poor's does not perform an audit in connection with any credit rating and may, on occasion, rely on unaudited financial information. Credit ratings may be changed, suspended, or withdrawn as a result of changes in, or unavailability of, such information, or based on other circumstances.

Issue credit ratings can be either long term or short term. Short-term ratings are generally assigned to those obligations considered short-term in the relevant market. In the U.S., for example, that means obligations with an original maturity of no more than 365 days—including commercial paper. Short-term ratings are also used to indicate the creditworthiness of an obligor with respect to put features on long-term obligations. The result is a dual rating, in which the short-term rating addresses the put feature, in addition to the usual long-term rating. Medium-term notes are assigned long-term ratings.

Long-Term Issue Credit Ratings

Issue credit ratings are based, in varying degrees, on the following considerations:

- Likelihood of payment—capacity and willingness of the obligor to meet its financial commitment on an obligation in accordance with the terms of the obligation;
- Nature of and provisions of the obligation;
- Protection afforded by, and relative position of, the obligation in the event of bankruptcy, reorganization, or other arrangement under the laws of bankruptcy and other laws affecting creditors' rights.

The issue rating definitions are expressed in terms of default risk. As such, they pertain to senior obligations of an entity. Junior obligations are typically rated lower than senior obligations, to reflect the lower priority in bankruptcy, as noted above. (Such differentiation applies when an entity has both senior and subordinated obligations, secured and unsecured obligations, or operating company and holding company obligations.) Accordingly, in the case of junior debt, the rating may not conform exactly with the category definition.

Report No: CS 2021-40
CORPORATE SERVICES
Council Date: October 13, 2021

Rating	Definition
AAA	An obligation rated 'AAA' has the highest rating assigned by Standard & Poor's. The obligor's capacity to meet its financial commitment on the obligation is extremely strong.
AA	An obligation rated 'AA' differs from the highest-rated obligations only to a small degree. The obligor's capacity to meet its financial commitment on the obligation is very strong.
A	An obligation rated 'A' is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher-rated categories. However, the obligor's capacity to meet its financial commitment on the obligation is still strong.
BBB	An obligation rated 'BBB' exhibits adequate protection parameters. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitment on the obligation.
BB, B, CCC, CC, and C	Obligations rated 'BB', 'B', 'CCC', 'CC', and 'C' are regarded as having significant speculative characteristics. 'BB' indicates the least degree of speculation and 'C' the highest. While such obligations will likely have some quality and protective characteristics, these may be outweighed by large uncertainties or major exposures to adverse conditions.
BB	An obligation rated 'BB' is less vulnerable to nonpayment than other speculative issues. However, it faces major ongoing uncertainties or exposure to adverse business, financial, or economic conditions which could lead to the obligor's inadequate capacity to meet its financial commitment on the obligation.
B	An obligation rated 'B' is more vulnerable to nonpayment than obligations rated 'BB', but the obligor currently has the capacity to meet its financial commitment on the obligation. Adverse business, financial, or economic conditions will likely impair the obligor's capacity or willingness to meet its financial commitment on the obligation.
CCC	An obligation rated 'CCC' is currently vulnerable to nonpayment, and is dependent upon favorable business, financial, and economic conditions for the obligor to meet its financial commitment on the obligation. In the event of adverse business, financial, or economic conditions, the obligor is not likely to have the capacity to meet its financial commitment on the obligation.
CC	An obligation rated 'CC' is currently highly vulnerable to nonpayment.

Report No: CS 2021-40
CORPORATE SERVICES
Council Date: October 13, 2021

Rating	Definition
C	A subordinated debt or preferred stock obligation rated 'C' is currently highly vulnerable to nonpayment. The 'C' rating may be used to cover a situation where a bankruptcy petition has been filed or similar action taken, but payments on this obligation are being continued. A 'C' also will be assigned to a preferred stock issue in arrears on dividends or sinking fund payments, but that is currently paying.
D	An obligation rated 'D' is in payment default. The 'D' rating category is used when payments on an obligation are not made on the date due even if the applicable grace period has not expired, unless Standard & Poor's believes that such payments will be made during such grace period. The 'D' rating also will be used upon the filing of a bankruptcy petition or the taking of a similar action if payments on an obligation are jeopardized.
Plus (+) or minus (-)	The ratings from 'AA' to 'CCC' may be modified by the addition of a plus (+) or minus (-) sign to show relative standing within the major rating categories.
N.R.	This indicates that no rating has been requested, that there is insufficient information on which to base a rating, or that Standard & Poor's does not rate a particular obligation as a matter of policy.

County of Oxford

09/16/2021

This report does not constitute a rating action.

Key Rating Factors

Credit context and assumptions

Stable economy and strong management will support the County of Oxford's creditworthiness.

- Oxford's main industries, which include manufacturing and agriculture, continue to provide economic stability despite the near-term pressures related to the COVID-19 pandemic.
- The county's prudent financial management will continue to allow it to produce strong operating results and maintain a healthy liquidity position.
- We believe the county's relationship with the Province of Ontario will remain well balanced and generally supportive.

Base-case expectations

Strong budgetary performance will keep reliance on debt low.

- Oxford will continue to generate robust operating margins despite the near-term impact of the pandemic on the county's fiscal position.
- A track record of modest after-capital surpluses will help mitigate debt issuance.
- The county's extremely strong liquidity position will continue to support its creditworthiness.

PRIMARY CONTACT

Hamzah Saeed
Toronto
1-416-507-2527
hamzah.saeed
@spglobal.com

SECONDARY CONTACT

Dina Shillis, CFA
Toronto
1-416-507-3214
dina.shillis
@spglobal.com

RESEARCH CONTRIBUTOR

Deepanshu Goyal
CRISIL Global Analytical Center,
an S&P Global Ratings affiliate
Gurgaon Haryana

Outlook

The stable outlook reflects S&P Global Ratings' expectation that, in the next two years, Oxford will continue to demonstrate very strong budgetary balances, with after-capital surpluses averaging 7% of total revenues, supported by prudent financial management practices. We also expect the county will maintain a healthy liquidity position and its tax-supported debt burden will decline to about 33% of operating revenue by 2023.

Downside scenario

We could lower the rating over the next two years if an external shock harms Oxford's economy, pressuring its budgetary performance, such that we see after-capital balances slipping into a deficit, and pushing the county's tax-supported debt to more than 60% of operating revenues.

Upside scenario

Although unlikely, we could raise the rating in the next two years if the local economy strengthened substantially, supported by higher-than-expected growth and notable diversification.

Rationale

The long-term issuer credit rating on the County of Oxford is 'AA+'. We expect Oxford's stable economy will continue to support its healthy operating surpluses and exceptional liquidity, which will allow the county to manage its tax-supported debt during the outlook horizon. We believe the county's strong financial management practices and cost-containment efforts will help mitigate the direct budgetary impact of the pandemic and maintain healthy liquidity levels while minimizing reliance on debt. In our updated base-case scenario for 2021-2023, the county will issue about C\$18 million for capital expenditures, but we expect its tax-supported debt will decline to 33% of operating revenues, as repayments outpace borrowings; net of debt on-lent to lower-tier municipalities, the debt ratio will be almost 18% of operating revenues by fiscal 2023.

Stable economy and strong management will continue to support the County of Oxford's creditworthiness.

Oxford's economy is generally stable and continues to see steady increases in population and modest expansions at local employers, benefiting from the county's advantageous location near major highways and central markets in the Greater Toronto Area and the U.S. Although the county is an important hub for manufacturing and agriculture, its economy remains less diversified than that of some peers, with concentration in the auto industry. The continuing uncertainty surrounding global trade agreements and recent softening in global auto sales remain risks to Oxford's manufacturing sector. Although municipal GDP data are unavailable, we believe that GDP per capita would be largely in line with the national level, which we estimate to be about US\$49,800.

The county exhibits disciplined financial management practices with an experienced management team, good long-term capital planning, and a strong budgeting process. Oxford typically passes budgets before the start of the fiscal year. The county produces detailed annual operating and capital budgets, operating projections, and a comprehensive 10-year capital plan with corresponding sources of funding. Oxford has prudent financial policies and practices that ensure a good degree of transparency and fiscal discipline. We do not expect significant policy shifts in the county's strategic objectives during our outlook horizon, in part, due to the high degree of institutional stability Oxford enjoys.

