

AGENDA

COUNTY OF OXFORDCOUNCIL

Wednesday, January 25, 2023, 7:00 p.m.

21 Reeve Street, Woodstock and online

www.oxfordcounty.ca/livestream

1. **CALL TO ORDER**
2. **APPROVAL OF AGENDA**
3. **DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**
4. **ADOPTION OF COUNCIL MINUTES OF PREVIOUS MEETING**
 - 4.1 January 11, 2023
5. **PUBLIC MEETINGS**
 - 5.1 Resolution to go into a Public Meeting pursuant to the Planning Act
 - 5.1.1 Applications for Official Plan Amendment and Draft Plan of Subdivision OP 22-12-6 & SB 22-03-6 - 2862083 Ontario Inc.

To re-designate the subject lands from 'Agricultural Reserve' to 'Industrial' to facilitate the development of an industrial plan of subdivision that includes 4 industrial blocks, a sanitary pumping station block, a storm water management block, an open space block as well as a new municipal road on lands located on the northwest corner of Wallace Line and Robinson Road in the Town of Ingersoll.

* See Report No. CP 2023-03
 - 5.1.2 Resolution to adjourn the Public Meeting
 - 5.2 Consideration of Report No. CP 2023-03 - Applications for Official Plan Amendment and Draft Plan of Subdivision OP 22-12-6 & SB 22-03-6 – 2862083 Ontario Inc.
6. **DELEGATIONS, PRESENTATIONS AND CONSIDERATION THEREOF**
 - 6.1 Wildscape Co.

John Loerchner - CEO
Re: Uses for tiny homes
7. **CONSIDERATION OF CORRESPONDENCE**

8. REPORTS FROM DEPARTMENTS

8.1 COMMUNITY PLANNING

- 8.1.1 CP 2023-03 - Applications for Official Plan Amendment and Draft Plan of Subdivision OP 22-12-6 & SB 22-03-6 – 2862083 Ontario Inc.

RECOMMENDATIONS

1. That Oxford County Council approve Application No. OP 22-12-6, submitted by 2862083 Ontario Inc., for lands described as Part Lot 25, Concession 1 (West Oxford), in the Town of Ingersoll to redesignate the subject lands from 'Agricultural Reserve' and 'Environmental Protection' to 'Industrial', 'Environmental Protection' and 'Open Space', to facilitate a proposed industrial plan of subdivision. And also, that Schedule "C-3" (County of Oxford – Settlement Strategy Plan") is amended to identify the subject lands as "Large Urban Centre";
2. And further, that Council approve the attached Amendment No. 289 to the County of Oxford Official Plan;
3. And further, that the necessary by-law to approve Amendment No. 289 be raised;
4. And further, that Oxford County Council grant draft approval to the proposed industrial subdivision submitted by 2862083 Ontario Inc., (SB 22-03-6) prepared by GSP Group Inc., dated May 25, 2022, for lands described as Part Lot 25, Concession 1 (West Oxford), in the Town of Ingersoll, subject to the conditions attached to this report as Schedule "A" being met prior to registration

* See Item 5.2

- 8.1.2 CP 2023-19 - Application for Draft Plan of Condominium and Exemption from Draft Approval CD 22-01-3 – Veranda Property Investments Inc.

RECOMMENDATIONS

1. That Oxford County Council grant draft approval to a proposed draft plan of condominium submitted by Veranda Property Investments Inc., as prepared by Brooks & Muir Surveying, dated June 29, 2022, for lands described as Lots 293 and 341 and Part Lot 343, Plan 745 in the Village of Norwich;
2. And further, that Oxford County Council approve the application for exemption from the draft plan of condominium approval process, submitted by Veranda Property Investments Inc., prepared by Brooks and Muir Surveying, dated June 29, 2022, for lands described as Lots 293 and 341 and Part Lot 343, Plan 745, in the Village of Norwich.

8.2 WOODINGFORD LODGE

- 8.2.1 WDFL 2023-01 - Application for Long-Term Care Home Development (Presentation)

RECOMMENDATIONS

1. That Oxford County Council authorize the Chief Administrative Officer to submit an application to develop a minimum of 160 new long-term care

beds in Ingersoll under the Province of Ontario's Long-Term Care Home Development Program.

2. And further, that Oxford County Council direct staff to work with the Ministry of Long-Term Care to explore additional long-term care bed needs in Oxford County, and opportunities to maximize efficiencies of existing County-operated homes through additional bed allocations.

8.2.2 WDFL 2023-02 - Nutritional Services Review Final Report (Presentation)

RECOMMENDATIONS

1. That Council receive the Woodingford Lodge "Nutritional Services Review Final Report" prepared by D&A Consulting and Associates, dated January 2023;
2. And further, that Council direct staff to engage a consultant to create a master plan for Woodingford Lodge that meets the Provincial requirements of the "Fixing Long-Term Care Act" designed to ensure long term care services are delivered at specified levels of service;
3. And further, that the cost of the master plan, estimated to be between \$50,000 to \$75,000, be funded by the Federal Restart Reserve.

8.3 HUMAN SERVICES

8.3.1 HS 2023-01 - Municipal Modernization Program Funding-Intake 3 Subsidized Housing Optimization Review (Presentation)

RECOMMENDATIONS

1. That County Council receive the County of Oxford Subsidized Housing Operations Optimization Review report prepared by KPMG, dated December 2, 2022;
2. And further, that County Council direct staff to explore the recommendations made in the Report to increase efficiency and effectiveness in the delivery of subsidized housing services throughout the County;
3. And further, that County Council direct the Director of Human Services to bring a report back to County Council in December 2023 to provide an update on recommendations made in the KPMG report.

8.4 PUBLIC WORKS

8.4.1 PW 2023-02 - 477 Griffin Way Lease Agreement

RECOMMENDATIONS

1. That County Council approve a 5-year lease agreement with Griffin Way Developments Inc. to establish warehousing space to support the Paramedic Services Logistics team, as outlined in Report No. PW 2023-02;
2. And further, that the Chief Administrative Officer and the Director of Public Works be authorized to execute all documents related thereto.

8.4.2 PW 2023-03 - Request for Project Approval and Transfer of Funds – Bobolink Drive Watermain Upgrades, Town of Tillsonburg

RECOMMENDATIONS

1. That County Council approve the Bobolink Drive Watermain Upgrades project (Tillsonburg) as part of the 2023 Capital Budget;
2. And further, that County Council authorize the transfer of \$350,000 from the Water – Tillsonburg Reserve to fund the planned design and construction works.

9. UNFINISHED BUSINESS

9.1 Pending Items

10. MOTIONS

11. NOTICE OF MOTIONS

12. NEW BUSINESS/ENQUIRIES/COMMENTS

13. CLOSED SESSION

Regarding proposed or pending acquisition or disposition of lands by the County or local board.

13.1 Closed Session Begins

Time _____

13.2 HS (CS) 2023-02

13.3 PW (CS) 2023-04

13.4 Closed Session Ends

Time _____

14. CONSIDERATION OF MATTERS ARISING FROM THE CLOSED SESSION

14.1 HS (CS) 2023-02

14.2 PW (CS) 2023-04

15. BY-LAWS

15.1 By-law No. 6501-2023

Being a By-Law to adopt Amendment Number 289 to the County of Oxford Official Plan.

15.2 By-law No. 6502-2023

Being a by-law to adopt the estimated expenditure for the year 2023.

15.3 By-law No. 6503-2023

Being a By-law to repeal By-law No. 5665-2015 and enact a new By-law to appoint members to the Land Division Committee.

15.4 By-law No. 6504-2023

Being a By-law to confirm all actions and proceedings of the Council of the County of Oxford at the meeting at which this By-law is passed.

16. ADJOURNMENT

OXFORD COUNTY COUNCIL MINUTES

January 11, 2023

Council Present	Warden Marcus Ryan Deputy Warden Jerry Acchione Councillor Deb Gilvesy Councillor David Mayberry Councillor Mark Peterson Councillor Jim Palmer Councillor Brian Petrie Councillor Phil Schaefer Councillor Deborah Tait Councillor Bernia Wheaton
Council Absent	N/A
Staff Present	B. Addley, Interim Chief Administrative Officer K. Black, Director of Human Services L. Buchner, Director of Corporate Services M. Dager, Director of Woodingford Lodge R. Hall, Acting Director of Paramedic Services G. Hough, Director of Community Planning C. Senior, Clerk D. Simpson, Director of Public Works A. Smith, Director of Human Resources

1. CALL TO ORDER

Oxford County Council meets in regular session this eleventh day of January, 2023 in the Council Chamber, County Administration Building, Woodstock at 9:30 a.m. with Warden Ryan in the chair.

2. APPROVAL OF AGENDA

RESOLUTION NO. 1

Moved By: Jerry Acchione

Seconded By: Jim Palmer

Resolved that the agenda be approved as amended by changing the order of business to consider Motions during the deliberation of Report No. CS 2023-03, titled 2023 Business Plans and Budget and to include a correspondence item from Huntingford Consulting regarding intersection improvements for Highway 59 and County Road 33.

DISPOSITION: Motion Carried

3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

NIL

4. ADOPTION OF COUNCIL MINUTES OF PREVIOUS MEETING

4.1 December 14, 2022

RESOLUTION NO. 2

Moved By: Jerry Acchione

Seconded By: Jim Palmer

Resolved that the Council Minutes of December 14, 2022 be adopted.

DISPOSITION: Motion Carried

5. PUBLIC MEETINGS

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

RESOLUTION NO. 3

Moved By: Jim Palmer

Seconded By: Brian Petrie

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

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

5.1.1 Application for Draft Plan of Subdivision SB 21-10-8 - Woodstock Meadows Developments Inc. (Consultant's Presentation)

To consider a draft plan of subdivision which proposes to facilitate the development of a residential plan of subdivision comprised of 640 lots for single detached dwellings, 325 townhouse dwellings, one block for future high density residential development, 4 blocks for open space, 4 park blocks, 2 stormwater management blocks, and a sanitary pumping station block, served by new minor collector and local streets on lands described as Part Lot 5, Concession 14 (East Zorra), being Parts 1, 3, 5 & 6, 41R-7650, in the City of Woodstock. The lands front on the south side of Oxford Road 17, between 14th Line and 15th Line, and are municipally known as 745314 & 745364 Oxford Road 17.

The Chair asks Gord Hough, Director of Community Planning to present the application.

G. Hough joins the meeting in the Council Chamber and through use of a map, indicates that the application proposes the development of a residential plan of subdivision consisting of 640 lots for single detached dwellings, 325 townhouse dwellings, one block for future high density residential development consisting of 150 apartment units as well as parkland and environmental features on 142.4 acres of land located at the former Woodstock Meadows Golf Course.

G. Hough indicates that although not reflected in the report, the City of Woodstock recommends an adjustment to the street network whereby the street connection to County Road 17 is shifted a few hundred metres to the east to avoid impacts on existing development on the north side of the County Road 17. G. Hough indicates that Planning staff are in agreement with this recommendation as the relocated street connection reflects the location identified in the recently completed secondary plan. The proposed change has been discussed with both County Public Works and City Engineering and conditions of draft approval have been incorporated to ensure that all relevant matters are addressed prior to registration of the draft plan.

In closing, G. Hough indicates that City of Woodstock Council recommended support of the proposed draft plan of subdivision, and approved the proposed zoning by-law amendment 'in principle', at the City's regular meeting of Council on December 15, 2022 and that Planning staff are also satisfied that the application can be given favourable consideration.

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

Jay McGuffin and Hannah Surgenor from Monteith Brown Planning Consultants join the meeting in the Council Chamber.

The Chair opens the meeting to comments and questions from members of Council. Jay McGuffin responds to comments and questions from Deputy Warden Acchione and Councillor Mayberry.

5.1.2 Application for Official Plan Amendment and Plan of Subdivision OP 22-14-7; SB 22-04-7 - Sandham

To facilitate the creation of 7 lots for single detached dwellings, in a new residential plan of subdivision on lands described as Part of Lot 1606, Plan 500, Concession 5 NTR, Parts 3 & 4, 41R-9612, in the Town of Tillsonburg. The lands are located on the west side of Young Street, between Rouse Street and Highway 3, and are known municipally as 91 Young Street, Tillsonburg.

The Chair asks Gord Hough, Director of Community Planning to present the application.

G. Hough joins the meeting in the Council Chamber and through use of a map, indicates that the purpose of the Official Plan Amendment and Draft Plan of Subdivision applications is to facilitate the creation of seven lots for single detached dwellings, in a new residential plan of subdivision fronting on Young Street, in the Town of Tillsonburg. In closing, G. Hough indicates that Planning staff are satisfied that the applications can be given favourable consideration.

The Chair opens the meeting to comments and questions from members of Council. G. Hough responds to comments and questions from Councillor Mayberry.

Trevor Benjamins from CJDLC Consulting Engineering joins the meeting in the Council Chamber.

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

5.1.3 Resolution to adjourn the Public Meeting

RESOLUTION NO. 4

Moved By: Jim Palmer

Seconded By: Brian Petrie

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

DISPOSITION: Motion Carried at 9:48 a.m.

5.2 Consideration of Report No. CP 2023-04 - Application for Draft Plan of Subdivision SB 21-10-8 - Woodstock Meadows Developments Inc.

RESOLUTION NO. 5

Moved By: Jim Palmer

Seconded By: Brian Petrie

Resolved that the recommendation contained in Report No. CP 2023-04, titled "Application for Draft Plan of Subdivision SB 21-10-8 - Woodstock Meadows Developments Inc.", be adopted.

DISPOSITION: Motion Carried

5.3 Consideration of Report No. CP 2023-05 - Application for Official Plan Amendment and Plan of Subdivision OP 22-14-7; SB 22-04-7 - Sandham

RESOLUTION NO. 6

Moved By: Brian Petrie

Seconded By: David Mayberry

Resolved that the recommendations contained in Report No. CP 2023-05, titled "Application for Official Plan Amendment and Plan of Subdivision OP 22-14-7; SB 22-04-7 - Sandham", be adopted.

DISPOSITION: Motion Carried

6. DELEGATIONS, PRESENTATIONS AND CONSIDERATION THEREOF

NIL

7. CONSIDERATION OF CORRESPONDENCE

7.1 Town of Ingersoll

December 13, 2022

Re: Appointment of Alternate Member of Council

7.2 Town of Tillsonburg

December 12, 2022

Re: Appointment of Alternate Member of Council

RESOLUTION NO. 7

Moved By: Brian Petrie

Seconded By: David Mayberry

Resolved that the correspondence from the Town of Ingersoll and the Town of Tillsonburg regarding Appointments of Alternate Members of Council to Oxford County Council be received;

And further, that the Clerk proceed with administering the required Oaths of Office.

DISPOSITION: Motion Carried

7.3 Upper Thames River Conservation Authority

December 22, 2022

Re: Draft 2023 Conservation Authority Operating Budget and Municipal Levies

RESOLUTION NO. 8

Moved By: Brian Petrie

Seconded By: David Mayberry

January 11, 2023

Resolved that the Upper Thames River Conservation Authority 2023 Draft Budget be received and referred to 2023 Budget and Business Plan deliberations.

DISPOSITION: Motion Carried

7.4 Minister of Municipal Affairs and Housing

December 22, 2022

Re: Bill 109, the More Homes for Everyone Act, 2022 and Bill 23, More Homes Built Faster, 2022

7.5 Minister of Municipal Affairs and Housing

January 4, 2023

Re: More Homes Built Faster Act, 2022

7.6 Enbridge Gas Inc.

December 15, 2022

Re: Congratulations to Oxford County Council

RESOLUTION NO. 9

Moved By: Mark Peterson

Seconded By: Deborah Tait

Resolved that correspondence items 7.4 to 7.6 inclusive on the Open meeting agenda of January 11, 2023 be received.

DISPOSITION: Motion Carried

7.7 Huntingford Consulting

January 9, 2023

Re: Oxford County 2023 Capital Budget: Intersection Improvements for Highway 59 and County Road 33 (Project 40)

RESOLUTION NO. 10

Moved By: Phil Schaefer

Seconded By: Jerry Acchione

Resolved that the correspondence from Huntingford Consulting dated January 9, 2023 regarding Oxford County 2023 Capital Budget: Intersection Improvements for Highway 59 and County Road 33 (Project 40) be received.

DISPOSITION: Motion Carried

8. REPORTS FROM DEPARTMENTS

8.1 COMMUNITY PLANNING

- 8.1.1 CP 2023-04 - Application for Draft Plan of Subdivision SB 21-10-8 – Woodstock Meadows Developments Inc.

RECOMMENDATION

1. That Oxford County Council grant draft approval to a proposed residential subdivision, File No. SB 21-10-8, as submitted by Monteith Brown Planning Consultants, as shown on Plate 3 of Report No. 2023-04 and comprising Part Lot 5, Concession 14 (East Zorra), being Parts 1, 3, 5 & 6, 41R-7650 in the City of Woodstock showing 640 lots for single detached dwellings, 325 townhouse dwellings, one block for future high density residential development, 4 blocks for open space, 4 park blocks, 2 stormwater management blocks, and a sanitary pumping station block, served by an internal minor collector and local street network subject to the conditions attached to this report as Schedule “A” being met prior to final approval.

The Report was dealt with under Public Meetings.