Like other Canadian municipalities, Oxford benefits from a very predictable and well-balanced local and regional government framework that has demonstrated a high degree of institutional stability. Although provincial governments mandate a significant proportion of municipal spending, they also provide operating fund transfers and impose fiscal restraint through legislative requirements to pass balanced operating budgets. Canadian municipalities generally are able to match expenditures well with revenues, except for capital spending, which can be intensive. Operating surpluses typically fund capital expenditures and future liabilities through reserve contributions.

Strong budgetary performance will keep reliance on debt low.

Oxford benefits from a history of strong operating performance and we expect this trend will continue during the outlook horizon, with operating balances averaging 21% of operating revenues in 2019-2023, and after-capital surpluses averaging 7% of operating revenues. We expect that, despite uncertainty around transfers for capital, the county will take the necessary measures to address its spending needs and maintain healthy balances. Annual surpluses and healthy reserves also facilitate Oxford's ability to internally finance its capital plan and reduce reliance on debt. The 10-year capital plan totals C\$523 million, with road maintenance and water and wastewater-related work making up the bulk of the projects. We expect the county will spend C\$47 million each year on capital, on average, during the outlook horizon and post modest after-capital surpluses.

Oxford's borrowing will total almost C\$15 million by year-end, including C\$11 million on behalf of the lower-tier municipalities, with an additional C\$3 million to be issued through 2023. We expect repayments will outpace borrowing, on average, and tax-supported debt will decline to 33% of operating revenues by 2023. Net of the on-lent debt, the county's debt burden is very low and the ratio falls to less than 18%. We expect interest costs will remain below 2% of operating revenues for the 2021-2023 period. We believe that Oxford's lower-tier municipalities are able to support their obligations and will reimburse the county for all principal and interest

County of Oxford

payments as they come due. We recognize that there is a lower credit risk associated with this debt. The county's debt profile also benefits from high operating balances and very modest interest costs. Exposure to contingent liabilities is limited, in our view.

In addition to the low debt burden, Oxford has a sizable and stable liquidity position. We estimate free cash balances and investments will be about C\$254 million in the next 12 months, which will be sufficient to cover more than 17x its debt service requirements. Similar to that of its domestic peers, Oxford's access to external liquidity is satisfactory, in our view.

County of Oxford Selected Indicators

Mil. C\$	2018	2019	2020	2021bc	2022bc	2023bc
Operating revenue	177.7	181.3	193.3	198.6	205.0	211.0
Operating expenditure	139.5	141.6	151.7	157.1	162.9	168.8
Operating balance	38.2	39.7	41.6	41.5	42.0	42.2
Operating balance (% of operating revenue)	21.5	21.9	21.5	20.9	20.5	20.0
Capital revenue	11.3	9.8	11.9	15.3	16.3	14.5
Capital expenditure	34.7	30.8	34.0	46.4	49.3	44.0
Balance after capital accounts	14.7	18.7	19.4	10.4	9.0	12.8
Balance after capital accounts (% of total revenue)	7.8	9.8	9.5	4.8	4.1	5.7
Debt repaid	10.1	11.2	11.6	11.8	12.0	11.3
Gross borrowings	11.4	0.7	1.7	15.3	1.6	1.0
Balance after borrowings	16.0	8.2	9.5	13.8	(1.4)	2.5
Direct debt (outstanding at year-end)	96.2	92.8	87.7	91.1	80.8	70.5
Direct debt (% of operating revenue)	54.2	51.2	45.3	45.9	39.4	33.4
Tax-supported debt (outstanding at year-end)	96.2	92.8	87.7	91.1	80.8	70.5
Tax-supported debt (% of consolidated operating revenue)	54.2	51.2	45.3	45.9	39.4	33.4
Interest (% of operating revenue)	2.0	2.0	1.8	1.5	1.2	1.0
Local GDP per capita	--	--	--	--	--	--
National GDP per capita	60,195.8	61,465.9	58,015.8	65,195.3	67,992.0	69,683.2

The data and ratios above result in part from S&P Global Ratings' own calculations, drawing on national as well as international sources, reflecting S&P Global Ratings' independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. The main sources are the financial statements and budgets, as provided by the issuer. bc--Base case reflects S&P Global Ratings' expectations of the most likely scenario. C\$--Canadian dollar

Ratings Score Snapshot

County of Oxford

Key rating factors	Scores
Institutional framework	2
Economy	2
Financial management	2
Budgetary performance	1
Liquidity	1
Debt burden	1
Stand-alone credit profile	Aa+
Issuer credit rating	AA+

S&P Global Ratings bases its ratings on non-U.S. local and regional governments (LRGs) on the six main rating factors in this table. In the "**Methodology For Rating Local And Regional Governments Outside Of The U.S.**," published on July 15, 2019, we explain the steps we follow to derive the global scale foreign currency rating on each LRG. The institutional framework is assessed on a six-point scale: 1 is the strongest and 6 the weakest score. Our assessments of economy, financial management, budgetary performance, liquidity, and debt burden are on a five-point scale, with 1 being the strongest score and 5 the weakest.

Key Sovereign Statistics

- Sovereign Risk Indicators, Published July 12, 2021. An interactive version is available at <http://www.spratings.com/sri>

Related Criteria

- International Public Finance: Methodology For Rating Local And Regional Governments Outside Of The U.S., July 15, 2019
- Principles Of Credit Ratings, Feb. 16, 2011

Related Research

- Risk Indicators For Canadian Local And Regional Governments, Sept. 1, 2021
- Institutional Framework Assessments For International Local And Regional Governments, Aug. 2, 2021
- Credit Conditions North America: Q3 2021: Looking Ahead It's Looking Up, June 29, 2021
- Economic Outlook Canada Q3 2021: Growth Setback In The Spring Will Give Way to Summer Boom, June 28, 2021
- S&P Global Ratings Definitions, Jan. 5, 2021
- Prudent Financial Management And A Strong Institutional Framework Are Helping Canadian Municipalities Negotiate The Impact of COVID-19, Nov. 30, 2020
- Guidance: Methodology For Rating Local And Regional Governments Outside Of The U.S., July 15, 2019

County of Oxford

Copyright © 2021 by Standard & Poor's Financial Services LLC. All rights reserved.

No content (including ratings, credit-related analyses and data, valuations, model, software, or other application or output therefrom) or any part thereof (Content) may be modified, reverse engineered, reproduced or distributed in any form by any means, or stored in a database or retrieval system, without the prior written permission of Standard & Poor's Financial Services LLC or its affiliates (collectively, S&P). The Content shall not be used for any unlawful or unauthorized purposes. S&P and any third-party providers, as well as their directors, officers, shareholders, employees or agents (collectively S&P Parties) do not guarantee the accuracy, completeness, timeliness or availability of the Content. S&P Parties are not responsible for any errors or omissions (negligent or otherwise), regardless of the cause, for the results obtained from the use of the Content, or for the security or maintenance of any data input by the user. The Content is provided on an "as is" basis. S&P PARTIES DISCLAIM ANY AND ALL EXPRESS OR IMPLIED WARRANTIES, INCLUDING, BUT NOT LIMITED TO, ANY WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE OR USE, FREEDOM FROM BUGS, SOFTWARE ERRORS OR DEFECTS, THAT THE CONTENT'S FUNCTIONING WILL BE UNINTERRUPTED, OR THAT THE CONTENT WILL OPERATE WITH ANY SOFTWARE OR HARDWARE CONFIGURATION. In no event shall S&P Parties be liable to any party for any direct, indirect, incidental, exemplary, compensatory, punitive, special or consequential damages, costs, expenses, legal fees, or losses (including, without limitation, lost income or lost profits and opportunity costs or losses caused by negligence) in connection with any use of the Content even if advised of the possibility of such damages.