- 8.1.2 CP 2023-05 - Applications for Official Plan Amendment and Plan of Subdivision OP 22-14-7; SB 22-04-7 – Sandham

RECOMMENDATIONS

1. That Oxford County Council approve Application OP 22-14-7, submitted by Gene Sandham, for lands described as Part of Lot 1606, Plan 500, Concession 5 NTR, Parts 3 & 4, 41R-9612 in the Town of Tillsonburg, to re-designate the subject lands from ‘Open Space’ to ‘Residential’ & ‘Low Density Residential’;
2. And further, that Council approve the attached Amendment No. 290 to the County of Oxford Official Plan;
3. And further, that the necessary by-law to approve Amendment No. 290 be raised;
4. And further, that Oxford County Council grant draft approval to a proposed residential subdivision, File No. SB 22-04-7, as submitted by Gene Sandham, for lands described as Part of Lot 1606, Plan 500, Concession 5 NTR, Parts 3 & 4, 41R-9612 in the Town of Tillsonburg, consisting of 7 lots for single detached

January 11, 2023

dwelling, subject to the conditions attached to this report as
Schedule "A" being met prior to final approval.

The Report was dealt with under Public Meetings.

8.2 PUBLIC WORKS

8.2.1 PW 2023-01 - Proposed Catfish Creek Source Protection Plan Update

RECOMMENDATION

1. That Oxford County Council endorse the proposed policy updates to the Catfish Creek Source Protection Plan and Assessment Report.

RESOLUTION NO. 11

Moved By: Mark Peterson

Seconded By: Deborah Tait

Resolved that the recommendation contained in Report No. PW 2023-01, titled "Proposed Catfish Creek Source Protection Plan Update", be adopted.

DISPOSITION: Motion Carried

8.3 HUMAN RESOURCES

8.3.1 HR 2023-01 - Opioid Exposure/Overdose Prevention Policy

RECOMMENDATION

1. That Policy 7.31 be approved as presented in Attachment No.1 to Report No. HR 2023-01 entitled "Opioid Exposure/Overdose Prevention", effective January 11, 2023.

RESOLUTION NO. 12

Moved By: Mark Peterson

Seconded By: Deborah Tait

Resolved that the recommendation contained in Report No. HR 2023-01, titled "Opioid Exposure/Overdose Prevention Policy", be adopted.

DISPOSITION: Motion Carried

8.4 CORPORATE SERVICES

8.4.1 CS 2023-01 - Integrity Commissioner and Closed Meeting Investigator Appointments

RECOMMENDATIONS

1. That By-law No. 6498-2023, being a by-law to appoint Robert J. Swayze as Integrity Commissioner and Closed Meeting Investigator for the 2023 to 2026 term of council, be presented to Council for enactment;
2. And further, that the 2023 draft budget be amended to include a provision of up to \$5,000 to cover annual retainer fees and expenses related to the aforementioned appointments;
3. And further, that the Interim Chief Administrative Officer and Director of Corporate Services be authorized to execute agreements related thereto.

RESOLUTION NO. 13

Moved By: Deborah Tait

Seconded By: Deb Gilvesy

Resolved that the recommendations contained in Report No. CS 2023-01, titled "Integrity Commissioner and Closed Meeting Investigator Appointments", be adopted.

DISPOSITION: Motion Carried

8.4.2 CS 2023-02 - 2023 Interim Levy By-law**RECOMMENDATION**

1. That By-law No. 6496-2023, being a by-law to provide for an interim tax levy for purposes of the County of Oxford for the 2023 fiscal year, be presented to Council for enactment.

RESOLUTION NO. 14

Moved By: Deborah Tait

Seconded By: Deb Gilvesy

Resolved that the recommendation contained in Report No. CS 2023-02, titled "2023 Interim Levy By-law", be adopted.

DISPOSITION: Motion Carried

8.4.3 CS 2023-03 - 2023 Business Plans and Budget**RECOMMENDATIONS**

1. That the 2023 Oxford County Business Plans be adopted as amended;

Page 10
January 11, 2023

2. And further, that Oxford County Council approves the 2023 Budget with a general purpose levy of \$_____;
3. And further, that Oxford County Council approves a 2023 special levy for Library purposes in the amount of \$_____, levied against all area municipalities with the exception of the City of Woodstock;
4. And further, that Oxford County Council approves a 2023 special levy to fund a Woodstock Police Services Grant for court security and prisoner transportation services in the amount of \$10,276, levied against all area municipalities with the exception of the City of Woodstock;
5. And further, that the following grant requests, totalling \$_____, be included in the 2023 general purpose levy:
 - a. Agricultural Award of Excellence \$ _____
 - b. Oxford Connection - Economic Development \$ _____
 - c. Oxford County Physician Recruitment \$ _____
 - d. Tillsonburg Airport \$ _____
 - e. Oxford Creative Connections \$ _____
 - f. Social Planning Council Oxford \$ _____
 - g. The Small Business Centre \$ _____
 - h. North Oxford Intercommunity Bus Transit \$ _____
 - i. Woodstock Curling Centre \$ _____
 - j. Oxford County Youth Initiatives \$ _____
6. And further, that the following grant requests be funded under the Oxford County Youth Initiatives grant:
 - a. Oxford Invitational Youth Robotics Challenge \$ _____
 - b. International Student Exchange Ontario \$ _____
 - c. Oxford Plowman's Match \$ _____
7. And further, that a by-law to adopt the estimated expenditures for the year 2023 as set out in Report No. CS 2023-03, subject to amendments, be presented to Council for enactment at their regular meeting scheduled for January 25, 2023;

Page 11
January 11, 2023

8. And further, that staff be authorized to proceed with implementing the incremental full-time equivalent positions as presented in the Full-time Equivalent Plan attached to Report No. CS 2023-03 upon the passing of the aforementioned by-law.

RESOLUTION NO. 15

Moved By: David Mayberry
Seconded By: Mark Peterson

Resolved that the recommendations contained in Report No. CS 2023-03, titled "2023 Business Plans and Budget", be adopted as amended.

DISPOSITION: See Action of Council following Resolutions 16 to 24.

The motions listed under the Motions section of the agenda are brought forward to be heard during deliberation of Report No. CS 2023-03.

8.4.3.1 Notice of Motion 1 (November 30, 2022)

RESOLUTION NO. 16

Moved By: David Mayberry
Seconded By: Mark Peterson

Whereas the Federal Safe Restart Funding held in reserve was intended to help Oxford County address Covid related issues;

And whereas Covid clearly demonstrated the inability of many rural areas to access services because of poor broadband capacity;

And whereas the provincial Accelerated High Speed Internet Program will not provide all Oxford County residents with access to quality high speed broadband;

Therefore be it resolved, that the 2023 Oxford County budget be amended to include an amount equal to 2% of the 2023 County Levy to be committed to enabling service providers to expand broadband service in Oxford County rural areas identified as underserved, funded by the Safe Restart Reserve.

DISPOSITION: See Action of Council following Resolution No. 18.

RESOLUTION NO. 17

Moved By: Brian Petrie
Seconded By: David Mayberry

That Notice of Motion 1 be amended to include the word "Fibre".

DISPOSITION: Motion Carried

RESOLUTION NO. 18

Moved By: David Mayberry

Seconded By: Mark Peterson

Whereas the Federal Safe Restart Funding held in reserve was intended to help Oxford County address Covid related issues;

And whereas Covid clearly demonstrated the inability of many rural areas to access services because of poor broadband capacity;

And whereas the provincial Accelerated High Speed Internet Program will not provide all Oxford County residents with access to quality high speed broadband;

Therefore be it resolved, that the 2023 Oxford County budget be amended to include an amount equal to 2% of the 2023 County Levy to be committed to enabling service providers to expand fibre broadband service in Oxford County rural areas identified as underserved, funded by the Safe Restart Reserve.

DISPOSITION: Motion Carried

8.4.3.2 Notice of Motion 2 (November 30, 2022)

RESOLUTION NO. 19

Moved By: David Mayberry

Seconded By: Mark Peterson

Whereas the need for increased investment in affordable housing for many Oxford residents is urgently required, and therefore has been identified as an urgent issue for Oxford County Council;

And whereas the Safe Restart Funding was intended to be used for challenges the County deems necessary;

Therefore be it resolved, that the 2023 Business Plan and Budget be amended to commit \$1 million to support development in Oxford County that will be subject of an agreement(s) entered into by the County for the provision of municipal capital facilities pursuant to section 110 of the Municipal Act for the purposes of increasing supply of Affordable Housing;

And further, that subject to the same conditions as the foregoing, an additional \$250,000 be added to the 2023 County levy for further investment in affordable housing development;

And further that County Council establish a "base" amount in future Human Services budgets for new housing development for future "Business Plan and Budgets" at \$3 million annually until directed by council to change to another amount;

And further, that Council and staff proactively and strongly advocate to upper levels of government for matching contributions on an annual basis.

DISPOSITION: Motion Carried

8.4.3.3 Notice of Motion 3 (December 15, 2022)

RESOLUTION NO. 20

Moved By: Deb Gilvesy
Seconded By: Deborah Tait

Resolved that the new proposed FTE's as identified in Report CS 2022-49 - Municipal Resource Impacts Resulting from Bill 23 be removed from the 2023 budget;

And further, that a report come forward to Council in Q-4 providing an assessment of the true impacts of Bill 23 on staffing workload and actual costs when the County and the lower tier Municipalities have had the opportunity to implement the requirements and provisions of this Bill.

DISPOSITION: Motion Not Carried

8.4.3.4 Notice of Motion 4 (December 15, 2022)

RESOLUTION NO. 21

Moved By: Deb Gilvesy
Seconded By: Deborah Tait

Resolved that the Ox on the Run Library program remain as a summer program for the year 2023.

DISPOSITION: Motion Not Carried

8.4.3.5 Notice of Motion 5 (December 29, 2022)

RESOLUTION NO. 22

Moved By: David Mayberry

Seconded By: Mark Peterson

Whereas for the past decade, the local economy has enjoyed a period of stable growth with ultra low interest rates and inflation;

And whereas the past few months has seen a significant change in the local economic environment with higher interest rates and inflation which could potentially lead to a more unstable local economic situation;

And whereas Oxford County provides funding through their business plan and budget process to support Economic Development in Oxford County to several partners to promote healthy and sustainable economic development;

And whereas the uncertainty of the current local economic climate may require some new initiatives and adjustment as to how Oxford County and our partners address Economic Development in the future;

Therefore be it resolved that as a condition of providing grants for SCOR, Oxford Connections, The Small Business Development Centre and Community Futures Oxford as outlined in the 2023 Business Plan and Budget, that the following groups be asked to create a committee to collaborate on an overall economic development strategy to help guide our economic initiatives;

And further, that the committee be comprised of one representative from each of, the City of Woodstock Economic Development Department, the Town of Tillsonburg Economic Development Department, the Town of Ingersoll Economic Development Department, the Rural Oxford Economic Development group, SCOR, The Small Business Centre, Community Futures Oxford, and to include the Oxford County Warden and Councillors Schaefer and Wheaton;

And further, this committee is asked to bring forward a report to County Council to provide both a vision or strategy for a sustainable and robust local economy and how all partners can work collaboratively for all areas of Oxford County. This report will be due no later than June 28, 2023.

DISPOSITION: Motion Carried

8.4.3.6 Notice of Motion 6 (January 4, 2023)

RESOLUTION NO. 23

Moved By: Jerry Acchione

Seconded By: Deborah Tait

Resolved that the budgeted hybrid pickup trucks as noted on page 159 of the Draft 2023 Budget (Project #'s 250000 and 260000) be moved to future budgets due to lack of supply options and high costs currently seen in the market.

DISPOSITION: Motion Not Carried

Warden Ryan calls for a recess at 12:07 p.m.

Council and staff return to the Council Chamber at 12:48 p.m. with Warden Ryan in the chair. All members of Council present with the exception of Councillor Tait.

RESOLUTION NO. 24

Moved By: David Mayberry

Seconded By: Mark Peterson

1. That the 2023 Oxford County Business Plans be adopted as amended;
2. And further, that Oxford County Council approves the 2023 Budget with a general purpose levy of \$70,759,302;
3. And further, that Oxford County Council approves a 2023 special levy for Library purposes in the amount of \$4,288,199, levied against all area municipalities with the exception of the City of Woodstock;
4. And further, that Oxford County Council approves a 2023 special levy to fund a Woodstock Police Services Grant for court security and prisoner transportation services in the amount of \$10,276, levied against all area municipalities with the exception of the City of Woodstock;
5. And further, that the following grant requests, totalling \$309,500, be included in the 2023 general purpose levy:
 - a. Agricultural Award of Excellence \$2,000
 - b. Oxford Connection - Economic Development \$50,000
 - c. Oxford County Physician Recruitment \$30,000
 - d. Tillsonburg Airport \$0
 - e. Oxford Creative Connections \$60,000
 - f. Social Planning Council Oxford \$80,000
 - g. The Small Business Centre \$50,000

- h. North Oxford Intercommunity Bus Transit \$22,500
- i. Woodstock Curling Centre \$0
- j. Oxford County Youth Initiatives \$15,000
- 6. And further, that the following grant requests be funded under the Oxford County Youth Initiatives grant:
 - a. Oxford Invitational Youth Robotics Challenge \$5,000
 - b. International Student Exchange Ontario \$9,600
 - c. Oxford Plowman's Match \$250
- 7. And further, that a by-law to adopt the estimated expenditures for the year 2023 as set out in Report No. CS 2023-03, subject to amendments, be presented to Council for enactment at their regular meeting scheduled for January 25, 2023;
- 8. And further, that staff be authorized to proceed with implementing the incremental full-time equivalent positions as presented in the Full-time Equivalent Plan attached to Report No. CS 2023-03 upon the passing of the aforementioned by-law.

DISPOSITION: Motion Carried

9. UNFINISHED BUSINESS

9.1 Pending Items

No discussion takes place regarding the Pending Items list.

10. MOTIONS

Motions were dealt with under Item 8.4.3 CS 2023-03 - 2023 Business Plans and Budget.

11. NOTICE OF MOTIONS

NIL

12. NEW BUSINESS/ENQUIRIES/COMMENTS

- 12.1 Notice of Public Consultation Centre
Re: Proposed Backflow Prevention Program

RESOLUTION NO. 25

Moved By: Bernia Wheaton
Seconded By: Phil Schaefer

Resolved that the Public Works Memo regarding the Oxford County Proposed Backflow Prevention Program Notice of Public Consultation Centres be received.

DISPOSITION: Motion Carried

13. CLOSED SESSION

RESOLUTION NO. 26

Moved By: Bernia Wheaton
Seconded By: Phil Schaefer

Resolved that council rise and go into a Closed Session to consider Report No. CS (CS) 2023-04 regarding personal matters about identifiable individuals, including the County or local boards.

DISPOSITION: Motion Carried at 12:54 p.m.

Oxford County Council meets in Closed Session in the Council Chamber as part of a regular meeting, this eleventh day of January, 2023.

12:57 p.m. with Warden Ryan in the chair.

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

Staff Present	B. Addley, Interim Chief Administrative Officer
	K. Black, Director of Human Services
	L. Buchner, Director of Corporate Services
	M. Dager, Director of Woodingford Lodge
	R. Hall, Acting Director of Paramedic Services
	G. Hough, Director of Community Planning
	C. Senior, Clerk
	D. Simpson, Director of Public Works
	A. Smith, Director of Human Resources

DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF:

NIL

CONSIDERATION OF CORRESPONDENCE:

NIL

REPORTS FROM DEPARTMENTS:

CS (CS) 2023-04

DELEGATIONS AND PRESENTATIONS:

NIL

UNFINISHED BUSINESS:

NIL

TIME OF COMPLETION OF CLOSED SESSION:

12:58 p.m.

RESOLUTION NO. 27

Moved By: Bernia Wheaton

Seconded By: Phil Schaefer

Resolved that Council reconvene in Open Session.

DISPOSITION: Motion Carried at 12:58 p.m.

14. CONSIDERATION OF MATTERS ARISING FROM THE CLOSED SESSION

14.1 CS (CS) 2023-04

RESOLUTION NO. 28

Moved By: David Mayberry

Seconded By: Brian Petrie

Resolved that the recommendations contained in Report No. CS (CS) 2023-04 be adopted;

And further, that Report No. CS (CS) 2023-04 be released to the public;

And further, that the Boards and Committees Terms of Reference for the 2026 to 2030 term be amended to reflect the following:

That all committees of County Council would be subject to the same guidelines / restrictions as members of Council;

And further, that County Council can override any policies in the best interest of the County at any time;

And further, in order to encourage successful succession of committee knowledge and experience, and to encourage community involvement, that all committees would have a twelve year term limit (3 successive terms) with any

member being eligible to be reappointed after a one term of council (4 year) recess;

And further, that any committee member finishing / achieving a 12 year term limit would be eligible to apply for any other committee position immediately after concluding their 12 year term with no need to take one term off.

DISPOSITION: Motion Carried

15. BY-LAWS

- 15.1 By-law No. 6496-2023
Being a By-law to establish an Interim Levy for the year 2023.
- 15.2 By-law No. 6497-2023
Being a By-Law to adopt Amendment Number 290 to the County of Oxford Official Plan.
- 15.3 By-law No. 6498-2023
Being a By-law to authorize the execution of an Agreement between the County of Oxford and Robert J. Swayze for the provision of professional services as an Integrity Commissioner and Closed Meeting Investigator in accordance with Section 233.3 as amended, of the *Municipal Act, 2001*, S.O. 2001 c.25. (the "Act").
- 15.4 By-law No. 6499-2023
Being a By-law to further amend By-law No. 5936-2017, passed on May 24, 2017, being a By-law to remove certain lands from Part Lot Control.
- 15.5 By-law No. 6500-2022
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. 29

Moved By: Phil Schaefer
Seconded By: Jerry Acchione

Resolved that the following by-laws be read a first and second time: 6496-2023 to 6500-2023 inclusive.

DISPOSITION: Motion Carried

RESOLUTION NO. 30

Moved By: Phil Schaefer
Seconded By: Jerry Acchione

Resolved that the following by-laws be now given a third and final reading: 6496-2023 to 6500-2023 inclusive.

DISPOSITION: Motion Carried

16. ADJOURNMENT

Council adjourns its proceedings at 1:04 p.m. until the next meeting scheduled for January 25, 2023 at 7:00 p.m.

Minutes adopted on _____ by Resolution No. _____.

WARDEN

CLERK



PROJECT SINKHOUSE

EXPLORING NEW BEST PRACTICES IN AFFORDABLE AND SUSTAINABLE BUILDING



Wildscape
Co.



CABINSCAPE

W SUMMARY

PROJECT SINKHOUSE

A pilot development of two **carbon negative**, manufactured homes funded by the FCM through GMF in partnership with Lanark County.

Go beyond the required standards and produce a "**carbon sink**", net negative manufactured home

Partner with municipalities, conduct real world testing

Existing provincial level code developments focus on energy efficiency and **operational carbon**

Embodied carbon is quickly becoming an important topic

Create a best in class approach to, environmentally responsible, affordable manufactured home fabrication, community design and municipal level regulatory approaches



W OPERATIONAL CARBON

Efficient by nature

Small homes means small energy consumption

Insulation

Quality insulation / Avoid Thermal Bridging / Continuous Insulation

Energy Usage / Efficiency

Minimize energy usage and consumption

Heat Recovery Units

Minimizing heat loss through mechanical

Passive Solar |

Green House Effect

Using the sun to your advantage



W EMBODIED CARBON

Material Choices

Choose:

Low or Negative Carbon Materials
Highly Recycled Materials

Avoid:

High Carbon Footprint Materials
All New Materials
Materials detrimental to recycling

CHALLENGE: Cost and availability

Buy Local

Minimize transportation emissions

CHALLENGE: Local manufacturing

Embodied Carbon Database

<https://circularecology.com/embodied-carbon-footprint-database.html>

NRCan Study

<https://www.buildersforclimateaction.org/our-work.html>



W DURABILITY AND QUALITY

Lifetime materials

Materials that last a lifetime produce less carbon than disposable materials

High quality living space

Offering a quality living space with quality materials, avoiding (VOC's)

Refinish and Repair

Consider sustainable repair and refinishing of your selected materials

W APPLICATIONS

URBAN SETTINGS BACKYARD DWELLINGS OR CHALLENGING PROPERTIES

Backyard/Granny Suites - Add additional housing to existing properties with a primary dwelling

Bill 23 - Up to three units on a serviced lot



W APPLICATIONS



TEMPORARY HOUSING TRANSITIONAL OR SEASONAL HOUSING OPTIONS

Portable / moveable

Units do not require a permanent foundation

Small Sizes

From one bedroom to “bunkie” style housing

Affordable

Sized based on needs and requirements

W APPLICATIONS



RURAL COMMUNITIES COMMUNITIES WITH SHARED SERVICES

Starter Homes

Great for young people entering the housing market

Singles and Couples

Small living spaces ideal for starter homes or barrier free living.

Seasonal | Recreational

Low carbon footprint vacation or rental homes.



REMOTE APPLICATIONS OFF GRID OPTIONS

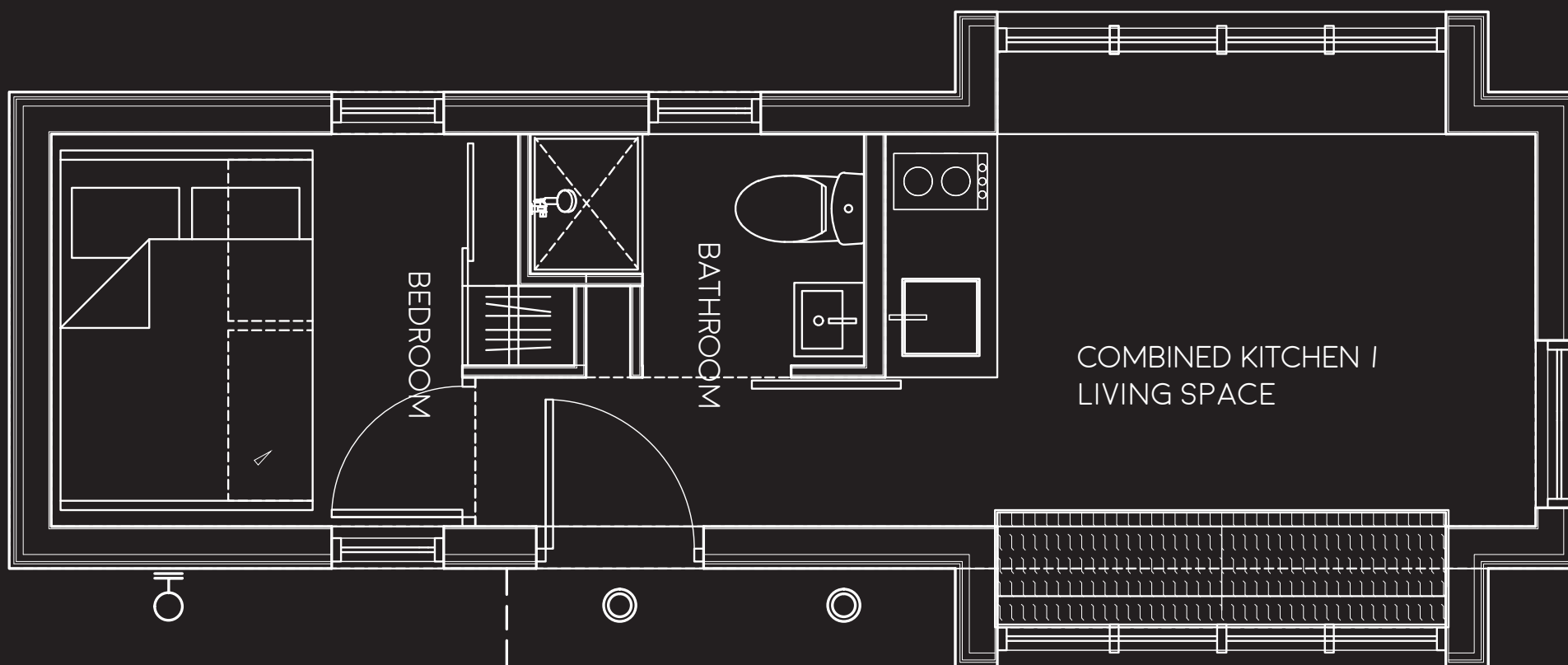
Off grid and remote access location. Building can be completed in a factory, brought to remote areas and function entirely off grid.

W CEDAR - ONE BEDROOM



W FLOOR PLANS

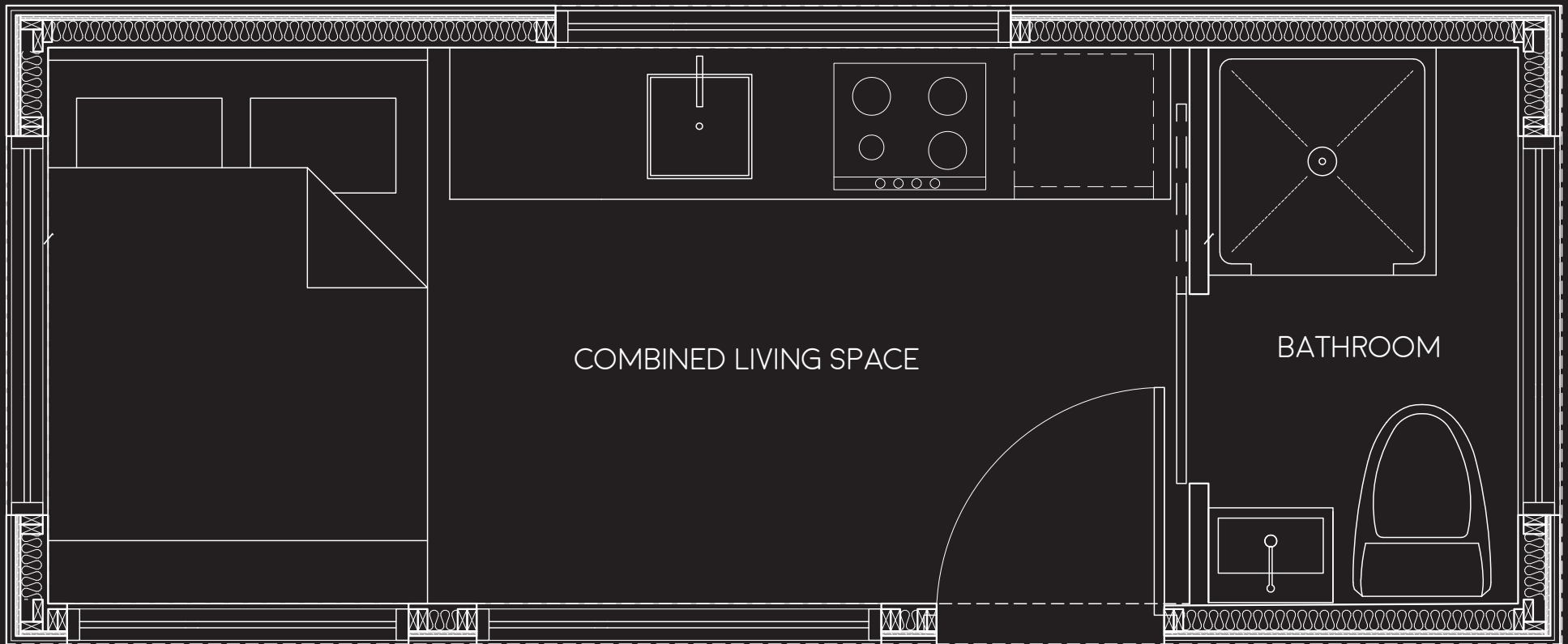
CEDAR | 238 SQ/FT



W CYPRESS - STUDIO



CYPRESS | 174 SQ/FT





ROBBIE I BUNKIE WITH KITCHEN/TOILET



W OAK - BUNKIE



W GET IN TOUCH

John Loerchner

CEO | Cabinscape

john@cabinscape.com

cabinscape.com

CEO | Wildscape

Sales@wildscapeco.com

wildscapeco.com



To: Warden and Members of County Council

From: Director of Community Planning

Applications for Official Plan Amendment and Draft Plan of Subdivision OP 22-12-6 & SB 22-03-6 – 2862083 Ontario Inc.

RECOMMENDATIONS

1. That Oxford County Council approve Application No. OP 22-12-6, submitted by 2862083 Ontario Inc., for lands described as Part Lot 25, Concession 1 (West Oxford), in the Town of Ingersoll to redesignate the subject lands from 'Agricultural Reserve' and 'Environmental Protection' to 'Industrial', 'Environmental Protection' and 'Open Space', to facilitate a proposed industrial plan of subdivision. And also, that Schedule "C-3" (County of Oxford – Settlement Strategy Plan") is amended to identify the subject lands as "Large Urban Centre";
2. And further, that Council approve the attached Amendment No. 289 to the County of Oxford Official Plan;
3. And further, that the necessary by-law to approve Amendment No. 289 be raised;
4. And further, that Oxford County Council grant draft approval to the proposed industrial subdivision submitted by 2862083 Ontario Inc., (SB 22-03-6) prepared by GSP Group Inc., dated May 25, 2022, for lands described as Part Lot 25, Concession 1 (West Oxford), in the Town of Ingersoll, subject to the conditions attached to this report as Schedule "A" being met prior to registration.

REPORT HIGHLIGHTS

- The intent of the Official Plan Amendment is to redesignate the subject lands from 'Agricultural Reserve' to 'Industrial' to facilitate the development of an industrial plan of subdivision that includes 4 industrial blocks, a sanitary pumping station block, a stormwater management block, an open space block as well as a new municipal road.
- 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 2023-03
COMMUNITY PLANNING
Council Date: January 25, 2023

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 provided to surrounding property owners on August 2, 2022, and a notice of public meeting was provided on November 22, 2022. At the time of writing this report, a number of comments have been submitted expressing concerns with respect to the proposed development.

A neighbouring landowner spoke at the public meeting held by the Town of Ingersoll and those comments are detailed in the report below 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: 2862083 Ontario Inc.
15 Adi Dassler Way, Paris, ON N3L 0B9

Agent: GSP Group Inc. c/o Hugh Handy
72 Victoria Street, Kitchener, ON N2G 4Y9

Report No: CP 2023-03
COMMUNITY PLANNING
Council Date: January 25, 2023

Location:

The subject lands are described as Part Lot 25, Concession 1 (West Oxford), in the Town of Ingersoll. The lands are located on the northwest corner of Wallace Line and Robinson Road, and are known municipally as 2741714 Wallace Line.

County of Oxford Official Plan:

Existing:

Schedule "S-1"	Township of South-West Oxford Land Use Plan	General Agricultural & Environmental Protection
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Proposed:

Schedule "I-1"	Town of Ingersoll Land Use Plan	Industrial, Environmental Protection & Open Space
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Town of Ingersoll Zoning By-law 04-4160:

Existing Zoning: 'General Agricultural Zone (A2)' with Environmental Protection 1 Overlay and Environmental Protection 2 Overlay

Proposed Zoning: 'General Industrial Zone (MG)' and 'Open Space Zone (OS)'

Proposal:

Applications have been received by the County of Oxford and the Town of Ingersoll for amendments to the Official Plan and Zoning By-law to facilitate the development of an industrial draft plan of subdivision comprising 4 industrial blocks, a sanitary pumping station block, a stormwater management block, an open space block and a new municipal road.

The subject lands are approximately 57.5 ha (142.1 ac.) in area, and are located at the northwest corner of Wallace Line and Robinson Road.

The majority of the subject property is currently used for agricultural purposes (cash-crop farming) and are currently occupied by a single-detached dwelling and an uninsulated barn (both to be demolished).

A portion of the subject lands are occupied by the Five Point Woods Provincially Significant Wetland ("PSW") as well as significant woodlands. These natural features extend along the westerly and northerly lot lines. Additionally, a small watercourse and wetland occupy an area in the northeasterly corner of the lot.

Report No: CP 2023-03
COMMUNITY PLANNING
Council Date: January 25, 2023

The lands were incorporated into the Town of Ingersoll from the Township of South-West Oxford on January 1, 2021, as part of a larger boundary adjustment area comprising approximately 630 gross ha (1,557 ac.).

As noted, the proposed Official Plan Amendment intends to redesignate the subject lands from 'Agricultural Reserve' to 'Industrial'. A portion of the lands are also designated 'Environmental Protection', which is to remain in place subject to minor adjustments as determined appropriate through an Environmental Impact Study.

Additionally, the proposed re-designation will be shown on Schedule "I-1" (Town of Ingersoll - Land Use Plan) as contained in the Official Plan as well as Schedule "C-3" (County of Oxford - Settlement Strategy Plan) to include the subject lands as part of the Town of Ingersoll. These lands will be reflected as a "Large Urban Centre" on the said Schedule "C-3".

The proposed industrial blocks will range in size from 0.76 ha (1.88 ha) to 22 ha (54.4 ac.). Three of the blocks are proposed to have access by way of a new municipal road while one lot will have frontage on, and access to, Wallace Line.

The main purpose of the proposed zone change is rezone that portion of the lands currently zoned 'General Agricultural Zone (A2)' to 'General Industrial Zone (MG)', with a view to implementing the above-noted land use re-designation, and also rezone a portion of the subject lands from 'General Agricultural Zone (A2)' to 'Open Space Zone (OS)' to recognize environmental features and the proposed stormwater management block.

Further, the owner is also proposing to exclude certain industrial uses that would otherwise be permitted in the 'standard' MG Zone. Specifically, a concrete batching or mixing plant, a feed or flour mill, and a grain elevator, are being excluded due to their potential to cause adverse noise impacts on neighbouring residential dwellings. The noted exclusions have been recommended in applicant's noise study.

The applicant has submitted a number of studies and reports in support of the planning applications, as follows:

- Functional Servicing Report, prepared by MTE Consultants, dated May, 2022;
- Traffic Impact Assessment, prepared by Paradigm Transportation Solutions Ltd., dated May, 2022;
- Environmental Impact Study, prepared by MTE Consultants, dated May, 2022;
- Geotechnical Investigation, prepared by MTE Consultants., dated May, 2022;
- Preliminary Hydrogeological Assessment, prepared by MTE Consultants, dated May, 2022;
- Land Use Compatibility Study (Noise), prepared by HGC Engineering Ltd., dated June, 2022;
- Stage 1-2 Archaeological Assessment, prepared by Lincoln Environmental Consulting Corp, dated June 2022; and
- Planning Justification Report, prepared by GSP Group, dated June, 2022.