Credit-related and other analyses, including ratings, and statements in the Content are statements of opinion as of the date they are expressed and not statements of fact. S&P's opinions, analyses, and rating acknowledgment decisions (described below) are not recommendations to purchase, hold, or sell any securities or to make any investment decisions, and do not address the suitability of any security. S&P assumes no obligation to update the Content following publication in any form or format. The Content should not be relied on and is not a substitute for the skill, judgment and experience of the user, its management, employees, advisors and/or clients when making investment and other business decisions. S&P does not act as a fiduciary or an investment advisor except where registered as such. While S&P has obtained information from sources it believes to be reliable, S&P does not perform an audit and undertakes no duty of due diligence or independent verification of any information it receives.

To the extent that regulatory authorities allow a rating agency to acknowledge in one jurisdiction a rating issued in another jurisdiction for certain regulatory purposes, S&P reserves the right to assign, withdraw, or suspend such acknowledgement at any time and in its sole discretion. S&P Parties disclaim any duty whatsoever arising out of the assignment, withdrawal, or suspension of an acknowledgment as well as any liability for any damage alleged to have been suffered on account thereof.

S&P keeps certain activities of its business units separate from each other in order to preserve the independence and objectivity of their respective activities. As a result, certain business units of S&P may have information that is not available to other S&P business units. S&P has established policies and procedures to maintain the confidentiality of certain nonpublic information received in connection with each analytical process.

S&P may receive compensation for its ratings and certain analyses, normally from issuers or underwriters of securities or from obligors. S&P reserves the right to disseminate its opinions and analyses. S&P's public ratings and analyses are made available on its Web sites, www.standardandpoors.com (free of charge), and www.ratingsdirect.com and www.globalcreditportal.com and www.spcapitaliq.com (subscription), and may be distributed through other means, including via S&P publications and third-party redistributors. Additional information about our ratings fees is available at www.standardandpoors.com/usratingsfees.

To: Warden and Members of County Council

From: Director of Public Works

2022 Capital Project Pre-Approval

RECOMMENDATIONS

1. That Oxford County Council approve the 2022 Capital Budget pre-approval for the advancement of select infrastructure renewal projects as detailed in Report No. PW 2021-34;
2. And further, that County Council authorize the Director of Public Works to commit to these select 2022 capital projects and incur project costs previously planned to begin as part of the 2022 Business Plan & Budget capital plan.

REPORT HIGHLIGHTS

- The purpose of this report is to obtain County Council budget approval of 17 select 2022 capital projects prior to the approval of the 2022 Capital Budget which is scheduled to be deliberated and approved through the 2022 Business Plan and Budget process later this year.
- The 17 select 2022 capital projects will benefit from earlier initiation to meet operational/program requirements, acquire appropriate approvals and prevent potential delays in design or construction through the advancement of procurement.

Implementation Points

Upon potential Council approval, staff will proceed to initiate a competitive procurement process to award the 17 select 2022 capital projects and their subsequent implementation.

Financial Impact

An illustration of the proposed funding sources for the pre-approved 2022 capital projects is summarized in Attachment 1.

Report No: PW 2021-34
PUBLIC WORKS
Council Date: October 13, 2021







Communications

Information about the capital planning process is part of the County's annual communications for the business plan and budget.

Depending on the nature of the project (i.e., design, construction, studies, fleet procurement), staff will follow standard County communication strategies to ensure that applicable Area Municipalities, agencies, authorities, businesses and residents are informed and updated as needed prior to and during the execution of these projects.

Through quarterly Financial Updates to County Council, staff will provide Council with updates on the status of these select capital projects.

Strategic Plan (2020-2022)

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

DISCUSSION

Background

The 2022 Capital Budget is tentatively scheduled to be approved at the December 8, 2021 County Council meeting. Staff are requesting that 17 select capital projects be pre-approved as summarized in this report.

Projects being requested for pre-approval, grouped by infrastructure category, are as follows:

- Roads
 - Reconstruction
- Facilities
 - Repairs/Infrastructure Renewal
- Water / Wastewater
 - Linear and Vertical Infrastructure Renewal
- Non-Infrastructure Solution
 - Master Plans and Studies
- Fleet
 - Procurement

Report No: PW 2021-34
PUBLIC WORKS
Council Date: October 13, 2021

Comments

Pre-approval is requested in order to meet operational/program requirements, acquire appropriate approvals and prevent delays in design or construction through early commencement of the procurement process.

Conclusions

Advanced pre-approval of select 2022 capital projects provides an effective means to accelerate capital delivery and promotes timely infrastructure renewal.

SIGNATURES

Departmental Approval:

Original signed by

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

Approved for submission:

Original signed by

Michael Duben, B.A., LL.B.
Chief Administrative Officer

ATTACHMENT

Attachment 1: 2022 Capital Budget Pre-Approval Projects and Proposed Funding Sources

Proposed 2022 Capital Projects - Budget Pre-approval

Project	Project Type	Infrastructure Category	2022 Amount	2023 Amount	Funding Source
915020 Bysham Washroom (Second Washroom)	Construction	Facilities	\$ 20,000		Land Ambulance - Stations Reserve
930300 OR 51/Cedar St Tillsonburg new signals	Design	Road Reconstruction	\$ 60,000		50% Development Charges, 50% Roads Reserve
930300 Traffic Signals: OR 59/OR 24 Tavistock (audible ped signals, pole relocation)	Construction	Road Reconstruction	\$ 160,000		Roads Reserve
930300 Traffic Signals: OR 18/OR 59 Norwich (audible ped signals, new controller) (civil works under 930099)	Construction	Road Reconstruction	\$ 250,000		Roads Reserve
930099 Road Rehab/Resurfacing: (OR 18/OR 59) (civil works for traffic signal upgrades)	Construction	Road Reconstruction	\$ 150,000		Roads Reserve
930035 Retaining Wall - Devonshire	Construction	Road Reconstruction	\$ 60,000		Roads Reserve
960341 ING-Tower Paint Repair	Construction	Water/Wastewater	\$ 2,295,000		Water - Ingersoll Reserve
960213 Tillsonburg Cranberry (Water)	Design	Water/Wastewater	\$ 65,000		Developer Contribution and Water - Tillsonburg Reserve Contributing shares to be determined
950216 Tillsonburg Cranberry (Sanitary)	Design	Water/Wastewater	\$ 65,000		Developer Contribution and Wastewater - Tillsonburg Reserve Contributing shares to be determined
960235 Tillsonburg Town Projects Woodstock and Pheasant (Water)	Design	Water/Wastewater	\$ 45,000		Water - Tillsonburg Reserve
950226 Tillsonburg Town Projects Woodstock and Pheasant (sanitary)	Design	Water/Wastewater	\$ 45,000		Wastewater - Tillsonburg Reserve
960214 Tillsonburg Boosted pressure Design and Install 100m High Pressure Watermain	Design / Construction	Water/Wastewater	\$ 100,000		Water - Tillsonburg Reserve
930000 Transportation Master Plan (multi-year)	Study	Non-infrastructure	\$ 150,000	\$ 200,000	75% Development Charges, 25% Roads Reserve
930004 Oxford Rd 4 Corridor Master Plan	Study	Non-infrastructure	\$ 150,000		Development Charges
930201 Bridge Needs Study	Study	Non-infrastructure	\$ 130,000		Bridges Reserve
900025 W&WW Master Plan	Study	Non-infrastructure	\$ 300,000	\$ 140,000	Development Charges and Water and Wastewater Reserves (all systems)
Tandem Trucks x 2	Procurement	Fleet	\$ 660,000		Fleet Reserve
Total			\$ 4,705,000	\$ 340,000	

PENDING ITEMS

Copied for Council Meeting of October 13, 2021

Council Meeting Date	Issue	Pending Action	Lead Dept.	Time Frame
8-Jan-20	Correspondence from Minister Steve Clark (MMAH) re Canada-Ontario Housing Benefit Program Allocations - referred to staff for inclusion in Housing Strategy Council report	Report	HS	Q1 2020
12-Feb-20	Resolved that Council adopt in principle CAO 2020-01 and that the plan be circulated to all Oxford Area Municipalities for input before adoption.	CAO 2020-01 - Leading Oxford County to "100% Housed" Future	CAO	22-Apr
12-Aug-20	Correspondence from WDDS for grant funding	received and referred to Human Services for a report	HS	14-Oct
12-Nov-20	Oxford Joint Service-Delivery Review – That Council direct staff to continue discussions with area-municipal partners; And further, that the Warden convene a special meeting of Council for the purpose of conducting a public session forum where members of Oxford County Council and lower tier councils will participate in a professional formulated and facilitated workshop to draw consensus and conclusions on: 1. what about our municipalities is important to protect; 2. critical success factors and key desired outcomes; 3. the evaluation of the current two-tier or any modified two-tier option; 4. any concluding recommendations.	That County Council hereby receives a verbal report from the CAO regarding results of the Service-Delivery Review—Area-Municipal Council Consultation Process Request for Quotations;- And further, that Council approves the Request for Quotation from Strategy Corp Inc. in the amount of \$15,920 plus HST and related expenses, funded from the General Reserve.	CAO	CAO 2021-05
13-Jan	PW 2021-01: Resolved that the recommendations contained in Report No. PW 2021-01, titled "Implementation of Speed Management and Road Safety Review Recommendations", be adopted; And further, that County Public Works re-install the 80 km/h zone in Beachville on County Road 9 as it was prior to the recent change, and that the 50 km/h zone be extended to the 80 km/h zone on both the east and west end of the village; And further that the recently installed speed indicating signs remain as they currently are; And further that at the Township of South West Oxford's expense, that South West Oxford Public Works will do a minimum of three 7-day trials in each direction at different locations along Beachville Road over the next 6 months with all results provided to the OPP, the County of Oxford Public Works and Council, and the Township of South West Oxford Council by the first week of July 2021, to help determine if the Speed Indicating Signs have had any significant difference to the speeds of the traffic; And further that County Public Works prepare a report by August 30, 2021 if possible, (with potential support/cooperation of the OPP) subsequent to receiving the results of the speed monitoring done by South West Oxford to: 1. Provide their advice as to the effectiveness of the speed signs; 2. Other alternate speed influencing steps that could be taken to reduce the incidences of speeding (which may include but are not limited to bump-outs, village entrance road width restrictions, three way stop at the corner of Zorra Line and Beachville Road and other environmental options) and; 3. The opportunities for utilization of Automatic Speed Enforcement system throughout the county which would include the potential for provincial acceptance; And further, that upon acceptance and implementation of effective speed reduction measures, that County Council would then consider potentially increasing the posted speed limit in Beachville; And further, if the similar changes made in Embro are not supported by evidence in Q1 that they also be returned to their previous state.	PW 2021-32	PW	PW 2021-32
26 May	Commemoration of 150th Anniversary of arrival in Taiwan of George Leslie Mackay	Warden to extend invitation to appropriate number of members of the Tamsui governing council to visit Oxford in July, 2022	WDN	TBA
14-Jul-21	Community Safety and Well-being Plan Coordinating Committee delegation	Staff report regarding resolution adopted by Council on July 14/21	CAO	TBA

Asset Management Plan Update

Overview

- To provide information on the progress of the Water and Wastewater Asset Management Plan (AMP) updates

Key points

- Detailed water and wastewater vertical process data (machinery and equipment) has been gathered. The data is being reviewed for accuracy and completeness and is being input into the County's AMP systems.
- Detailed water and wastewater facilities data was collected over the summer. Due to the volume of data collected for efficient lifecycle planning, additional time is required to review, analyze and input this data.
- Linear data is being reviewed for lifecycle planning, with installation dates estimated based on similar infrastructure in the area. This is increasing the overall time requirements for this data.
- A high level of confidence in the data is required to support long-term decision making including rate setting.
- Delays have been experienced as a result of competing priorities and resource availability. Work on the AMP document is limited to the availability of the Coordinator of Asset Management.
- Staff have discussed the possibility of outsourcing portions of the required work. Given the timing of deliverables and the ongoing work requirements completing all functions in house will result in overall efficiencies and long-term sustainability.
- The updated AMP for water and wastewater will be provided, in advance of the legislated deadline and completion of the updates for the remaining core assets.

Background

- In accordance with Ontario Regulation 588/17 an updated Asset Management Plan for core assets (Water, Wastewater, Roads, Stormwater, Bridges and Major Culverts) was originally required on or before July 1, 2021, and was extended to July 1, 2022.
- The Asset Management Systems Enhancement project continues to progress, with project outcomes feeding into the required AMP updates.
- To meet the regulation, the updated AMP is to include planning for growth infrastructure, including estimated capital expenditures and significant operating costs related to new construction or to upgrading existing municipal infrastructure assets.
- The 2017 AMP summarized all water and wastewater systems, where the next update will be at a system level. Detailed breakdown of the system requirements is required for setting the capital requirements for the rates. The County has 15 financial water and wastewater systems.

- At the May 12, 2021 Council Meeting, Council resolved that the current individually rated system remain in place pending further discussion based on the updated Asset Management Plan to be presented to council.
- Staff remain committed to provide Council with updated water and wastewater asset portions of the AMP by early 2022, in advance of the full Plan update due by July 1, 2022, for the purpose of informing further discussions regarding rates.

Respectfully Submitted by:	Jennifer Lavalley, CPA, CGA, Coordinator of Asset Management
	Lynn S. Buchner, CPA, CGA, Director of Corporate Services
Approved for Submission by:	Michael Duben, B.A., LL.B., Chief Administrative Officer

COUNTY OF OXFORD

BY-LAW NO. 6373-2021

BEING a By-law to amend Schedule “B” to By-law 5725-2015, as amended to provide for speed limits on County Roads.

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, the *Highway Traffic Act, R.S.O. 1990, Chapter H.8* authorizes a municipality to prescribe speed limits for motor vehicles driven on any highway or portion of a highway under its jurisdiction.

AND WHEREAS, Council passed By-law No. 5725-2015 containing Schedules “A”, “B”, “C” and “D” on August 12, 2015.

AND WHEREAS, Council passed amending By-laws No. 5764-2015, No. 5786-2016, No. 5817-2016, No. 5848-2016, No. 5859-2016 and its amending By-law No. 5881-2016, No. 5889-2016, No. 5934-2017, No. 6019-2018, No. 6086-2019, No. 6132-2019, No. 6177-2019, No. 6247-2020, No. 6280-2020, No. 6301-2021, No. 6339-2021 and 6361-2021.

AND WHEREAS, Council has adopted Public Works Report No. PW 2021-32, on September 22, 2021.

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

1. That Schedule “B” of By-law No. 5725-2015, as amended by by-law 6361-2021, is hereby further amended by removing the wording respecting the third reference to County Road 9, and replacing the wording to read:

“280 metres West of the West limit of Vine Street, Beachville to 100 metres East of the East limit of East Hill Road, Beachville”.

2. That Schedules “A”, “B”, “C” and “D” to By-law No. 5725-2015 with amendments consolidated to date are attached hereto and form part of this By-law.

READ a first and second time this 13th day of October, 2021.

READ a third time and finally passed this 13th day of October, 2021.