Report No: CP 2023-03
COMMUNITY PLANNING
Council Date: January 25, 2023

A peer review of the traffic impact study was conducted by RC Spencer Associates Inc. under the direction of the Town of Ingersoll and County of Oxford. Additionally, a peer review of the EIS and Hydrogeological Assessment was conducted by the Upper Thames River Conservation Authority.

Surrounding uses include CAMI Automotive to the immediate east as well as Verspeeten Cartage and a truck transportation terminal property to the immediate south. Lands to the west and northwest are in agricultural production and located in the Township of South-West Oxford. A number of residential uses are located to the north of the subject lands.

Plate 1, Existing Zoning & Location Map, indicates the location of the subject property as well as the existing zoning in the immediate vicinity.

Plate 2, Air Photo (2020), provides an aerial view of the subject lands as of the spring of 2020.

Plate 3, Proposed Draft Plan of Subdivision, shows the layout of the proposed subdivision as prepared by the applicant.

Plate 4 - Natural Heritage Feature Setbacks, shows the extent of the natural heritage features on the subject lands in addition to the recommended building setbacks from these features.

Comments

2020 Provincial Policy Statement

Section 1.1.2 of the PPS directs that sufficient lands 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.

Section 1.1.3 further states that the vitality and regeneration of settlement areas is critical to the long-term economic prosperity of our communities. It is in the interest of all communities to use land and resources wisely, to promote efficient development patterns, protect resources, promote green spaces, ensure effective use of infrastructure and public service facilities and minimize unnecessary public expenditures.

Section 1.1.3.1 states that Settlement Areas will be the focus of growth and development and further, Section 1.1.3.2 directs that land use patterns within settlement areas shall be based on densities and a mix of land uses which:

- efficiently use land and resources;
- are appropriate for, and efficiently use, the infrastructure and public service facilities which are planned or available, and avoid the need for their unjustified and/or uneconomical expansion;
- minimize negative impacts to air quality and climate change, and promote energy efficiency;
- prepare for the impacts of a climate change;

Report No: CP 2023-03
COMMUNITY PLANNING
Council Date: January 25, 2023

- support active transportation;
- are transit-supportive, where transit is planned, exists or may be developed; and
- are freight-supportive.

Section 1.1.3.8 of the PPS states that a planning authority may identify a settlement area or allow for the expansion of a settlement area boundary only at the time of a comprehensive review and only where it has been demonstrated that:

- sufficient opportunities to accommodate growth and to satisfy market demand are not available through intensification, redevelopment and designated growth areas to accommodate the projected needs over the identified planning horizon;
- the infrastructure and public service facilities which are planned or available are suitable for the development over the long term, are financially viable over their life cycle, and protect public health and safety and the natural environment;
- in prime agricultural areas:
 - the lands do not comprise specialty crop areas;
 - alternative locations have been evaluated, and
 - there are no reasonable alternatives which avoid prime agricultural areas; and
 - there are no reasonable alternatives on lower priority agricultural lands in prime agricultural areas;
- the new or expanding settlement area is in compliance with the minimum distance separation formulae; and
- impacts from new or expanding settlement areas on agricultural operations which are adjacent or close to the settlement area are mitigated to the extent feasible.

According to the PPS, a comprehensive review means an Official Plan review that:

1. is based on a review of population and employment projections; considers alternative directions for growth or development; and determines how best to accommodate the development while protecting provincial interests;
2. uses opportunities to accommodate projected growth through intensification and redevelopment; and considers physical constraints to accommodate the proposed development within the existing settlement area;
3. is integrated with planning for infrastructure and public service facilities and considers financial viability;
4. confirms sufficient water quality and quantity and capacity for the proposed development;
5. confirms that sewage and water services can be provided.

Further, Section 1.3.2.1 directs that planning authorities shall plan for, protect and preserve employment areas for current and future uses and ensure that the necessary infrastructure is provided to support current and projected needs. Section 1.3.2.6 states that planning authorities shall protect employment areas in proximity to major goods movement facilities and corridors for employment uses that require those locations.

Report No: CP 2023-03
COMMUNITY PLANNING
Council Date: January 25, 2023

Section 1.3.2.7 states that planning authorities may plan beyond 25 years for the long-term protection of employment areas provided lands are not designated beyond the planning horizon identified in section 1.1.2.

In regard to the Environmental Protection designation on the subject lands, Section 3.1 [NATURAL HAZARDS] states:

3.1.1 Development shall generally be directed, in accordance with guidance developed by the Province (as amended from time to time), to areas outside of:

- a) hazardous lands adjacent to the shorelines of the Great Lakes - St. Lawrence River System and large inland lakes which are impacted by flooding hazards, erosion hazards and/or dynamic beach hazards;
- b) hazardous lands adjacent to river, stream and small inland lake systems which are impacted by flooding hazards and/or erosion hazards; and
- c) hazardous sites.

Section 3.1.2 states:

3.1.2 Development and site alteration shall not be permitted within:

- a) the dynamic beach hazard;
- b) defined portions of the flooding hazard along connecting channels (the St. Marys, St. Clair, Detroit, Niagara and St. Lawrence Rivers);
- c) areas that would be rendered inaccessible to people and vehicles during times of flooding hazards, erosion hazards and/or dynamic beach hazards, unless it has been demonstrated that the site has safe access appropriate for the nature of the development and the natural hazard; and
- d) a floodway regardless of whether the area of inundation contains high points of land not subject to flooding.

Official Plan

The current designation of the subject lands is Agricultural Reserve. This application proposes to change the designation of the lands to Industrial and Environmental Protection and to also delineate the lands as part of the Large Urban Centre designation on Schedule "C-3" of the Plan.

The proposed urban boundary expansion must also be acceptable with respect to the continued ability to achieve the Goal for Agricultural Policies set out in Section 3.1.1 of the Official Plan and further, consideration must be given to the potential precedent established for other sites within the County and the ability to implement planned land uses in the vicinity.

Section 3.1.6 of the County Official Plan directs that the consideration of an amendment to the Official Plan to permit the expansion of a settlement must be justified, having regard to the following considerations:

- the amount of land proposed for any settlement extension is justified considering population, household and labour force projections for the Area Municipality and land use density factors for the planning period of the Plan;

Report No: CP 2023-03
COMMUNITY PLANNING
Council Date: January 25, 2023

- any land proposed for the settlement extension is a logical expansion of the settlement;
- the land proposed for the settlement extension will not be classified Class I to III agricultural land if suitable alternative locations of less agricultural capability exist.

In addition to the foregoing, any proposed expansion must demonstrate that the proposed level of servicing is consistent with the servicing hierarchy established in Section 5.5.3 of the Official Plan and the feasibility of providing new or expanded public services or facilities has been demonstrated to the satisfaction of the County and Town.

Any proposed expansion of a settlement boundary must also demonstrate that the impact of the extension on existing agricultural operations in the area (i.e. livestock operations) will be minimized.

Further, any proposal to expand a settlement boundary must be consistent with the Environmental Resource policies and Cultural Heritage policies contained in Chapter 3 of the Official Plan. The extension must not conflict with the Resource Extraction policies of the Plan and must be consistent with the Growth Management policies contained in Chapter 4.

Section 9 of the County Official Plan contains policies specific to the Town of Ingersoll and provides guidance with respect to the designation of industrial lands in the Town of Ingersoll. Industrial areas include those lands that consist of existing industrial uses and lands which are planned for the full range of industrial-type activity including light, medium and heavy industrial uses. The policies of the Official Plan direct that Town and County Councils shall ensure that there is sufficient land available to accommodate new industrial operations as well as the expansion and relocation of existing industrial operations within the Traditional Industrial designation.

The policies of Section 10.3.3 [PLANS OF SUBDIVISION AND CONDOMINIUM] provide that County and Town Council will evaluate applications for a plan of subdivision on the basis of the requirements of the Planning Act, as well as criteria including, but not limited to, the following:

- Conformity with the Official Plan;
- The availability of community services such as roads, water, storm and sanitary sewers, waste disposal, recyclable collection, public utilities, fire and police protection, parks, schools and other community facilities;
- The accommodation of Environmental Resources and the mitigation of environmental and human-made constraints;
- The reduction of any negative effects on surrounding land uses, transportation networks or significant natural features;
- The design of the plan can be integrated into adjacent developments, and;
- The design of the plan is to be compatible with the natural features and topography of the site, and proposals for extensive cut and fill will be discouraged.

Report No: CP 2023-03
COMMUNITY PLANNING
Council Date: January 25, 2023

Town and County Councils will require an applicant to satisfy conditions prior to final approval and registration of the draft plan. The applicant will be required to meet the conditions of the draft approval within the specified time period, failing which, draft plan approval may lapse. Additionally, to provide for the fulfillment of these conditions, and for the installation of services according to municipal standards, County and Town Councils shall require the applicant to enter into a subdivision agreement with the Town and, where necessary, the County, prior to final approval of the plan.

Zoning By-law

The subject lands are currently zoned 'General Agricultural Zone (A2)' with Environmental Protection 1 Overlay and Environmental Protection 2 Overlay in the Township of South-West Oxford Zoning By-law. The MG zone permits a full range of industrial uses including, but not limited to, manufacturing plant, an assembly plant, a food processing plant and a warehouse.

As noted, the owner also proposes to exclude certain industrial uses that would otherwise be permitted in the MG Zone, including a concrete batching or mixing plant, a feed or flour mill and a grain elevator. The proposed zoning amendment is also intended to identify those portions of the lands that contain significant natural features and zone them accordingly to protect these areas from future development.

The subject lands are currently zoned in accordance with the provisions contained in the Township of South-West Oxford's Zoning By-law. As the lands are now within Ingersoll's municipal boundary, these lands are subject to the decisions of Town Council with respect to zoning amendments.

Agency Comments

A number of comments have been received from various public agencies that are considered to have an interest in the proposal. These comments have been attached to this report for Council's consideration.

Town of Ingersoll Council

Town of Ingersoll 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 Town's regular meeting of January 9, 2023.

Planning Analysis

Applications for an Official Plan amendment, draft plan of subdivision and zone change have been received to facilitate the development of an industrial plan of subdivision comprising 4 industrial blocks, a sanitary pumping station block, a stormwater management block, an open space block and a new municipal road. The details regarding the noted applications have been outlined previously in this report.

Report No: CP 2023-03
COMMUNITY PLANNING
Council Date: January 25, 2023

Municipal Comprehensive Review

The lands were incorporated into the Town of Ingersoll from the Township of South-West Oxford on January 1, 2021, as part of a larger boundary adjustment area comprising approximately 630 gross ha (1,557 ac.).

The review the applications was undertaken utilizing the County's most recent Vacant Land Supply Inventory for Oxford and Ingersoll (2019) and the Oxford County Phase 1 Comprehensive Review (prepared by Hemson Consulting), which was adopted by County Council in April 2020, and provided population forecasts and settlement area land need for the Town and County over a 20-year planning horizon. Specifically, the Hemson study identified a need for additional employment lands in the Town of Ingersoll to meet its projected 20-year land need supply.

The Vacant Land Inventory indicated that Ingersoll's total vacant developable land supply in 2019 for industrial use was 62 ha (153.2 ac.). Planning staff conducted further review based on building permits issued to December 31, 2020 and suggest that net land supply for industrial lands has decreased to 11 ha (27.2 ac.). Further, the Hemson study estimated that based on the employment growth forecast for the 2019 to 2039 planning period, the total estimated land need for industrial purposes in Ingersoll was 109 gross ha (269.3 ac.).

Since the Hemson study was conducted, the PPS was amended to direct municipalities to ensure that sufficient land is made available to accommodate a planning horizon of up to 25 years (2021-2046). As such, estimates prepared by Community Planning based on the forecasts and land need methodology that was used by Hemson Consulting, have determined that a total gross area of 185 ha (457.1 ac.) of land designated for employment purposes is required to accommodate the forecasted growth in Ingersoll for the next 25 years. The subject application proposes to add a total gross area of 57.5 ha (142.1 ac.) to the Town's Settlement Area for employment purposes.

Further, recent site plan approvals for industrial sites have taken place within the Town that, once constructed, would further reduce the Town's industrial land supply. The specific amount of additional industrial land that will be required by the Town for the current planning period will be further reviewed and confirmed through the Town's current secondary planning process. Notwithstanding this, it is clear that the Town's current land need is more than sufficient to support the designation of the subject lands for industrial employment purposes from a land need perspective.

With respect to the consideration of appropriate directions for growth, the applicant has submitted a Planning Justification Report (PJR) which concludes that there are no reasonable alternative areas for Ingersoll's growth or alternative locations of less agricultural capability. Further, it was also noted that there are no reasonable alternative locations for the proposed development within the currently designated areas of the Town of Ingersoll.

The subject lands comprise prime agricultural lands which are identified predominantly of Class 1 and Class 2 soils. These lands are cultivated for agricultural purposes with common field crops. No specialty crop lands were identified within the study area. The agricultural assessment further noted that the agricultural land within and surrounding the Town is nearly all Class 1 and 2 land and as such are identified as prime agricultural lands as per the PPS. As there are no lands within the Town limits or in the immediate surroundings that have lower soil capability for agriculture,

Report No: CP 2023-03
COMMUNITY PLANNING
Council Date: January 25, 2023

there are no reasonable alternatives for future expansion that would avoid prime agricultural land and no alternatives on prime agricultural land of a lower soil capability rating.

While lands to the north and northwest of the Town are identified as having significant aggregate resources (primarily limestone), no aggregate resources are identified on the lands and existing natural heritage features will be protected from proposed development through appropriate land use designations, zoning and the imposition of appropriate conditions of draft approval.

As noted, the subject property is part of a larger area that was annexed into the Town for primarily industrial purposes as a logical extension of existing industrial uses in the immediate area, including CAMI Automotive, Verspeeten Cartage and a vacant truck transportation terminal (the latter two of which are within the Township of South-West Oxford). While no specific development concepts have been generated as part of the secondary plan exercise at this time, initial review of the noted annexed lands has identified opportunities for industrial development for the lands on the north side of Highway 401.

When considering the use of lands for employment purposes in areas where sensitive lands uses exist or may be planned, the PPS requires that such use must be considered in the context of the Ministry of Environment, Conservation and Parks' Guidelines (D-1, "Land Use Compatibility" and D-6 "Compatibility Between Industrial Facilities and Sensitive Land Uses"). The noted guidelines were prepared by the province to minimize adverse effects between industrial and sensitive (i.e. residential) land uses when considering land use approvals under the Planning Act. These guidelines contain recommended separation distances and implementation of mitigation measures based on the results of technical studies in this regard.

The recommended minimum separation distances between noise generators and noise sensitive uses detailed in these guidelines are 20 m (65.6 ft.) for Class I (light) industry, 70 m (229.7 ft.) for Class II (medium) industry and 300 m (984.3 ft.) for Class III (heavy) industry. Further, the potential zone of influence associated with these industrial classes is 70 m (229.7 ft.) for light industry, 300 m (984.3 ft.) for medium industry and 1,000 m (3,280.8 ft.) for heavy industry.

That said, it is noted that CAMI Automotive, a Class III industry, is located to the immediate east. The western portion of the CAMI lands are within the secondary plan study area, with the intent of designating these lands for employment purposes to be consistent with the current designation of CAMI lands that were within the former Town municipal boundary. Further, the western portion of the CAMI lands are currently designated Future Urban Growth in the Official Plan with the stated intent (as per the Official Plan) that the lands will be designated for industrial purposes.

Additionally, the Verspeeten Cartage and another truck transportation terminal, both being Class II industries are within the Township of South-West Oxford and are reflected in the Official Plan through special policies that enable the use of the lands for truck transportation terminal purposes. As such, these industries create a considerable zone of influence on surrounding lands, including the subject property.

As a result, the proposed use of the property for industrial purposes is considered to be compatible with uses in the immediate area and are also viewed as a logical extension of the Town's existing settlement boundary.

Report No: CP 2023-03
COMMUNITY PLANNING
Council Date: January 25, 2023

Through a review of the availability of existing or planned municipal services and infrastructure it was concluded that the subject lands can be suitably serviced. The functional servicing design that has been prepared in support of this proposal indicates that servicing the subject lands in advance of the completion of the broader secondary planning exercise will not impact the logical extension of servicing for the remainder of the lands subject to the recent boundary adjustment.

While the above-noted secondary planning process has not yet been completed, staff are of the opinion that the above information provides adequate justification (together with the analysis that is contained in this report) with respect to the development proposed by the Official Plan and Zoning By-law amendments subject of this report, as well as the proposed plan of subdivision. As noted, the applicant has completed studies that address both the specific development of the subject lands as well as the how the said development will be tied into the broader secondary plan area.

As noted above, through the on-going secondary plan exercise a number opportunities for industrial use have been identified for the lands on the north side of Highway 401 (which includes the subject lands) that fall within the study area, including:

- close access to Highway 401 via Ingersoll Street;
- some visibility from Highway 401;
- proximity to existing employment areas;
- CAMI plant provides anchor for employment area;
- proximity to arterial roads (Ingersoll Street & King Street) and collector roads (Wallace Line & Thomas Street);
- existing sanitary sewers in area provide opportunities for connection;
- water well and treatment facilities in close proximity; and
- Ingersoll Wastewater Treatment Plant located on west side of Town.