LARRY G. MARTIN,

WARDEN

CHLOÉ J. SENIOR,

CLERK

SCHEDULE "A"
FORMING PART OF BY-LAW NO. 5725-2015
AS AMENDED BY BY-LAW 6339-2021
CONSOLIDATED AS OF OCTOBER 13, 2021
MAXIMUM RATE OF SPEED
40 KILOMETRES PER HOUR

Highway -----	From the point described as -----	To the point described as -----
County Road 3	South limit of County Road 29, Drumbo	260 metres South of South limit of County Road 29, Drumbo
County Road 8	20 metres West of the West limit of William St. Plattsville For specific times, being from 8:15am to 9:00am and 2:45pm to 3:30pm, Monday to Friday when school is in session.	20 metres East of East limit of River Road Plattsville
County Road 8	30 metres West of the West limit of John St. Hickson For specific times, being from 8:00am to 9:00am, and 3:00pm to 4:00pm Monday to Friday when school is in session.	100 metres West of West limit of 13th Line Hickson
County Road 15	30 metres West of the West limit of Sales Drive, Woodstock	90 metres East of the East limit of Robinson St. Woodstock
County Road 18	20 metres East of the East limits of George St., Norwich For specific times, being 8:15am to 8:45am, 11:30am to 12:30pm, 3:00pm to 3:30pm.	310 metres East of the East limits of George St., Norwich
County Road 35	Springbank Avenue, Woodstock	Cree Avenue, Woodstock
County Road 53	10 metres North of the North limit of Brock St., Tillsonburg	South limit of Concession Street, Tillsonburg
County Road 59	15 metres South of the South limit of South St. Norwich For specific times, being from 8:15am to 9:00am, 11:00am to 11:50am, 1:50pm to 2:30pm, and 3:15pm to 4:00pm Monday to Friday when school is	33 metres North of the North limit of Robson St. Norwich

SCHEDULE "A"
FORMING PART OF BY-LAW NO. 5725-2015
AS AMENDED BY BY-LAW 6339-2021
CONSOLIDATED AS OF OCTOBER 13, 2021
MAXIMUM RATE OF SPEED
40 KILOMETRES PER HOUR

Highway -----	From the point described as ----- in session.	To the point described as -----
County Road 119	30 metres South of the South limit of County Road 16, Kintore For specific times, being from 8:15am to 9:15am and 3:00pm to 4:00pm Monday to Friday when school is in session.	225 metres South of the South limit of County Road 16, Kintore

SCHEDULE "B"
FORMING PART OF BY-LAW 5725-2015
AS AMENDED BY BY-LAW 6373-2021
CONSOLIDATED AS OF OCTOBER 13, 2021
MAXIMUM RATE OF SPEED
50 KILOMETRES PER HOUR

Highway -----	From the point described as -----	To the point described as -----
County Road 2	193 metres West of Stanley Street, Thamesford	403 metres East of the 21st Line Zorra Thamesford
County Road 2	310 metres West of the West limit of Ingersoll Road, Woodstock	West limit of Mill Street, Woodstock
County Road 2	631 metres West of Oxford County Road 3, Princeton	268 metres East of Oxford County Road 3, Princeton
County Road 3	North limit of County Road 2, Princeton	90 metres North of the North limit of Roper St., Princeton.
County Road 3	496 metres South of the South limit of County Road 29, Drumbo	260 metres South of the South limit of County Road 29
County Road 3	North limit of County Road 29, Drumbo	660 metres North of the North limit of County Road 29, Drumbo
County Road 4	19 metres South of George St., Innerkip	the West end of County Road 29
County Road 6	North limit of County Road 12, Foldens	570 metres North of the North limit of County Road 12, Foldens
County Road 6	180 metres South of the South limit of John St., Embro	10 metres South of the South limit of Halliday St., Embro
County Road 7	South limit of Bell St., Ingersoll	270 metres North of the North Townline Road, Ingersoll
County Road 8	180 metres West of the West limit of County Road 59, Hickson	30 metres East of the East limit of 13th Line, Hickson
County Road 8	328 metres West of the West limit of County Road 22, Bright	290 metres East of the East limit of County Road 22, Bright
County Road 8	10 metres South of the South limit of Isabella St., Plattsville	150 metres East of the East limit of Walter St., Plattsville
County Road 8	230 metres West of the West limit of County Road 3, Washington	350 metres East of the East limit of County Road 3, Washington
County Road 9	700 metres West of the West limit of Ingersoll St., Ingersoll	East limit of County Road 10 Ingersoll St., Ingersoll
County Road 9	West limit of Harris St.,	450 metres East of the

SCHEDULE "B"
FORMING PART OF BY-LAW 5725-2015
AS AMENDED BY BY-LAW 6373-2021
CONSOLIDATED AS OF OCTOBER 13, 2021
MAXIMUM RATE OF SPEED
50 KILOMETRES PER HOUR

	Ingersoll	East limit of Taylor St., Ingersoll
County Road 9	280 metres West of the West limit of Vine Street, Beachville	100 metres East of the East limit of East Hill Road, Beachville
County Road 9	South limit of Park Row, Woodstock	South limit of Dundas St., Woodstock
County Road 10	1130 metres South of the South limit of County Road 20, Brownsville	340 metres North of the North limit of County Road 20, Brownsville
County Road 10	West limit of Culloden Road, Ingersoll	South limit of County Road 119 Bell St., Ingersoll
County Road 11	Northerly limits of Queen St., Beachville	390 metres North of Queen St., Beachville
County Road 12	770 metres South of the South limit of Bowerhill Road, Woodstock	South limit of Dundas Street, Woodstock
County Road 13	600 metres South of the South limit of County Road 19, Springford	360 metres North of the North limit of County Road 19, Springford
County Road 15	90 metres East of the East limit of Robinson Street, Woodstock	80 metres East of the East limit of Springbank Avenue, Woodstock.
County Road 18	220 metres West of the West limit of Spring Street, Norwich	370 metres East of the East limit of Phebe Street, Norwich
County Road 18	East limit of Highway 19, Mt. Elgin	430 metres East of the East limit of Highway 19, Mt. Elgin
County Road 19	25 metres West of the West limit of James Street, Otterville	160 metres East of the East limit of York Street, Otterville
County Road 19	450 metres West of the West limit of County Road 13, Springford	1030 metres East of the East limit of County Road 13, Springford
County Road 20	180 metres West of the West limit of County Road 10, Brownsville	320 metres East of the East limit of County Road 10, Brownsville
County Road 20	West limit of the Town of Tillsonburg	East limit of the Town of Tillsonburg
County Road 22	710 metres South of the South limit of County Road 8, Bright	240 metres North of the North limit of County Road 8, Bright
County Road 22	490 metres North of North limit of County Road 29	175 metres South of North limit of Blandford-Blenheim Township Road 8
County Road 24	530 metres West of the West limit of Centennial St., Tavistock	200 metres East of the East limit of Victoria St., Tavistock

SCHEDULE "B"
FORMING PART OF BY-LAW 5725-2015
AS AMENDED BY BY-LAW 6373-2021
CONSOLIDATED AS OF OCTOBER 13, 2021
MAXIMUM RATE OF SPEED
50 KILOMETRES PER HOUR

County Road 29	East end of County Road 4, Innerkip	50 metres West of the centre of the Thames River
County Road 29	370 metres West of the West limit of Morrow St., Drumbo	170 metres East of the East limit of Duke St., Drumbo
County Road 33	580 metres West of the West limit of County Road 4, Innerkip	West limit of County Road 4, Innerkip
County Road 35	East limit of Vansittart Avenue, Woodstock	Springbank Avenue, Woodstock
County Road 35	East limit of Cree Avenue, Woodstock	50 metres East of the East limit of Woodall Way, Woodstock
County Road 37	North limit of Simcoe Street, Tillsonburg	East limit of the Road in lot 28, Con. 12, Township of Norwich
County Road 51	500 metres West of the West limit of Borden Cres., Tillsonburg	North limit of Oxford St., Tillsonburg
County Road 51	West limit of New Vienna Road, Tillsonburg	200 metres East of the East limit of Goshen St., Tillsonburg
County Road 53	North limit of Oxford St., Tillsonburg	10 metres North of the North limit of Brock St., Tillsonburg
County Road 53	South limit of Concession Street, Tillsonburg	South limit of North Street, Tillsonburg
County Road 54	North limits of Dundas Street, Woodstock	South limit of Devonshire Avenue, Woodstock
County Road 59	50 metres South of Robson Street, Norwich	310 metres North of the North limit of North Street, Norwich
County Road 59	334 metres East of Burgess Street, Burgessville	158 metres West of Deer Street, Burgessville
County Road 59	149 metres South of Tecumseh Street, Woodstock	South limit of Oxford Road 35, Woodstock
County Road 59	11 metres South of Dietrich Road, Tavistock	119 metres South of Bauer Street, Tavistock
County Road 59	North limit of Dundas Street, Woodstock	60 metres South of Pattullo Avenue, Woodstock
County Road 119	125 metres South of County Road 2, Thamesford	South limits of County Road 2, Thamesford
County Road 119	Thames Street, Ingersoll	268 metres North of Ingersoll Rd.
County Road 119	250 metres North of the North limits of Chamberlain Avenue, Ingersoll	North limit of County Road 9, Ingersoll