Accordingly, it is anticipated that the proposal would be generally in-keeping with the anticipated recommendations of the secondary plan and does not preclude the logical development of lands within the study area for similar purposes.

Further, the 2020 Hemson study cited earlier in this report recommended the Town should immediately begin to consider actions that may need to be undertaken to maintain a 20-year supply of designated industrial land and also that the County and Area Municipalities should continue to explore opportunities to expand their inventory of shovel ready industrial land and take actions necessary to help ensure a 20-year supply of designated industrial land. The subject proposal is viewed as contributing towards the Town of Ingersoll's supply of employment lands.

Agricultural Assessment

The planning justification prepared by the applicant detailed that no reasonable alternative locations exist for the proposed development within the Town, either within the Town's boundaries as they existed prior to the 2020 boundary adjustment, or within those areas adjacent to the former boundaries designated "Future Urban Growth", as shown on Schedule "S-1" to the County's Official Plan.

Report No: CP 2023-03
COMMUNITY PLANNING
Council Date: January 25, 2023

The subject lands are comprised of prime agricultural lands and are identified as Class 1 and 2 soils and are currently cultivated for agricultural purposes with common field crops.

According to the PPS, 2020, the term “specialty crop area” refers to an area that has been designated as such according to Provincial guidelines. These areas are predominantly used for the growing of crops “such as tender fruits (peaches, cherries, plums), grapes, other fruit crops, vegetable crops, greenhouse crops, and crops from agriculturally developed organic soil.”

The review completed by the applicant concluded that the subject property is located in an area that does not constitute a specialty crop area.

As part of the agricultural assessment, the consultant identified all existing agricultural livestock operations surrounding the subject lands. Existing agricultural operations are primarily located to the west and south, within the Township of South-West Oxford. The closest is located on the parcel adjacent to the west (dairy operation). Approximate measurements based on aerial photographs indicate that the barn on this property is located approximately 480 m (1,574.8 ft.) from the westerly corner of the subject property, which is occupied by the wetland/woodlot features, and is approximately 750 m (2,460.6 ft.) from the nearest developable portion of the subject lands.

An MDS I calculation was completed where the information could be obtained. The analysis indicated that the livestock operation requires a significant setback. Since the farm is located outside of the Town’s Settlement Area, the MDS Guidelines require that the calculated setback doubles in distance requirement between a livestock barn and the boundary of the settlement. With a doubling distance, an MDS arc encroaches into the subject property, specifically, into that area containing the existing natural heritage features. It is therefore not anticipated that the development of the subject lands for industrial purposes will have significant impact on the existing livestock operation to the west.

The applicant’s report also noted that other livestock operations exist to the southwest of the subject lands. That said, the transport trucking operation to the immediate south (within the Township of South West-Oxford) is located in nearer proximity to these livestock operations than the subject lands. As a result, it is not expected that the proposed industrial development will have any additional undue impacts on those agricultural operations located to the south.

Natural Heritage Assessment

As noted previously, an Environmental Impact Study (EIS) and follow up addendum were undertaken by the applicant and subsequently reviewed by the Upper Thames River Conservation Authority (UTRCA), being the Conservation Authority having jurisdiction in this matter. The results of the EIS were incorporated in the land use plan and recommended policies for the proposed development. Further, these recommendations can be implemented through the site specific zoning and conditions of draft plan approval. For Council’s information, in addition to reviewing the completed EIS (and subsequent addendum), the UTRCA also assisted in determining the terms of reference for the EIS.

Report No: CP 2023-03
COMMUNITY PLANNING
Council Date: January 25, 2023

The EIS notes that the proposed development has been designed to avoid direct impacts on significant natural heritage features within and adjacent to the subject property by incorporating a 30 m (98.4 ft.) setback from the Provincially Significant Wetland (PSW) identified on Plate 4 of this report, and a 10 m (32.8 ft.) setback from the surveyed dripline of the significant woodland. These setback areas will be included in the amending Zoning By-law required to implement the findings of the EIS and provide an enhanced naturalized buffer between the proposed development and the adjacent natural features.

The implementation of the mitigation measures recommended in the report are anticipated to generate no significant impacts on groundwater infiltration or discharge to natural features. The detailed design of the stormwater management facility on Block 6 should incorporate mitigation measures to attenuate thermal impacts from stormwater discharge, as recommended by the EIS.

The UTRCA has indicated that the applications can be supported subject to a number of conditions of draft plan approval that require revisions to the EIS and the Preliminary Functional Servicing Report (FSR). Staff are satisfied that the revisions noted above will not impact the design of the proposed plan of subdivision or other matters related to the designation of the lands for employment purposes.

Infrastructure Assessment

The Functional Servicing Report (FSR) prepared in support of the proposal identified both an interim and long-term servicing strategy (pending the completion of the aforementioned secondary plan/servicing strategy) as well as a proposed approach to stormwater management.

The FSR found that the proposed development can be adequately serviced in the interim utilizing the existing sanitary forcemain along Wallace Line and the existing watermain feed from Robinson Road. The proposed stormwater management strategy will provide adequate attenuation of storm events from the two-year event up to the 250-year event, with adequate water quality control being provided for the subject lands and external contributing areas. Water balance can be achieved by directing roof run-off to block-level infiltration measures.

As an interim approach to servicing the development (relative to the completion of the secondary plan/servicing strategy and final design of the servicing throughout the area), the applicant will be responsible for the costs of the constructing of the sewage pumping station and forcemain connection and will continue to own this infrastructure, however the facility will be operated by the County of Oxford Public Works Department. This arrangement will be implemented via the subdivision agreement that will be required for this development.

Traffic Assessment

A Transportation Impact Assessment (TIA), was prepared to identify and assess potential impacts from the proposed development on traffic conditions in the surrounding area in accordance with the County of Oxford's Traffic Impact Study Guidelines and MTO's Traffic Impact Study Guidelines.

Report No: CP 2023-03
COMMUNITY PLANNING
Council Date: January 25, 2023

The TIA included the evaluation of five intersections (Wallace Line and Robinson Road; Thompson Road and Ingersoll Road; Thomas Street and Ingersoll Street; Culloden Road and Ingersoll Street / Highway 401 North Ramp Terminal; and Culloden Road and Highway 401 South Ramp Terminal), as well as access intersections on Robinson Road and Wallace Line.

Background traffic conditions were estimated for the year of development opening (2030), as well as for five years and ten years after opening (2035 and 2040, respectively). The TIA concluded that all intersections within the study area were forecast to operate at acceptable levels of service for the background traffic conditions. Certain measures are recommended to address effects on eastbound left and right turns at Ingersoll Road and Thompson Road and effects on eastbound right-turn movement at Culloden Road and Ingersoll Street/Highway 401 North Ramp Terminal. Further, the TIA determined that proposed access intersections for the proposed development are projected to operate at satisfactory levels of service under future traffic conditions.

The Town and County's peer review consultant indicated that they concur with the TIA's conclusions and recommendations.

Land Use Compatibility Study (Noise) Assessment

A noise compatibility study was conducted to assess the compatibility of the proposed industrial development with respect to noise impacts on nearby sensitive (predominantly residential) uses.

The report detailed that the existence of residential dwellings to the southwest and northeast of the subject lands present potential compatibility issues with future industrial uses, and generally preclude the development of heavy (Class III) industrial uses, which require a minimum 300 metre (985 ft) separation distance from existing sensitive uses.

Further, the report made the following recommendations:

- The proposed zoning not permit Class III industrial uses on the subject lands, with the possible exception of Block 3;
- The proposed zoning restrict the use of any land within the 70 m (229.7 ft.) required setback to non-noise producing uses, such as parking areas and landscape buffers. This recommendation primarily affects the northwesterly portion of Block 4, as well as a small portion of Block 2.)
- Further noise study assessments be undertaken (through future site plan applications), for any Class II industrial uses proposed on either Block 2 or Block 4 to demonstrate that the actual zone of influence from their operations can be reduced to the minimum required setback of 70 m (229.7 ft.).

Cultural Heritage and Archaeological Assessments

The Cultural Heritage Assessment Report provided a review of built heritage resources and cultural heritage landscapes as well as potential Aboriginal interests to address the cultural heritage policies of the PPS and the County Official Plan. In addition, a Stage 1 and Stage 2 Archaeological Assessment was completed and was submitted to the Ministry of Heritage, Sport, Tourism and Culture (MHSTC).

Report No: CP 2023-03
COMMUNITY PLANNING
Council Date: January 25, 2023

The Stage 2 assessment identified no archaeological resources within the assessed portion of the property. In compliance with legislative requirements, all works within the subdivision are to be restricted to those areas of the subject property that have been archaeologically assessed and cleared by the MHSTC through the acceptance of the assessment report.

Proposed Official Plan Amendment

It is the opinion of Planning staff that the reports completed by the applicant satisfy the comprehensive review requirements of the PPS as it pertains to the expansion of settlement boundaries.

This office is also of the opinion that the proposed amendment to the Official Plan generally supports the relevant strategic initiatives, objectives and policies of the Official Plan as they pertain to settlement expansions and the designation of additional Industrial lands within the Town of Ingersoll.

The draft Official Plan amendment attached to this report has been prepared in accordance with the findings of the studies and addresses those matters pertaining to land use, natural heritage, transportation, municipal servicing and stormwater management, as set out in the background reports. This office is satisfied that the entirety of the lands, can be redesignated to be included in the Town's Settlement Area.

Draft Plan of Subdivision

With regard to the policies of Section 10.3 of the Official Plan [PLANS OF SUBDIVISION AND CONDOMINIUM], which require the developer to address a series of standard review criteria concerning the adequacy of servicing, environmental impacts, transportation networks and integration with surrounding developments, staff note that through a review of the submission and comments provided by the relevant agencies, requirements to implement the development can be satisfactorily addressed through the inclusion of appropriate conditions of draft approval.

The proposed draft plan of subdivision will provide for the orderly, efficient, and appropriate development of the subject lands by identifying the blocks associated with each land use, by establishing a right-of-way for the new municipal road, and by providing an easement for the overland stormwater management corridor through Block 1.

The proposed draft plan will facilitate industrial development that is considered to be compatible with, and complementary to, existing development in the area. In Planning staff's opinion, the proposed industrial development accommodates growth and contributes to the supply of employment lands within the Town.

As noted, the applicant completed a traffic study in support of the planning applications. The study concluded that the intersections within the study area operate at acceptable levels of service in all future scenarios and the proposed development does not pose any adverse effects on traffic operations. The study was peer reviewed by RC Spenser Assoc. Ltd., (retained by the Town and County) and concurred with the conclusions and recommendations of the traffic study. The study conclusions and noted peer review are supported by both Town Engineering and County Public Works.

Report No: CP 2023-03
COMMUNITY PLANNING
Council Date: January 25, 2023

The draft plan proposes a Street 'A' that extends northward from Robinson Road, which will function as a collector road within the proposed development.

The EIS made a number of recommendations in terms of setbacks and buffering from the natural features that have been incorporated into the design of the subdivision. Nonetheless, Planning staff recommend that a condition be applied that requires the recommendations of the study be implemented to the satisfaction of the UTRCA and Town of Ingersoll.

The draft plan identifies that Block 6 of the plan will function as a SWM block while Block 7 will contain the significant heritage features identified in the completed EIS.

Town staff have indicated that the Town would accept parkland to be dedicated to the Town, as enabled under the parkland provisions in the *Planning Act*.

Additionally, further evaluation of the servicing and detailed grading/stormwater management of each individual block will be undertaken at the time of site plan approval of each individual block to the satisfaction of the Town and County Public Works. Also, additional noise studies will be conducted at the time of site plan approval for any industrial uses considered to be of a Class II nature to determine their actual influence area and that acceptable sound levels can be achieved at nearby residences by showing compliance with MECP Guideline limits.

Zoning

The purpose of the application for zone change is to rezone the subject lands from 'General Agricultural Zone (A2)' with Environmental Protection 1 Overlay and Environmental Protection 2 Overlay to 'General Industrial Zone (MG)' and 'Open Space Zone (OS)'. The proposed industrial zones will include special provisions as has been described previously in this report.

The range of frontages of the blocks are proposed to be between approximately 94 m (308.4 ft.) and 332.7 m (1,091.5 ft.) while the areas are to range from 0.76 ha (1.9 ac.) to 22 ha (54.4 ac.). That said, it appears that each of the proposed blocks meet the MG zone provisions with respect to the lot area, lot frontage and lot depth.

In light of the recommendations from the EIS and in particular the significance of the environmental features contained in Block 7, Planning staff have recommended to the Town that special provisions be incorporated to reflect the proposed building setback in the MG-special zone from Block 7.

Additionally, as per the applicant's noise study, it has also been recommended that the zoning exclude a concrete batching or mixing plant, a feed or flour mill, and a grain elevator, due to their potential to cause adverse noise impacts on neighbouring residential dwellings. And, as per comments from the Town's Economic Development Department, it is also recommended that a minimum lot coverage of 10% be included in the zoning and further, that a cartage, express or truck transportation terminal not be permitted in the zoning.

Staff are satisfied that the requested zoning provisions are appropriate to implement the proposed development and reflect the recommendations from the supporting studies submitted in conjunction with the planning applications.

Report No: CP 2023-03
COMMUNITY PLANNING
Council Date: January 25, 2023

Public Comment

A neighbouring land owner made representation at the Town's public meeting held on December 12, 2022, questioning the impacts of the proposed development on groundwater supply and how it may impact private wells, and also how noise impacts from industrial development may impact the adjacent properties.

In regard to these comments, it was confirmed at the meeting that the proposed development will be serviced via the municipal water supply and as a result, the anticipated impacts to private wells in the vicinity will be minimal.

Further, it was noted that the noise study submitted with the applications identified certain industrial uses that should be prohibited from the development and also, that as specific uses are proposed for each block, additional noise studies should be prepared as part of the Town's site plan review process to identify any potential mitigation that may be required to properly attenuate noise from the industrial use relative to surrounding residential land uses.

Conclusions

The amount of land proposed for development is consistent with the requirements of the proposed industrial uses, and is also consistent with the parcel sizes of nearby industrial properties. At the same time, the proposed development concept sets aside appropriate amounts of land to accommodate stormwater management facilities and to provide for the protection and preservation of significant natural heritage features.

In light of the foregoing, Planning staff are satisfied that the proposed Official Plan amendment and draft plan of subdivision are consistent with the policies of the PPS, support the strategic initiatives and objectives of the Official Plan and can be given favourable consideration, subject to the attached conditions of draft approval.

SIGNATURES

Report Author:

Original Signed By _____

Ron Versteegen, MCIP, RPP
Senior Planner

Departmental Approval:

Original Signed By _____

Gordon K. Hough, RPP
Director of Community Planning

Report No: CP 2023-03
COMMUNITY PLANNING
Council Date: January 25, 2023

Approved for submission:

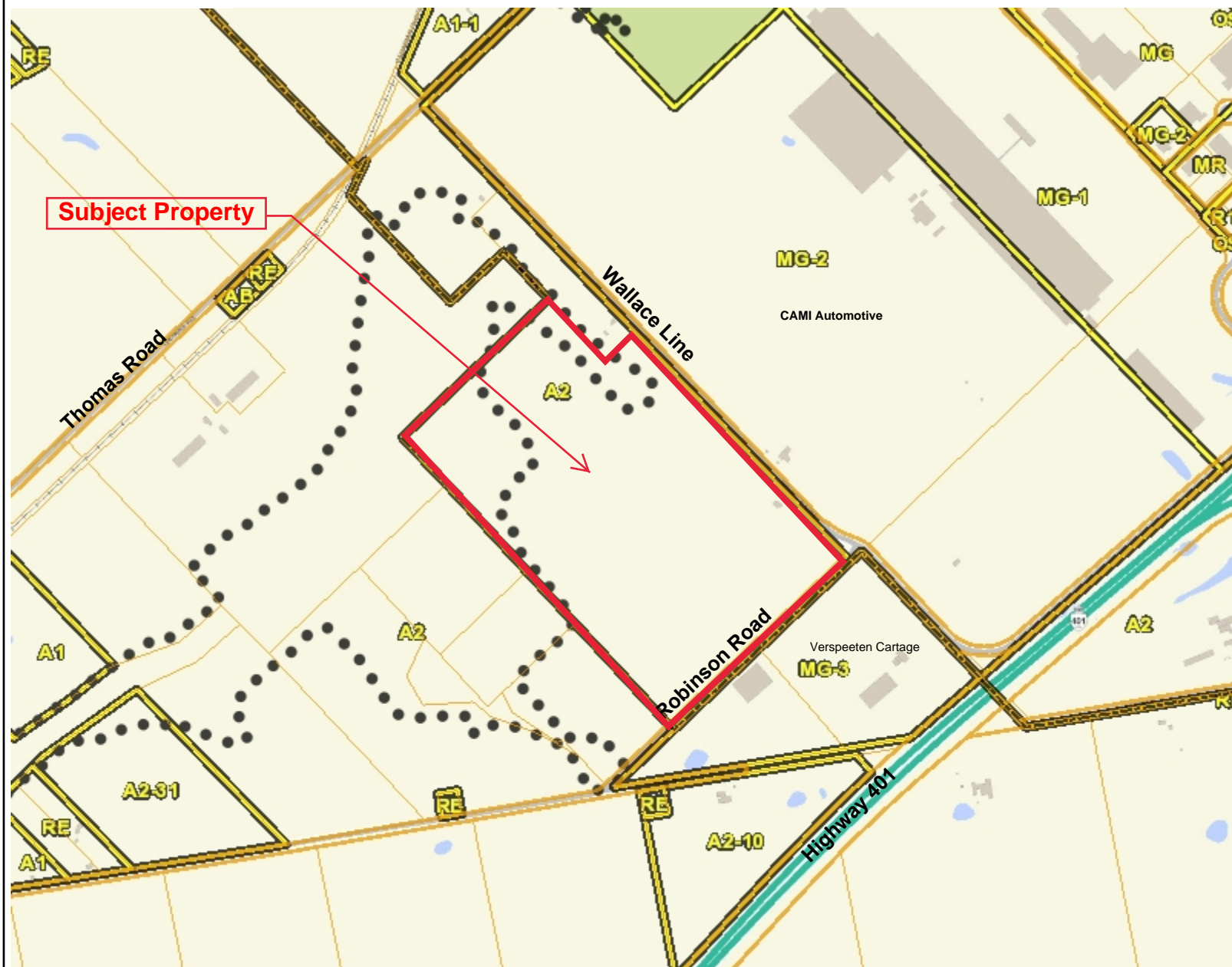
Original Signed By _____
Benjamin R. Addley
Interim Chief Administrative Officer

ATTACHMENTS

Attachment 1 - Plate 1, Existing Zoning & Location Map
Attachment 2 - Plate 2, Air Photo (2020)
Attachment 3 - Plate 3. Proposed Draft Plan of Subdivision
Attachment 4 - Plate 4, Natural Heritage Feature Setbacks
Attachment 5 - Agency Comments
Attachment 6 - Conditions of Draft Approval
Attachment 7 - Official Plan Amendment No. 289

Plate 1 - Existing Zoning & Location Map

File Nos.: OP 22-12-6, SB 22-03-6 & ZN 6-22-07 - 2862083 Ontario Inc., 2741714 Wallace Line, Town of Ingersoll



Legend

Parcel Lines

- Property Boundary
- Assessment Boundary
- Unit
- Road
- Municipal Boundary

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



0 371 742 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

November 15, 2022



Legend

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

Notes



0 192 383 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

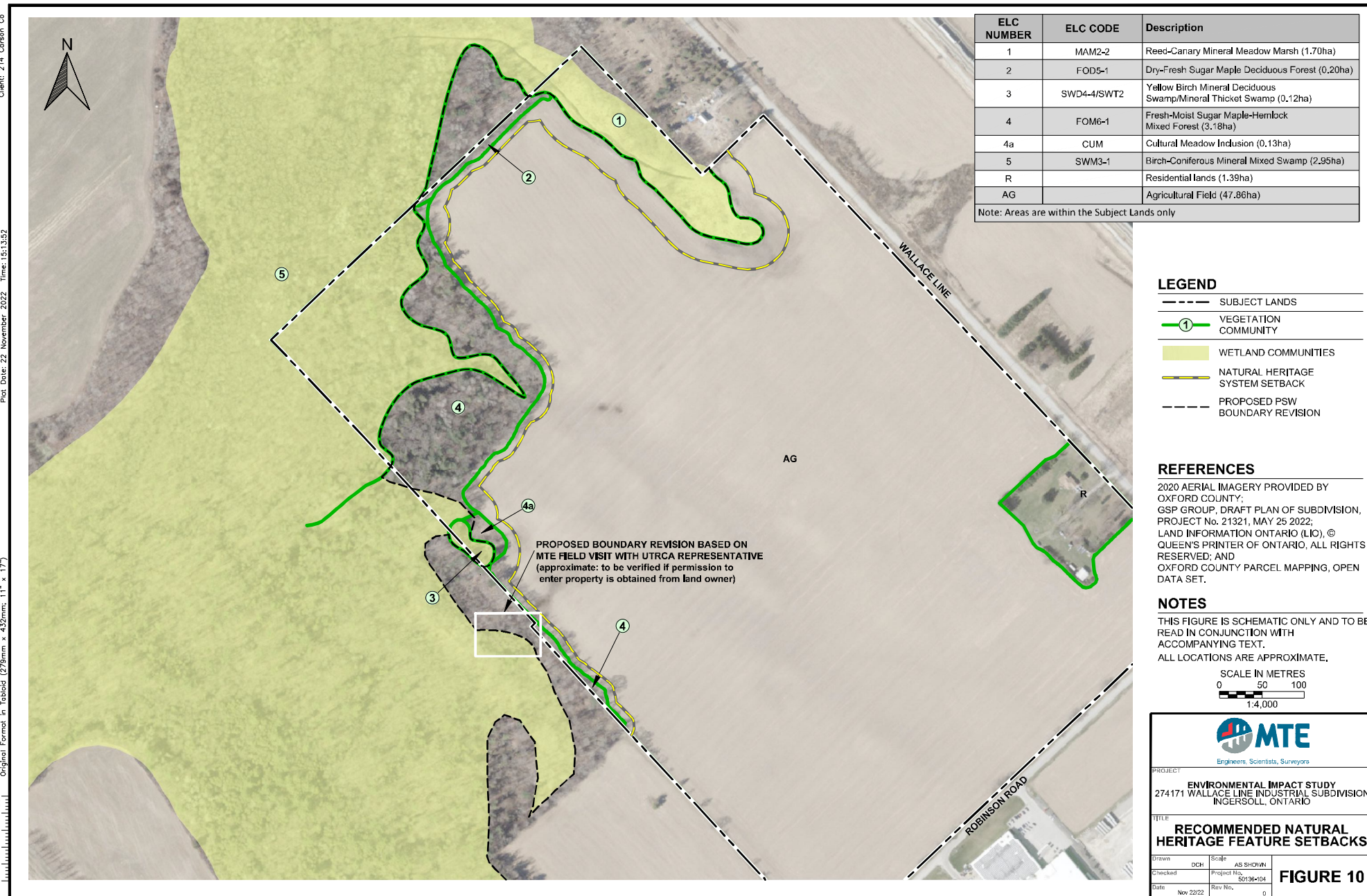
July 22, 2022

Plate 4 - Natural Heritage Feature Setbacks

File Nos.: OP 22-12-6, SB 22-03-6 & ZN 6-22-07 - 2862083 Ontario Inc., 2741714 Wallace Line, Town of Ingersoll

Client: 214 Corson Co

Plot Date: 22 November 2022 Time: 15:13:52

CAO: P:\P\50136\104_V2_PROD\50136-104-R04 ENVIRONMENTAL IMPACT STUDY\50136-104-R04010.DWG
25mm Original Format in Tabloid (279mm x 432mm, 11" x 17")

AGENCY COMMENTS – OP 22-12-6/SB 22-3-6 – 2862083 Ontario Inc.

The County of Oxford Public Works Department advised that they no objections to the proposed development and requested a number of conditions be applied including:

- The Owner agrees in writing that prior to final approval, the Owner shall implement the recommendations of the Functional Servicing Report prepared by MTE Consulting Inc. This will be completed to the satisfaction of the Town of Ingersoll and County of Oxford.
- 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.
- The Owner shall demonstrate to the satisfaction of the County of Oxford that the subdivision lands shall be serviced with two independent water supply points to provide for adequate redundancy and looping for domestic and fire protection services.
- The subdivision agreement shall make provision for the assumption and operation by the County of Oxford of the water and sewage system within the draft plan subject to the approval of the County of Oxford Department of Public Works. A CAD file of the water main layout for the entire development showing the water main location, hydrants, valves, street and lot fabrics will be required so that it can be integrated into our modelling to ensure County model is up to date.
- Prior to the final approval of the subdivision plan, the Owner shall receive confirmation from the County of Oxford Department of Public Works that there is sufficient capacity in the Ingersoll water and sanitary sewer systems to service the plan of subdivision. Confirmation shall be given in accordance with the “Protocol for Allocation of Water and Sewage Capacity for Development”.
- The Owner shall own the sewage pumping station (SPS) to be located on Block 5 and be responsible for operational costs; County of Oxford Staff will operate, maintain and repair the sewage pumping station. The County may enter upon the property and take whatever steps necessary to: inspect, correct deficiencies, operate, maintain and/or repair the SPS and charge all applicable costs to the Owner.
- The Owner agrees to decommission the SPS (and assume all associated costs) at a future date to be determined by the County. Decommissioning shall include (but not limited to): removal from the property of each generating unit and related improvements installed or constructed by the Owner; fill in and compact all trenches or other borings or excavations made by the Owner on the property; leave the surface of the property free from project debris; use reasonably practical efforts to restore the property to a land use equivalent to the land use existing immediately prior to construction; and decommissioning in accordance with local building official requirements.
- The Owner understands that gravity piping within the development will be County owned.
- The Owner agrees to provide such easements as may be required for utility or drainage purposes outside of the proposed public right-of-ways which shall be granted to the appropriate authority.

- 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 the water distribution system, the installation of the sanitary sewer system, and other matters pertaining to the development of the subdivision.

The Town of Ingersoll Clerk advised that in accordance with the Town's parkland conveyance by-law, the applicant will be required to remit 2% of appraised value for cash-in-lieu of parkland dedication.

The Upper Thames River Conservation Authority advised that the subject lands are regulated by the UTRCA in accordance with Ontario Regulation 157/06, made pursuant to Section 28 of the Conservation Authorities Act and also the regulation limit is comprised of a riverine erosion hazard and an area of interference surrounding a wetland.

Further, the UTRCA required the following as conditions of draft plan approval to their satisfaction:

- That the Owner shall provide a Final EIS Report which addresses the Conservation Authority's outstanding comments and concerns, to the satisfaction of the UTRCA. Further red-line revisions to the draft plan may be required to address those concerns/comments.
- That the Owner shall provide a Stormwater Management Report and Water Balance Analysis which addresses the Conservation Authority's outstanding comments and concerns, to the satisfaction of the UTRCA. Further red-line revisions to the draft plan may be required to address those concerns/comments.
- That the Owner shall provide a Final Hydrogeological Assessment which addresses the Conservation Authority's outstanding comments and concerns, to the satisfaction of the UTRCA.
- The UTRCA will require detailed Erosion and Sediment Control (ESC) supported by notes, standards, inspection, monitoring and reporting for all the phases signed, sealed and dated by P.Eng.
- In accordance with Ontario Regulation 157/06 made pursuant to Section 28 of the Conservation Authorities Act, the Owner shall obtain the necessary permits/approvals from the UTRCA prior to undertaking any site alteration or development within the UTRCA Regulated Area including filling, grading, construction, site alteration to watercourse and/or interference with a wetland.

The Town of Ingersoll Economic Development Officer indicated that Economic Development is supportive of the planning applications. It was also noted that these lands will provide significant opportunity for assessment and job growth, which will positively impact the Town. Further, the demand for industrial land is unprecedented and an increase in supply is greatly needed. These applications proceeding in advance of the secondary planning and servicing strategy process are viewed as opportunities to maximize the use of the lands. It was also recommended that a minimum lot coverage should be prescribed and the restriction of trucking to an accessory use (trucking not be permitted as a primary use) should be sought to ensure effective land use.

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

Bell Canada requested a condition whereby the Owner/developer agrees that should any conflict arise with existing Bell Canada facilities where a current and valid easement exists within the subject area, the Owner shall be responsible for the relocation of any such facilities or easements at their own cost.

The Town of Ingersoll Engineer & Director of Operations, Town of Ingersoll Chief Building Official, Town of Ingersoll Fire Department, Hydro One indicated that they had no objections or concerns with the subject application.

Schedule "A"
To Report No. CP 2023-3

CONDITIONS OF DRAFT APPROVAL – SB 22-03-6 – 2862083 Ontario Inc.

1. This approval applies to the draft plan of subdivision submitted by 2862083 Ontario Incorporated (SB 22-03-6) and prepared by GSP Group Inc., as shown on Plate 3 of Report No. 2023-3 and comprising Part Lot 25, Concession 1 (West Oxford), in the Town of Ingersoll, showing 4 industrial blocks, a sanitary pumping station block, a stormwater management block, an open space block as well as a new municipal road.
2. The Owner agrees in writing, to satisfy all requirements, financial and otherwise, of the Town of Ingersoll regarding construction of roads, installation of services, including water, sewer, electrical distribution systems, sidewalks, street lights, and drainage facilities and other matters pertaining to the development of the subdivision in accordance with the standards of the Town, to the satisfaction of the Town of Ingersoll.
3. The Owner agrees to provide such easements as may be required for utility or drainage purposes outside of the proposed public right-of-ways which shall be granted to the appropriate authority.
4. The Owner agrees in writing that prior to final approval, that the recommendations of the Functional Servicing Report prepared by MTE Consulting Inc., shall be implemented to the satisfaction of the Town of Ingersoll, County of Oxford and UTRCA.
5. The Owner shall agree to prepare, and submit for the approval of Oxford County Public Works, detailed servicing plans designed in accordance with Oxford County Design Guidelines.
6. The Owner agrees that the subdivision shall be serviced with two independent water supply points to provide for adequate redundancy and looping for domestic and fire protection services to the satisfaction of Oxford County Public Works.
7. The Owner agrees in writing to own the interim sewage pumping station and be responsible for operational costs; whereby the County of Oxford will operate, maintain and repair the sewage pumping station as required, to the satisfaction of the Oxford County Public Works. Further, the writing shall agree that the County may enter upon the property and take whatever steps necessary to ensure proper operation of the sewage pumping station as deemed necessary at the applicable costs to the Owner.
8. The Owner agrees in writing that gravity piping within the development shall be owned by the County of Oxford.
9. The Owner agrees in writing to decommission the sewage pumping station (and assume all associated costs) at a future date to be determined by the County to the satisfaction of the County of Oxford.
10. The street included on the draft plan of subdivision shall be named to the satisfaction of the Town of Ingersoll.

11. The road allowance included in the draft plan of subdivision shall be dedicated as a public highway to the Town of Ingersoll.
12. That any 0.3 metre (1 foot) reserve blocks or any blocks for daylight corners shall be conveyed to the Town of Ingersoll free of all costs and encumbrances.
13. That Block 6 shall be conveyed to the Town of Ingersoll for storm water management purposes free of all costs and encumbrances and this block be graded, landscaped, seeded and fenced to the satisfaction of the Town of Ingersoll. An easement for assess purposes over Block 1 shall be provided to the Town of Ingersoll.
14. An easement for an overland stormwater management corridor through Block 1 shall be provided to the satisfaction of the Town of Ingersoll.
15. That Block 7 shall be conveyed to the Town of Ingersoll for environmental purposes free of all costs and encumbrances and be fenced to the satisfaction of the Town of Ingersoll. An easement for assess purposes over Block 1 shall be provided to the Town of Ingersoll.
16. The subdivision agreement shall make provision for the dedication of parkland in accordance with the relevant provisions of the Planning Act, to the satisfaction of the Town of Ingersoll.
17. Prior to the approval of the final plan by the County, all lots/blocks shall conform to the zoning requirements of the Town's Zoning By-law. Certification of lot areas, frontages, and depths shall be provided to the Town by an Ontario Land Surveyor retained by the Owner, to the satisfaction of the Town of Ingersoll.
18. Prior to the final approval of the subdivision plan, the Owner shall receive confirmation from the Oxford County Public Works Department that there is sufficient capacity in the Ingersoll water and sanitary sewer systems to service the plan of subdivision. Confirmation shall be given in accordance with the "Protocol for Allocation of Water and Sewage Capacity for Development".
19. Prior to the approval of the final plan by the County, the Owner shall receive confirmation from County of Oxford Public Works that there is sufficient capacity in the Ingersoll water and sanitary sewer systems to service the plan of subdivision, to the satisfaction of County of Oxford Public Works.
20. The Owner agrees in writing, to satisfy all the requirements, financial and otherwise, of the County of Oxford regarding the installation of the water distribution system, the installation of the sanitary sewer system, and other matters pertaining to the development of the subdivision, to the satisfaction of County of Oxford Public Works.
21. The subdivision agreement shall make provision for the assumption and operation of the water and sewage system within the draft plan of subdivision by the County of Oxford, to the satisfaction of County of Oxford Public Works.
22. Prior to final approval of the final plan by the County, the Owner shall properly decommission any abandoned private services (water well, cistern and/or septic system) located on the subject lands, in accordance with the Ontario Water Resources Act, R.S.O. 1990 (Ontario Regulation No. 903) and to the satisfaction of the Town of Ingersoll.