SCHEDULE "C"
FORMING PART OF BY-LAW 5725-2015
AS AMENDED BY BY-LAW 6339-2020
CONSOLIDATED AS OF OCTOBER 13, 2021
MAXIMUM RATE OF SPEED
60 KILOMETRES PER HOUR

Highway -----	From the point described as -----	To the point described as -----
County Road 2	350 metres West of County Road 6	350 metres East of County Road 6
County Road 2	West limit of the 10th Line Road, East Zorra-Tavistock	215 metres West of Bexley Street, Woodstock
County Road 2	120 metres West of the 15th Line	193 metres West of Stanley Street, Thamesford
County Road 2	West limit of County Road 4, Woodstock	900 metres East of the East limit of County Road 2, Woodstock
County Road 2	631 metres West of the West limit of County Road 3, Princeton	1131 metres West of the West limit of County Road 3, Princeton
County Road 2	268 metres East of the East limit of County Road 3, Princeton	668 metres East of the East limit of County Road 3, Princeton
County Road 3	South limit of County Road 8	280 metres South of the South limit of County Road 8
County Road 3	90 metres North of the North limit of Roper Street, Princeton	340 metres North of the North limit of Roper Street, Princeton
County Road 3	496 metres South of the South limit of County Road 29, Drumbo	696 metres South of the South limit of County Road 29, Drumbo
County Road 3	660 metres North of the North limit of County Road 29, Drumbo	860 metres North of the North limit of County Road 29, Drumbo
County Road 4	190 metres South of George Street, Innerkip	19 metres South of George Street, Innerkip
County Road 4	300 metres North of the North limits of County Road 35, Woodstock	650 metres South of the South limit of County Road 2, Woodstock
County Road 6	260 metres South of the South limit of Road between lots 25 and 26, Brooksdale	390 metres North of the North limit of Road between lots 25 and 26, Brooksdale
County Road 6	1000 metres North of the North limits of County Road 8 For specific times, being from 8:00am to 9:30am, 3:00pm to 4:30pm, Monday to Friday when school is in session.	1600 metres North of the North limits of County Road 8

SCHEDULE "C"
FORMING PART OF BY-LAW 5725-2015
AS AMENDED BY BY-LAW 6339-2020
CONSOLIDATED AS OF OCTOBER 13, 2021
MAXIMUM RATE OF SPEED
60 KILOMETRES PER HOUR

County Road 6	350 metres North of County Road 2	350 metres South of County Road 2
County Road 7	270 metres North of the North limit of the North Town Line, Ingersoll	365 metres North of the North limit of the North Town Line, Ingersoll
County Road 8	535 metres West of West limit of County Road 22	328 metres West of West limit of County Road 22
County Road 8	620 metres East of East limit of County Road 22	290 metres East of East limit of County Road 22
County Road 8	80 metres North of the North limit of Elizabeth St., Plattsville	10 metres South of the South limit of Isabella St., Plattsville
County Road 8	30 metres East of the East limit of Hofstetter Road, Plattsville	150 metres East of the East limit of Walter Street, Plattsville
County Road 8	230 metres West of the West limit of County Road 3, Washington	480 metres West of the West limit of County Road 3, Washington
County Road 8	350 metres East of the East limit of County Road 3, Washington	600 metres East of the East limit of County Road 3, Washington
County Road 9	520 metres South of the South limit of Park Row, Woodstock	South limit of Park Row, Woodstock
County Road 9	Western boundary of Ingersoll and South-West Oxford	395 metres West of the 25th Line of South-West Oxford Township
County Road 10	530 metres South of the South limit of the Road between Con. 8 & 9, Culloden	200 metres North of the North limit of the Road between Con. 8 & 9, Culloden
County Road 10	1140 metres South of the South limit of the Road between Con. 4 & 5, Verschoyle	200 metres North of the North limit of the Road between Con. 4 & 5, Verschoyle
County Road 10	250 metres North of the North limit of the road between Con. 1 & 2, West Oxford	South limit of the Northern ramp terminal at Hwy 401
County Road 12	160 metres West of the West limit of County Road 6, Foldens	260 metres East of the East limit of County Road 6, Foldens
County Road 12	480 metres West of the West limit of Dodge Line, Sweaburg	230 metres East of the East limit of Dodge Line, Sweaburg

SCHEDULE "C"
 FORMING PART OF BY-LAW 5725-2015
 AS AMENDED BY BY-LAW 6339-2020
 CONSOLIDATED AS OF OCTOBER 13, 2021
 MAXIMUM RATE OF SPEED
 60 KILOMETRES PER HOUR

County Road 12	240 metres North of the North limit of Con. 3 & 4, East Oxford	770 metres South of the South limit of Bowerhill Road, Woodstock
County Road 15	80 metres East of the East limit of Springbank Avenue, Woodstock	East limit of Beard's Lane, Woodstock
County Road 16	500 metres West of the West limit of County Road 119, Kintore	883 metres East of the East limit of County Road 119, Kintore
County Road 17	670 metres West of the West limit of County Road 30, East Zorra Tavistock	1,300 metres East of the East limit of 13th Line, East Zorra Tavistock
County Road 18	430 metres East of the East limit of Highway 19, Mt. Elgin	680 metres East of the East limit of Highway 19, Mt. Elgin
County Road 19	West limit of Highway 19, Ostrander	570 metres East of the West limit of Highway 19, Ostrander
County Road 20	890 metres West of the West limit of Dereham Line, Delmer	430 metres East of the East limit of Dereham Line, Delmer
County Road 20	North limit of Brownsville Road East of Dereham Line, Delmer	South limit of Brownsville Road West of Dereham Line
County Road 22	North limit of County Road 29	490 metres North of North limit of County Road 29
County Road 22	175 metres South of North limit of Blandford Blenheim Twp Rd 8	175 metres North of North limit of Twp. Rd 8
County Road 27	240 metres West of the West limit of the Road between lots 14 & 15, Dereham Centre	130 metres East of the East limit of the Road between lots 14 & 15, Dereham Centre
County Road 27	East limit of County Road 27	370 metres West of East limit of County Road 27
County Road 28	15 metres West of the West limit of 31st Line	East limit of the 33rd Line
County Road 28	235 metres East of the East limit of County Road 119, Uniondale	East limit of County Road 119, Uniondale
County Road 29	176 metres West of the West limit of Harmer Crescent, Drumbo	376 metres West of the West limit of Harmer Crescent, Drumbo
County Road 29	170 metres East of East limit of Duke St., Drumbo	420 metres East of East limit of Duke St., Drumbo
County Road 30	North of the North limit of County Road 2	1730 metres North of the North limit of County

SCHEDULE "C"
 FORMING PART OF BY-LAW 5725-2015
 AS AMENDED BY BY-LAW 6339-2020
 CONSOLIDATED AS OF OCTOBER 13, 2021
 MAXIMUM RATE OF SPEED
 60 KILOMETRES PER HOUR

		Road 2
County Road 33	160 metres West of the West limit of the road between con. 8 & 9	160 metres East of the East limit of the road between con. 8 & 9
County Road 35	50 metres East of East limit of Woodall Way, Woodstock	West limit of County Road 4, Woodstock
County Road 37	East limit of Sand Road, in lot 28, Con. 12, Norwich Township	1970 metres East of the East limit of Sand Road, in lot 28, Con. 12, Norwich Township
County Road 40	350 metres East of County Road 59	East limit of County Road 59, Curries
County Road 46	East limit of Highway 19, Salford	380 metres East of the East limit of Highway 19, Salford
County Road 51	North limit of Highway 3, Tillsonburg	500 metres West of the West limit of Borden Cres., Tillsonburg
County Road 51	200 metres East of the East limit of Goshen St., Tillsonburg	Boundary between the County of Oxford and the Regional Municipality of Haldimand-Norfolk
County Road 55	West limit of County Road 22, Muir	550 metres West of the West limit of County Road 22, Muir
County Road 59	200 metres North of County Road 8, Hickson	320 metres South of County Road 8, Hickson
County Road 59	1408 metres South of the South limits of County Road 33 For specific times, being From 8:15am to 9:15am, And 3:00pm to 4:00pm, Monday to Friday when school is in session.	1202 metres North of the North limits of County Road 17,
County Road 59	149 metres South of Tecumseh Street, Woodstock	400 metres North of the Northerly limit of the road allowance for County Road 17
County Road 59	60 metres South of Pattullo Avenue, Woodstock	Southerly limit of the road allowance for the Old Stage Road, Woodstock
County Road 59	50 metres South of Robson Street, Norwich	50 metres South of Airport Road, Norwich
County Road 59	862 metres South of Braemar Road	1200 metres North of County Road 33
County Road 119	303 metres North of	400 metres South of

SCHEDULE "C"
FORMING PART OF BY-LAW 5725-2015
AS AMENDED BY BY-LAW 6339-2020
CONSOLIDATED AS OF OCTOBER 13, 2021
MAXIMUM RATE OF SPEED
60 KILOMETRES PER HOUR

	County Road 16, Kintore	County Road 16, Kintore
County Road 119	113 metres South of North Town Line, Ingersoll	268 metres North of Ingersoll Street North, Ingersoll
County Road 119	North property line of the King's Highway 401	250m North of the North limits of Chamberlain Avenue, Ingersoll
County Road 119	400 metres North of the North limit of County Road 28, Uniondale	150 metres South of the South limit of County Road 28, Uniondale
County Road 119	150 metres South of the South limit of Bates Lane, Thamesford	640 metres North of the North limit of County Road 2, Thamesford

SCHEDULE "D"
FORMING PART OF BY-LAW NO. 5725-2015
CONSOLIDATED AS OF OCTOBER 13, 2021
MAXIMUM RATE OF SPEED
70 KILOMETRES PER HOUR

Highway -----	From the point described as -----	To the point described as -----
County Road 15	East limit of Beards Lane, Woodstock	East limit of the City of Woodstock
County Road 119	150 metres South of the South limit of Bates Lane, Thamesford	560 metres North of the North limit of Bates Lane, Thamesford

COUNTY OF OXFORD

BY-LAW NO. 6374-2021

BEING a By-Law to adopt Amendment Number 263 to the County of Oxford Official Plan.

WHEREAS, Amendment Number 263 to the County of Oxford Official Plan has been recommended by resolution of the Council of the Township of Zorra and the County of Oxford has held a public hearing and recommended the Amendment for adoption.

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

1. That Amendment Number 263 to the County of Oxford Official Plan, being the attached explanatory text and schedule, 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 13th day of October, 2021.

READ a third time and finally passed this 13th day of October, 2021.

LARRY G. MARTIN, WARDEN

CHLOÉ J. SENIOR, CLERK

AMENDMENT NUMBER 263
TO THE COUNTY OF OXFORD OFFICIAL PLAN

The following text and schedule constitutes
Amendment Number 263 to the County of Oxford Official Plan.

1.0 PURPOSE OF THE AMENDMENT

The purpose of this amendment is to redesignate certain lands in the Township of Zorra from the 'Industrial' and 'Village Core' designations to the 'Medium Density Residential' designation to facilitate a residential subdivision consisting of 56 townhouse dwelling units.

2.0 LOCATION OF LANDS AFFECTED

This amendment applies to lands described as Part of Park Lots 6 and 7, Registered Plan 45 and Parts 1, 2, 3 & 4, Plan 41R-10035, the Township of Zorra.

The lands subject to this application are part of a larger parcel comprising approximately 45 ha (112 acres) that are proposed to be developed for a mix of residential and commercial-oriented uses in the future. This amendment will redesignate approximately 1.75 ha (4.3 acres) for medium density residential use.

3.0 BASIS FOR THE AMENDMENT

This amendment has been initiated to redesignate the subject lands to 'Medium Density Residential' to facilitate the development of 56 townhouse dwelling units on the subject (Phase 1B) lands.

It is the opinion of Council that the proposed amendment is consistent with the relevant policies of the PPS as the proposed development will facilitate the development of a residential subdivision within a designated settlement. The development is considered to be an appropriate form of intensification within a designated settlement.

Council is also of the opinion that the proposal is consistent with the relevant policies of the County Official Plan, as the amendment will provide additional housing choices within the Village of Thamesford while utilizing existing municipal services and tying into existing transportation networks within the Village.

Further, the proposed use is considered to be appropriate for the subject lands as the residential development will have direct access to Middleton Street, which is a major road under the jurisdiction of the Township.

Council is of the opinion that the proposed townhouse dwellings are compatible with the existing residential uses to the west and will provide an appropriate transition from the existing low density areas to the future development of the lands east of the subject lands for mixed use residential and commercial-oriented development. The redesignation of the lands for medium density residential townhouses is not anticipated to have a negative effect on the surrounding properties in regard to compatibility or traffic.

In light of the foregoing, it is the opinion of Council that the proposal is consistent with the policies of PPS and meets the general intent and purpose of the County Official Plan.

4.0 DETAILS OF THE AMENDMENT

- 4.1 That Schedule “Z-2” – Village of Thamesford Land Use Plan, is hereby amended by changing to ‘Medium Density Residential’ the land use designation of those lands identified as “ITEM 1” on Schedule “A” attached hereto.