23. The subdivision agreement between the Owner and the Town shall contain provisions that prior to grading and issuance of building permits, that a storm water management report, grading plan and an erosion and siltation control plan be reviewed and approved by the Town of Ingersoll and the UTRCA and further, the subdivision agreement shall include provisions for the Owner to carry out or cause to be carried out any necessary works in accordance with the approved plans and reports.
24. That the Owner shall provide a Final Hydrogeological Assessment, to the satisfaction of the UTRCA.
25. That the Owner shall provide a Final EIS Report, to the satisfaction of the Town of Ingersoll and UTRCA.
26. Prior to the approval of the final plan by the County, the owner shall complete an archaeological assessment of the subject property and mitigate, through preservation or resources removal and documentation, adverse impacts to any significant archaeological resources found. No demolition, grading or further soil disturbances shall take place on the subject property prior to the entering of the appropriate report on the Ontario Public Register of Archaeological Reports and confirmation of same has been received by the County of Oxford.
27. Prior to the approval of the final plan by the County, the Owner shall agree in writing, to satisfy the requirements of Union Gas that the Owner/developer provide Union Gas Limited with the necessary easements and/or agreements required for the provisions of gas services, to the satisfaction of Union Gas Limited.
28. Prior to the approval of the final plan by the County, the Owner shall agree in writing, to satisfy the requirements of Bell Canada that the Owner/developer provide Bell Canada with the necessary easements and agrees that should any conflict arise with existing Bell Canada facilities where a current and valid easement exists within the subject area, the Owner shall be responsible for the relocation of any such facilities or easements at their own cost, to the satisfaction of Bell Canada.
29. Prior to the approval of the final plan by the County, the Owner shall agree in writing to satisfy the requirements of Canada Post Corporation, if required, with respect to advising prospective purchasers of the method of mail delivery; the location of temporary Centralized Mail Box locations during construction; and the provision of public information regarding the proposed locations of permanent Centralized Mail Box locations, to the satisfaction of Canada Post.
30. Prior to the approval of the final plan by the County, the County of Oxford shall be advised by the Town of Ingersoll that Conditions 1 to 4 (inclusive), 10 to 17 (inclusive), 22 and 23 have been met to the satisfaction of the Town. The clearance letter shall include a brief statement for each condition detailing how each has been satisfied.
31. Prior to the approval of the final plan by the County, the Owner shall secure clearance from the County of Oxford Public Works Department that Conditions 4 to 9 (inclusive) and 18 to 21 (inclusive) have been met to the satisfaction of County Public Works. The clearance letter shall include a brief statement for each condition detailing how each has been satisfied.

32. Prior to the approval of the final plan by the County, the County of Oxford shall be advised by UTRCA that Conditions 4 and 23 to 25 (inclusive) have been met to the satisfaction of UTRCA. The clearance letter shall include a brief statement detailing how this condition has been satisfied.
33. Prior to the approval of the final plan by the County, the County of Oxford shall be advised by Union Gas that Condition 27 has been met to the satisfaction of Union Gas. The clearance letter shall include a brief statement detailing how this condition has been satisfied.
34. Prior to the approval of the final plan by the County, the County of Oxford shall be advised by Bell Canada that Condition 28 has been met to the satisfaction of Canada Post. The clearance letter shall include a brief statement detailing how this condition has been satisfied.
35. Prior to the approval of the final plan by the County, the County of Oxford shall be advised by Canada Post that Condition 29 has been met to the satisfaction of Canada Post. The clearance letter shall include a brief statement detailing how this condition has been satisfied.
36. This plan of subdivision will lapse on January 28, 2026, unless an extension is authorized by the County of Oxford.

AMENDMENT NUMBER 289
TO THE COUNTY OF OXFORD OFFICIAL PLAN

The following schedules attached hereto, constitute
Amendment Number 289 to the County of Oxford Official Plan.

COUNTY OF OXFORD

BY-LAW NO. **6501-2023**

BEING a By-Law to adopt Amendment Number 289 to the County of Oxford Official Plan.

WHEREAS, Amendment Number 289 to the County of Oxford Official Plan has been recommended by resolution of the Council of the Town of Ingersoll and the County of Oxford has held a public hearing and has recommended the Amendment for adoption.

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

1. That Amendment Number 289 to the County of Oxford Official Plan, being the attached text and schedules, is hereby adopted.
2. This By-Law shall come into force and take effect on the day of the final passing thereof.

READ a first and second time this 25th day of January, 2023.

READ a third time and finally passed this 25th day of January, 2023.

MARCUS RYAN, WARDEN

CHLOÉ SENIOR, CLERK

1.0 PURPOSE OF THE AMENDMENT

The purpose of this amendment is to implement and integrate policies and land use designations on certain lands in the Town of Ingersoll in the County of Oxford Official Plan, primarily to address future land needs for employment growth on lands that were incorporated into the Town of Ingersoll from the Township of South-West Oxford on January 1, 2021, as part of a larger boundary adjustment area.

In particular, this amendment is re-designates the subject lands from 'Agricultural Reserve' to 'Industrial' to facilitate the development of an industrial draft plan of subdivision comprising 4 industrial blocks, a sanitary pumping station block, a stormwater management block, an open space block as well as a new municipal road to provide access to the industrial blocks.

A portion of the lands are also designated 'Environmental Protection', which will remain in place subject to minor adjustments as determined appropriate through an Environmental Impact Study. Other lands will be designated Open Space to reflect a stormwater management block associated with a proposed industrial plan of subdivision. Additionally, the proposed re-designation will be shown on Schedule "I-1" (Town of Ingersoll - Land Use Plan) as contained in the Official Plan and the inclusion of the lands as part of the Town of Ingersoll "Large Urban Centre" will be reflected on Schedule "C-3" (County of Oxford - Settlement Strategy Plan").

2.0 LOCATION OF LANDS AFFECTED

The subject lands are described as Part Lot 25, Concession 1 (West Oxford), in the Town of Ingersoll. The lands are located on the northwest corner of Wallace Line and Robinson Road, and are known municipally as 274171 Wallace Line.

3.0 BASIS FOR THE AMENDMENT

The lands were incorporated into the Town of Ingersoll from the Township of South-West Oxford in January 2021 via a municipal boundary adjustment.

The designation of the lands for employment purposes maintains both the Town of Ingersoll and County's strategic goals of ensuring orderly development and providing for an adequate supply of employment lands to accommodate the anticipated demand for a broad range of industrial development over the planning horizon. The amendment also protects significant natural features by retaining those areas so identified as 'Environmental Protection'. A number of reports generated in support of the application to amend the Official Plan, and subsequent review of these reports by the Town, County and other agencies having an interest in the proposal, provide a comprehensive development concept and servicing strategy for the lands described above and facilitates the designation of the lands for employment purposes.

The re-designation of the subject lands for employment purposes is acceptable with respect to the County's agricultural goals. The subject lands represent a logical extension of the Ingersoll settlement area as well as a logical extension of the other existing industrial uses in the immediate area and is considered to be appropriate for future urban-type development.

Council is also satisfied that there are no reasonable alternative areas for Ingersoll's growth or alternative locations of less agricultural capability. Further, it was also noted that there are no reasonable alternative locations for the proposed development within the currently designated areas of the Town of Ingersoll.

The subject lands comprise prime agricultural lands which are identified predominantly of Class 1 and Class 2 soils. These lands are cultivated for agricultural purposes with common field crops. No specialty crop lands were identified within the study area. The agricultural assessment further noted that the agricultural land within and surrounding the Town is nearly all Class 1 and 2 land and as such are identified as prime agricultural lands as per the PPS. As there are no lands within the Town limits or in the immediate surroundings that have lower soil capability for agriculture, there are no reasonable alternatives for future expansion that would avoid prime agricultural land and no alternatives on prime agricultural land of a lower soil capability rating.

Further, in view of the availability of existing or planned municipal services and infrastructure it Council is satisfied that the subject lands can be suitably serviced and, through detailed servicing design, the development of the lands will not impact the logical extension of servicing with respect to the lands recently added to the Town's municipal limits via boundary adjustment.

Council is further satisfied that the re-designation addresses an immediate need for employment lands, as identified in the County of Oxford's Phase I Comprehensive Review, adopted by Council in 2020 that identified a need for additional employment lands in the Town of Ingersoll to meet its projected 25-year land needs supply.

In light of the foregoing, Council is satisfied that the proposed amendment to the Official Plan is consistent with the policies of the Provincial Policy Statement and supports the strategic initiatives and objectives of the County Official Plan.

4.0 DETAILS OF THE AMENDMENT

- 4.1 Schedule "C-3" – *County of Oxford Settlement Strategy Plan*, as amended, is hereby further amended by designating those lands identified as 'ITEM 1' on Schedule "A" attached hereto as "Large Urban Centre".
- 4.2 Schedule "I-1" – *Town of Ingersoll Land Use Plan*, as amended, is hereby further amended by designating those lands identified as 'ITEM 1' on Schedule "A" attached hereto to as "Industrial"; designating those lands identified as 'ITEM 2' as "Environmental Protection" and designating those lands identified as 'ITEM 3' as "Open Space".
- 4.3 Schedule "I-2" – *Town of Ingersoll Residential Density Plan*, as amended, is hereby further amended by designating those lands identified as 'ITEM 1' on Schedule "A" attached hereto as "Environmental Protection" and designating those lands identified as 'ITEM 2' as "Open Space".
- 4.4 Schedule "I-3" – *Town of Ingersoll Leisure Resources and School Facilities Plan*, as amended, is hereby further amended by designating those lands identified as 'ITEM 1' on Schedule "A" attached hereto as "Environmental Protection" and designating those lands identified as 'ITEM 2' as "Open Space".

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.

To: Warden and Members of County Council

From: Director of Community Planning

Application for Draft Plan of Condominium and Exemption from Draft Approval CD 22-01-3 – Veranda Property Investments Inc.

RECOMMENDATIONS

1. That Oxford County Council grant draft approval to a proposed draft plan of condominium submitted by Veranda Property Investments Inc., as prepared by Brooks & Muir Surveying, dated June 29, 2022, for lands described as Lots 293 and 341 and Part Lot 343, Plan 745 in the Village of Norwich;
2. And further, that Oxford County Council approve the application for exemption from the draft plan of condominium approval process, submitted by Veranda Property Investments Inc., prepared by Brooks and Muir Surveying, dated June 29, 2022, for lands described as Lots 293 and 341 and Part Lot 343, Plan 745, in the Village of Norwich.

REPORT HIGHLIGHTS

- The purpose of this report is to consider the approval of a draft plan of condominium and exemption from the draft approval process to facilitate condominium ownership of 28 recently constructed townhouse dwellings in the Village of Norwich.
- Planning staff are supportive of the proposal as it is generally consistent with the relevant policies of the Provincial Policy Statement and maintains the intent and purpose of the Official Plan with respect to residential development within a designated settlement area.

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 2023-19
COMMUNITY PLANNING
Council Date: January 25, 2023

Communications

There are no public notice requirements for this application under the *Condominium Act*.

Strategic Plan (2020-2022)

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

DISCUSSION

Background

Owner: Veranda Property Investments Inc.
P.O. Box 86, 698 Queen Street, Innerkip ON, N0J 1M0

Applicant: Steven Jefferson, MCIP,
K. Smart Associates Ltd.
85 McIntyre Drive, Kitchener ON, N2R 1H6

Location:

The subject lands are described as Lots 293 and 341 and Part Lot 343, Plan 745 (Norwich). The lands are located on the east side of Washington Street, between South Court Street West and Elgin Street West and are municipally known as 5 ½ South Court Street West, in the Village of Norwich.

County of Oxford Official Plan:

Schedule "N-1" Village of Norwich Land Use Plan Medium Density Residential

Township of Norwich Zoning By-law 07-2003-Z:

Special Residential Type 3 Zone (R3-7)

Report No: CP 2023-19
COMMUNITY PLANNING
Council Date: January 25, 2023

Proposal:

An application has been received for approval of a plan of condominium and exemption from the draft approval process. Specifically, the application will facilitate condominium ownership of 28 recently constructed townhouse dwelling units in the Village of Norwich, which will allow each unit to be privately owned. The condominium plan proposes common element parking and amenity areas for exclusive use by the associated dwelling units, as well as a private driveway for access to units 15-28, whereas units 1-14 have driveway access to the municipal right of way (South Court Street and Elgin Street).

For Council's information, the subject lands were re-designated in the Official Plan from 'Low Density Residential' to 'Medium Density Residential' in 2019 and were subsequently rezoned in September 2020 to facilitate the construction of 28 street fronting townhouse units. The Township of Norwich has also entered into a site plan agreement for the subject lands which provided County and Township staff an opportunity to review the development in detail. The associated site plan agreement was registered in 2021 and construction of the townhouse units is almost complete.

The *Condominium Act* provides that the exemption from draft plan approval of condominium can occur where site plan approval has been granted, and all requirements of the Township and the County have been met. To this end, the development was reviewed in detail as part of the Township's site plan approval process, to the satisfaction of the Township of Norwich. It is noted that as part of the conversion to condominium ownership, the applicant will be required to enter into an agreement with the County to address servicing requirements that will result with the change in ownership.

The subject lands are approximately 1.1 ha (2.7 ac) in area. The lands were formerly occupied by the Norwich Public School, which has since been removed and surrounding land uses are predominately single detached dwellings with the downtown core of the Village of Norwich in proximity to the south.

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

Plate 2, Aerial Photo (2020), shows an aerial view of the subject lands, as they existed in 2020.

Plate 3, Proposed Plan of Condominium, shows the configuration of the proposed units as well as the location of the private driveway, parking areas and exclusive use and common elements for the proposed condominium.

Comments

2020 Provincial Policy Statement (PPS)

Section 1.1.1 of the PPS provides that healthy, liveable and safe communities are sustained by accommodating an appropriate range and mix of residential land uses (including second units, affordable housing, and housing for older persons) to meet long-term needs, and promote cost-effective development that minimizes land consumption and servicing costs.

Report No: CP 2023-19
COMMUNITY PLANNING
Council Date: January 25, 2023

Section 1.4.3 directs that planning authorities shall provide for an appropriate range and mix of housing types and densities to meet projected requirements of current and future residents by permitting and facilitating all forms of housing required to meet the social, health, and well-being requirements of current and future residents, including special needs requirements and increasing the supply of affordable housing, and utilizing existing infrastructure and public service facilities.

Section 1.1.3.1 of the PPS states that settlement areas will be the focus of growth and their vitality and regeneration shall be promoted. Land use patterns within settlement areas shall be based on:

- densities and mix of land uses which are appropriate for, and efficiently use the infrastructure and public service facilities which are planned or available;
- support active transportation;
- efficiently use land and resources;
- a range of uses and opportunities for intensification and redevelopment in accordance with the criteria in policy 1.1.3.3, where this can be accommodated.

Official Plan

The subject lands are located within the Village of Norwich, which is a 'Serviced Village' according to the Settlement Strategy Plan for the County of Oxford. The subject lands are also located within the 'Medium Density Residential' designation according to the Township of Norwich Land Use Plan.

Medium Density Residential areas are those lands within the 'Serviced Village' designation that are primarily developed or planned for low profile multiple unit development that exceed densities established in Low Density areas. Permitted uses in the Medium Density Residential areas include all forms of townhouse development, cluster houses, converted dwellings, and low rise apartment buildings.

The maximum net residential density for development in the Medium Density Residential designation within a Serviced Village will typically exceed 22 units per hectare (9 units per acre) to a maximum of 50 units per hectare (20 units per acre) and no building is to exceed four (4) stories in height. All proposals for medium density residential development will be subject to site plan control.

Zoning By-law

The subject lands are zoned 'Special Residential Type 3 Zone (R3-7)' in the Township of Norwich Zoning By-law, which permits a maximum of 28 street fronting townhouse units. The 'R3-7' zone permits a minimum exterior side yard width of 5.2 m (17 ft) and states that a street fronting townhouse dwelling may front on a private street. Further, site specific provisions of this zone state that internal lot lines created by way of registration of a plan of condominium shall not be considered to be lot lines for the purpose of zoning regulations, provided that all such regulations as they apply to the whole of the lot existing prior to the registration of the condominium plan are observed.

Report No: CP 2023-19
COMMUNITY PLANNING
Council Date: January 25, 2023

Agency Comments

The County of Oxford Public Works Department has requested formal assurance that the water services on site will remain a plumbing system, as identified in the Ontario Building Code, prior to the final registration of the condominium plan.

Canada Post and the Township of Norwich Director of Fire Services have indicated they have no comments or concerns with the proposal.

Township of Norwich Council

The Council of the Township of Norwich recommended support of the proposed draft plan of condominium approval and exemption from the draft approval process at their regular meeting of January 17, 2023.

Planning Analysis

Applications for condominium approval can be dealt with in one of two ways, in accordance with the *Condominium Act*. The first method generally involves a process similar to an application for draft plan of subdivision where, after appropriate circulation, a proposal receives 'draft' approval which is contingent on the applicant satisfying a number of conditions prior to final approval and registration.

The second process is where the approval of the condominium is exempt from the draft or 'conditional' approval stage and proceeds directly to final approval. This exemption process is intended to apply to proposals that have previously undergone a complete evaluation (i.e. site plan approval) and no further conditions of approval are required by the municipality for the development to proceed.

As noted, the proposed development was subject to an Official Plan amendment in 2018, as well as a subsequent rezoning in September of 2020. Following these planning approvals, staff undertook a detailed review of the proposed development and issued site plan approval in 2021. Development of the subject lands is subject to the conditions of the development agreement from that process and construction of the 28 townhouse dwellings has been substantially completed. In light of this, staff are of the opinion that the requested exemption can be considered appropriate.