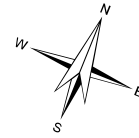
5.0 IMPLEMENTATION

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

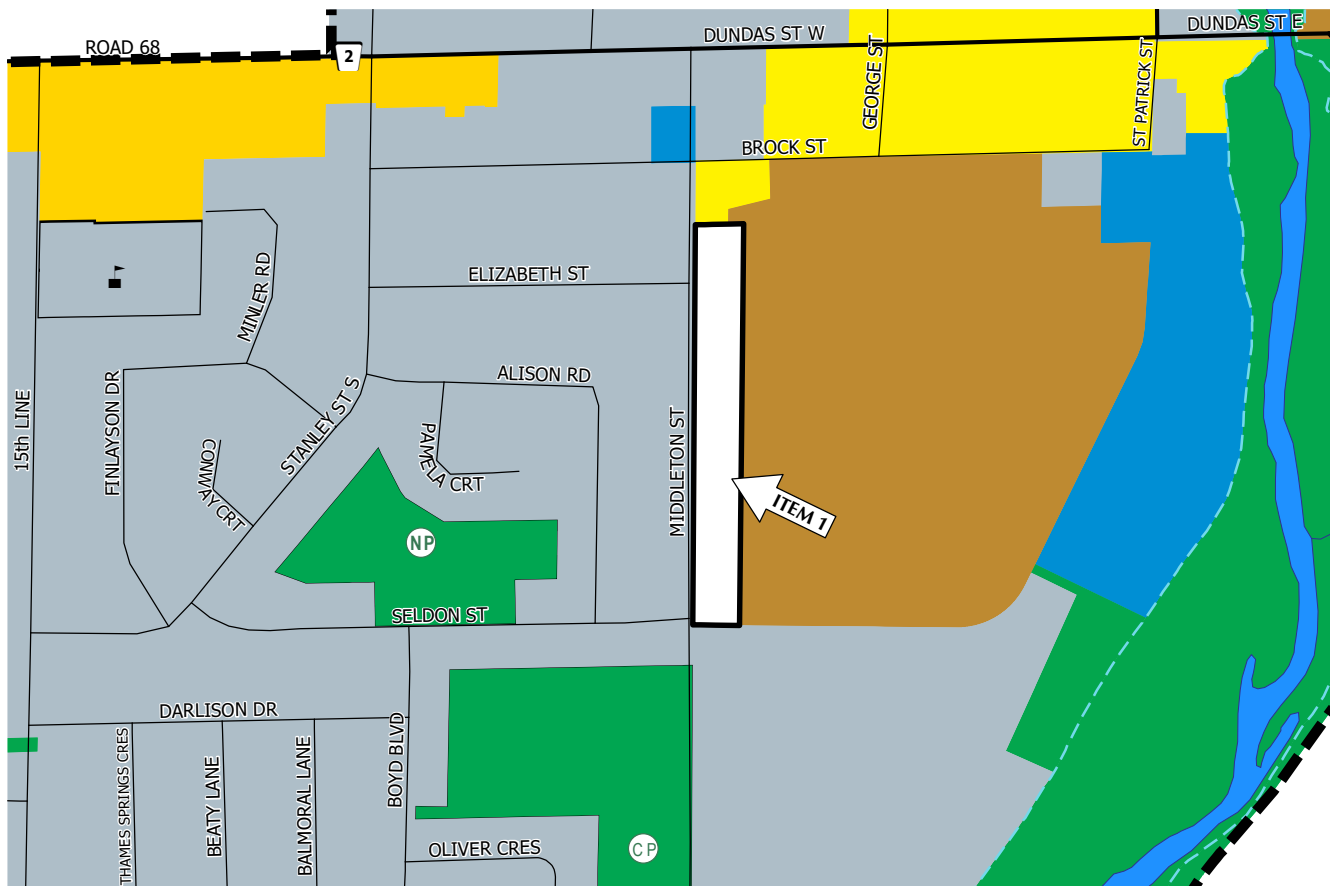
6.0 INTERPRETATION

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

SCHEDULE "A"
 AMENDMENT No. 263
 TO THE
COUNTY OF OXFORD
OFFICIAL PLAN
 SCHEDULE "Z-2"
VILLAGE OF THAMESFORD
LAND USE PLAN



Metres
 0 100 200



- AREA OF THIS AMENDMENT

ITEM 1 - CHANGE FROM INDUSTRIAL
 TO MEDIUM DENSITY RESIDENTIAL

**LAND USE PLAN
 LEGEND**

	VILLAGE CORE		SCHOOL
	SERVICE COMMERCIAL		COMMUNITY PARK
	LOW DENSITY RESIDENTIAL		NEIGHBOURHOOD PARK
	MEDIUM DENSITY RESIDENTIAL		FLOODLINE
	INDUSTRIAL		SETTLEMENT BOUNDARY
	OPEN SPACE		

COUNTY OF OXFORD

BY-LAW NO. 6375-2021

BEING a By-law to further amend By-law No. 6182-2019, passed on December 11, 2019, being a By-law to remove certain lands from Part Lot Control.

WHEREAS, Council passed By-law No. 6182-2019 on December 11, 2019 containing an expiration date of December 11, 2020;

AND WHEREAS, Council passed By-law No. 6279-2020 on, November 25, 2020 containing an expiration date of November 25, 2021;

AND WHEREAS, Performance Communities Realty Inc. has applied to the County of Oxford to amend the expiration date of By-law No. 6182-2019, which deleted certain lands for eight (8) residential lots in a registered subdivision from Part Lot Control.

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

1. That By-law No. 6279-2020 is hereby further amended by changing the expiration date to **October 13, 2022**.
2. That this By-Law shall become effective on the date of third and final reading.

READ a first and second time this 13th day of October, 2021.

READ a third time and finally passed this 13th day of October, 2021.

LARRY G. MARTIN, WARDEN

CHLOÉ J. SENIOR, CLERK

COUNTY OF OXFORD

BY-LAW NO. 6376-2021

BEING a By-law to provide for the dedication and naming of highways in the County of Oxford.

WHEREAS, Section 31 (2) of the Municipal Act, 2001, S.O. 2001, Chapter 25, provides that land may only become a highway by virtue of a by-law establishing the highway.

AND WHEREAS, Section 31 (6) of the Municipal Act, 2001, S.O. 2001, Chapter 25, provides that if a municipality acquires land for the purpose of widening a highway, the land acquired forms part of the highway to the extent of the designated widening.

AND WHEREAS, the Council of the County of Oxford deems it advisable to name and dedicate the parts of highways as hereinafter described.

AND WHEREAS, Council has adopted Public Works Report No. D-1 2009-44, dated June 10, 2009, to provide for the dedication and naming of parts of highways in the County of Oxford.

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

1. That the following lands or parts of a highway be named as follows:

Highway	Name
PT LT 15 CON 2 EAST OXFORD AS IN 439246; S/T EO10203; BEING PT 1 ON 41R-10100; WOODSTOCK – PIN 00088-0069 LT	Oxford Road 15
PT LT 15 CON 2 EAST OXFORD AS IN 321829 & PT 1, 41R7356; T/W & S/T 321829; S/T EO10203, EO5780; BEING PART 8 ON 41R-10100; WOODSTOCK – PIN 00088-0211 LT	Oxford Road 15
PART LOT 5, CONCESSION 10, S/W OXFORD/DEREHAM, DESIGNATED AS PART 3, PLAN 41R10049; TOWN OF TILLSONBURG – PIN 00021-0742 LT	Oxford Road 20
PART LT 71 PL 500, PART 2 PLAN 41R10119; SUBJECT TO AN EASEMENT IN GROSS AS IN CO232118; TOWN OF TILLSONBURG – PIN 00027-0963 LT	Oxford Road 20
PT LT 8 CON 6 NORTH NORWICH DESIGNATED AS PART 2 ON 41R-10090; NORWICH – PIN 00060-0055 LT	Oxford Road 59
PT LT 15 CON 11 EAST NISSOURI DESIGNATED AS PART 4 ON 41R-5788; ZORRA – PIN 00197-0042 LT	Oxford Road 16
PT LT 15 CON 11 EAST NISSOURI DESIGATED AS PART 5 ON 41R-5788; ZORRA – PIN 00197-0055 LT	Oxford Road 16
BLOCK 103, PLAN 41M364; TOWN OF TILLSONBURG – PIN 00027-1066 LT	Oxford Road 20
BLOCK 104, PLAN 41M364; TOWN OF TILLSONBURG – PIN 00027-1067 LT	Oxford Road 20
BLOCK 105, PLAN 41M364; TOWN OF TILLSONBURG – PIN 00027-1068 LT	Oxford Road 20
PART OF LOTS 2 AND 3, N/S CHARLES ST., BLOCK 40 PLAN 279; DESIGNATED AS PART 4 ON 41R-10073; INGERSOLL – PIN 00182-0088 LT	Oxford Road 9
PART LOT 20 CONCESSION 8 SOUTH NORWICH DESIGNATED AS PART 1 ON 41R-10057; TOWNSHIP OF NORWICH – PIN 00055-0234 LT	Oxford Road 19
PART OF LOT 20, CONCESSION 8 SOUTH NORWICH DESIGNATED AS PARTS 2 AND 5 ON 41R-10057; TOWNSHIP OF NORWICH – PIN 00055-0044 LT	Oxford Road 19
PT LT 252 PL 717; DESIGNATED AS PART 1 ON 41R-10025; INGERSOLL – PIN 00152-0001 LT	Oxford Road 10
PT LT 15 CON 1 WEST ZORRA DESIGNATED AS PART 1 ON 41R-9618; ZORRA – PIN 00211-0084 LT	Oxford Road 16

PART OF LOT 16 CONCESSION 14 (EAST NISSOURI) DESIGNATED AS PART 24 ON 41R-5788 SAVE AND EXCEPT PART 2 ON 41R-9618; ZORRA – PIN 00210-0094 LT	Oxford Road 16
PT LT 15 CON 1 WEST ZORRA DESIGNATED AS PART 28 ON 41R-5788; ZORRA – PIN 00211-0086 LT	Oxford Road 16
PT LT 16 CON 12 EAST NISSOURI DESIGNATED AS PART 10 ON 41R-5788; ZORRA – PART OF PIN 00203-0005 LT	Oxford Road 16
PART LOT 324, PLAN 745, BEING PART 3, ON REFERENCE PLAN 41R-10190; NORWICH – PART OF PIN 00064-0118 LT	Oxford Road 59

2. That the aforementioned lands or parts of a highway described in paragraph 1 be dedicated as roads in the County of Oxford.

READ a first and second time this 13th day of October, 2021.

READ a third time and finally passed this 13th day of October, 2021.

LARRY MARTIN,

WARDEN

CHLOE J. SENIOR,

CLERK

COUNTY OF OXFORD

BY-LAW NO. 6377-2021

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 13th day of October, 2021.

READ a third time and finally passed this 13th day of October, 2021.

LARRY G. MARTIN, WARDEN

CHLOÉ J. SENIOR, CLERK