Overall, staff are generally satisfied that the proposal is consistent with the policy direction of the Provincial Policy Statement and the Official Plan, as the request will facilitate an alternative form housing to assist in meeting the needs of current and future residents. Further, staff are of the opinion that the proposal complies with the development criteria provided in the Official Plan, which was reviewed in detail as part of the Township's site plan approval process, and the proposal is also compliant with the Township's Zoning By-law for lands zoned 'R3-7'.

One comment was received from the County Public Works Department with respect to the water service arrangement, which will be addressed as a provision in the associated Condominium Declaration to the satisfaction of the County of Oxford prior to final registration of the plan.

Conclusions

In light of the foregoing, Planning staff are of the opinion that the proposal is consistent with the relevant policies of the Provincial Policy Statement, maintains the general intent of the County Official Plan, and complies with the provisions of the Township's Zoning By-law. As such, the application for draft plan of condominium and exemption from the draft approval process can be supported from a planning perspective.

SIGNATURES

Report Author

Original signed by _____
Heather St. Clair, MCIP, RPP
Senior Planner

Departmental Approval:

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

Approved for submission:

Original signed by _____
Benjamin R. Addley
Interim Chief Administrative Officer

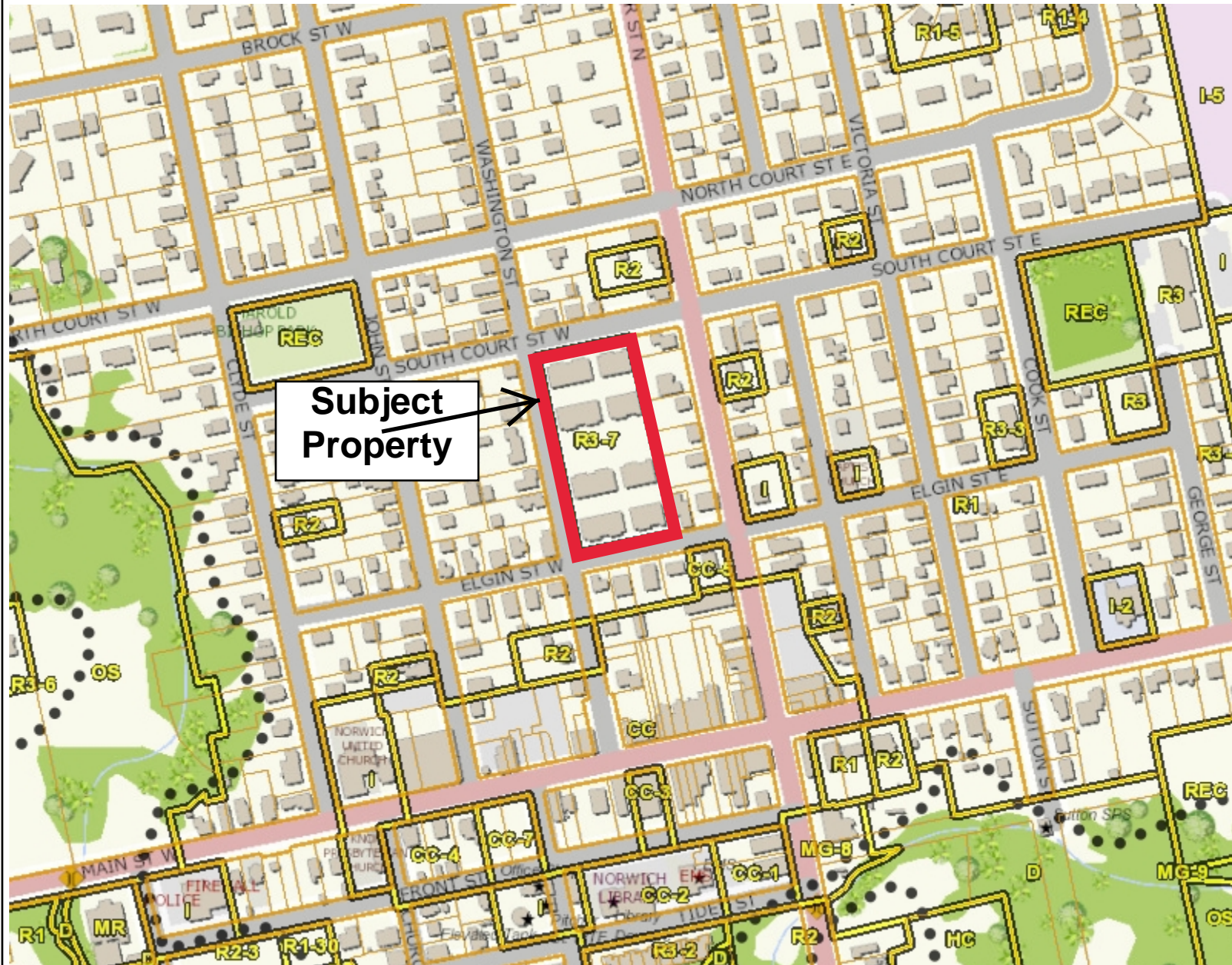
ATTACHMENTS

Attachment 1 - Plate 1 – Location Map with Existing Zoning
Attachment 2 - Plate 2 – Aerial Photo (2020)
Attachment 3 - Plate 3 – Proposed Plan of Condominium

Plate 1: Location Map with Existing Zoning

File No. CD22-01-3: Veranda Property Investments Inc.

Lots 293 & 341, Part Lot 343, Plan 745, 5 1/2 South Court Street West, Village of Norwich

**Legend**

Parcel Lines

- Property Boundary
- Assessment Boundary
- Unit
- Road
- Municipal Boundary

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

0 110 220 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

January 5, 2023



Plate 2: Aerial Photo (2020)

File No. CD22-01-3: Veranda Property Investments Inc.

Lots 293 & 341, Part Lot 343, Plan 745, 5 1/2 South Court Street West, Village of Norwich



Legend

Parcel Lines

- Property Boundary
- Assessment Boundary
- Unit
- Road
- Municipal Boundary

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 30 60 Meters

NAD_1983_UTM_Zone_17N

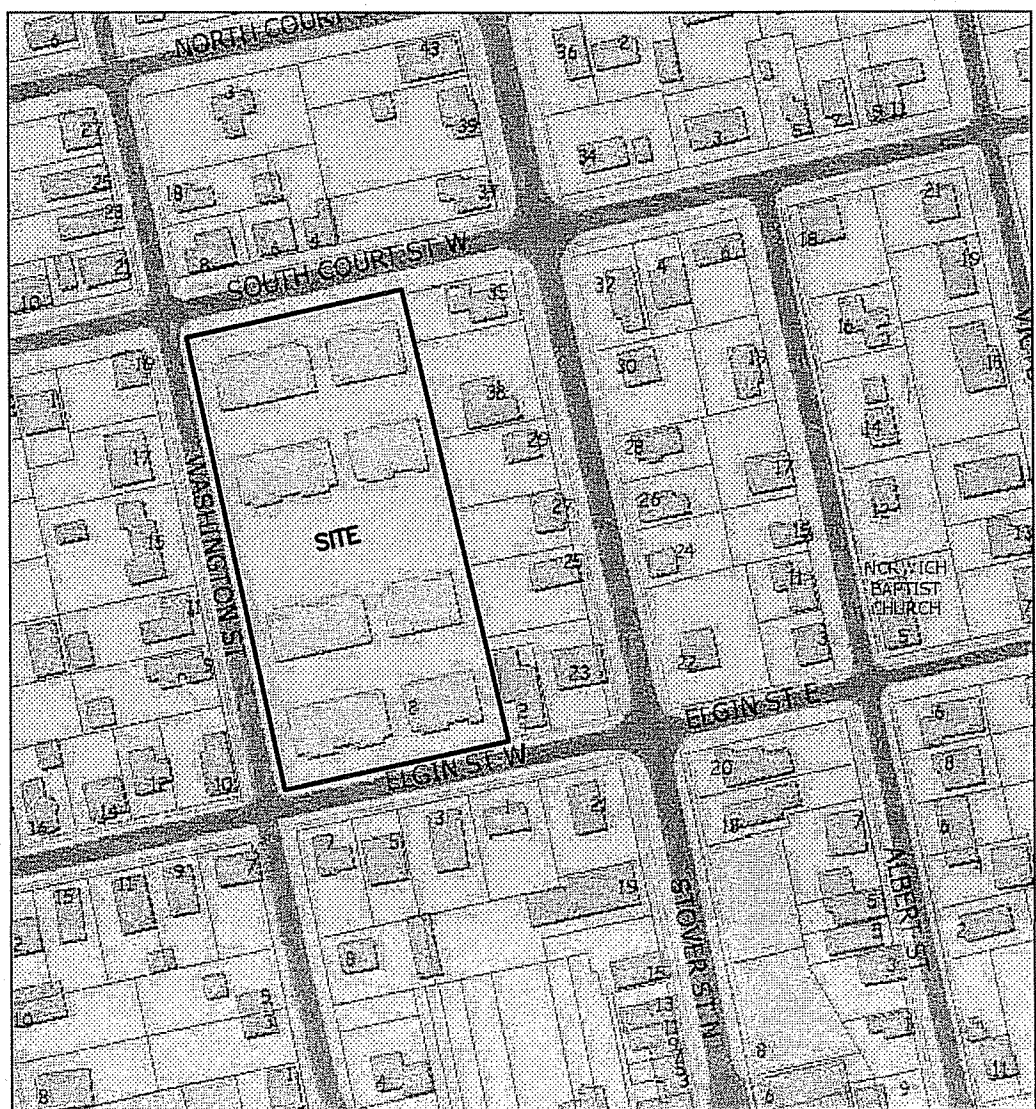
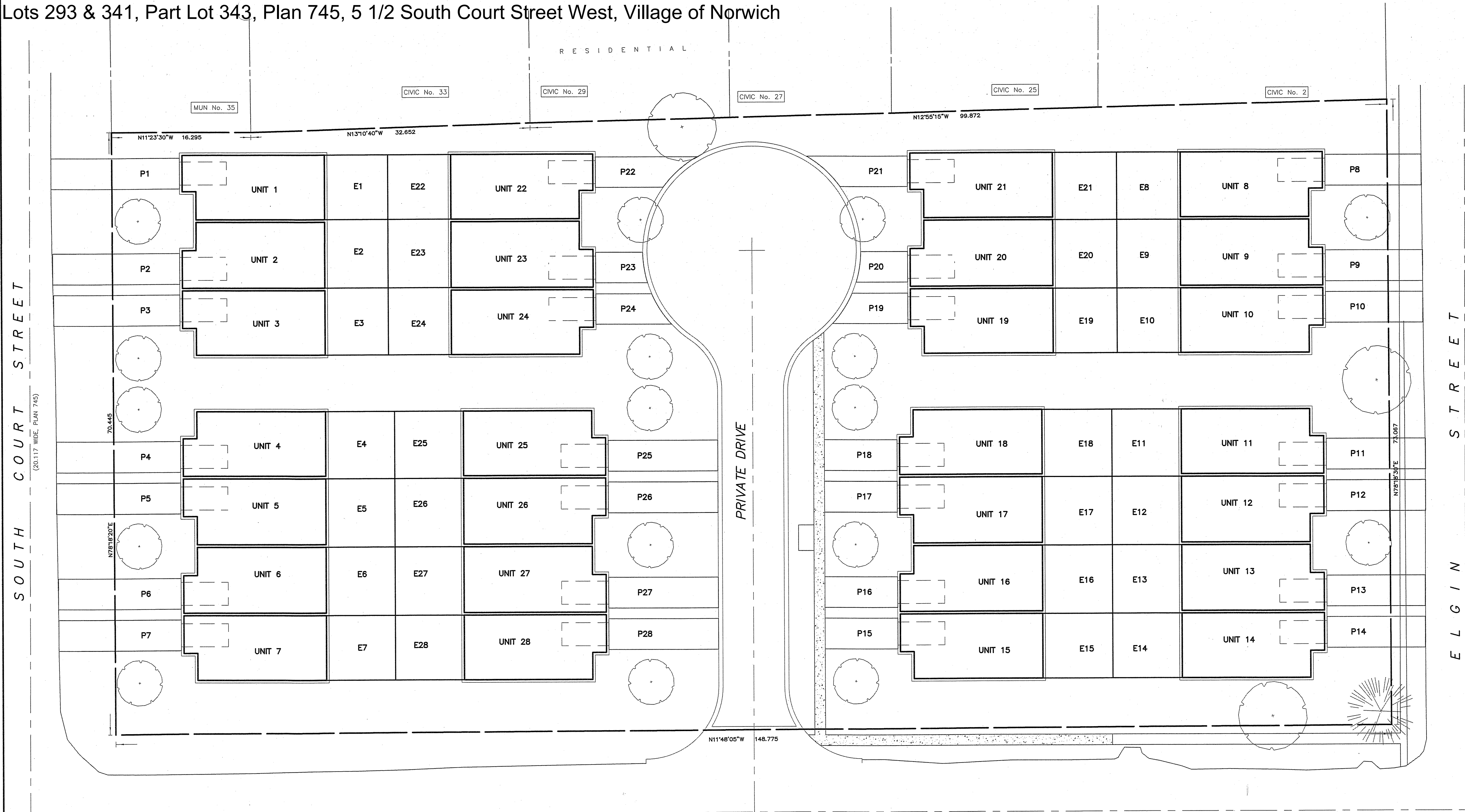


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January 5, 2023

File No. CD22-01-3: Veranda Property Investments Inc.

Lots 293 & 341, Part Lot 343, Plan 745, 5 1/2 South Court Street West, Village of Norwich

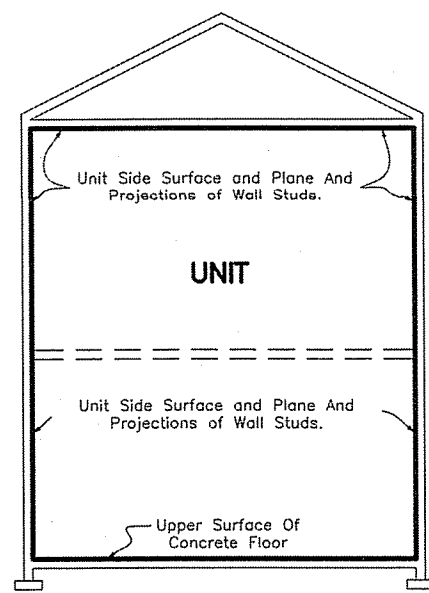


DRAFT PLAN OF
CONDOMINIUM
OF
LOT 293 AND 341
AND PART OF
LOT 343
PLAN 745
IN THE
TOWNSHIP OF NORWICH
COUNTY OF OXFORD

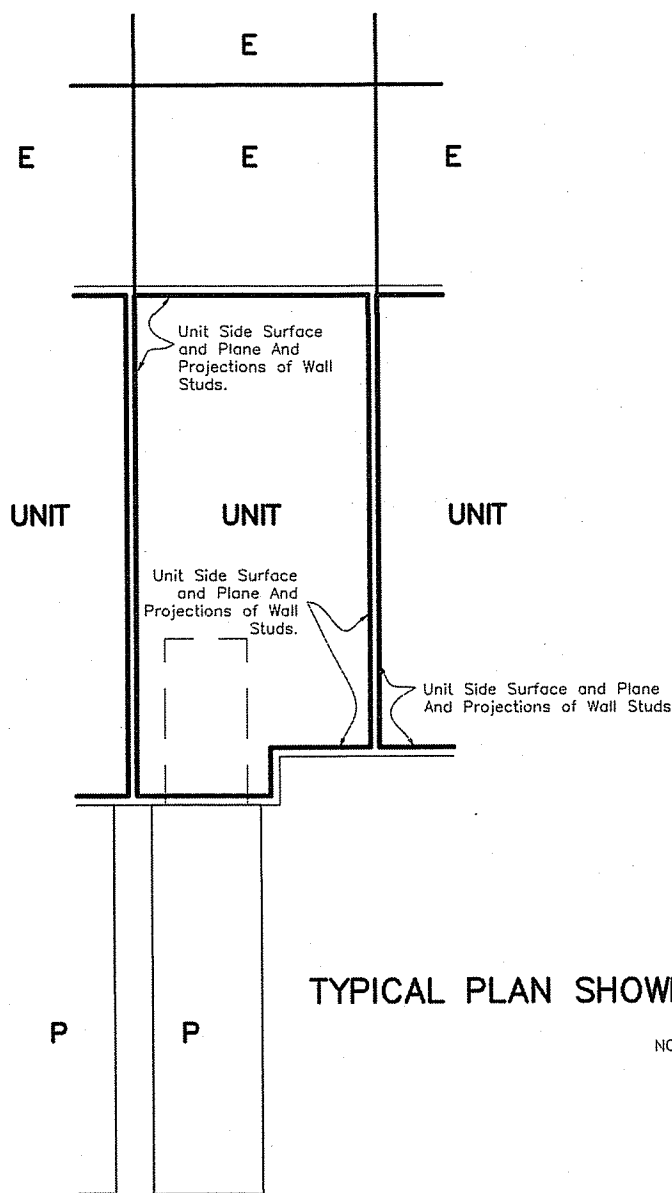
SCALE 1:250
ARIE J. LISE - ONTARIO LAND SURVEYOR
2022

ADDITIONAL INFORMATION REQUIRED
UNDER SECTION 5(17) OF PLANNING ACT, R.S.O. 1990 C.P. 13 AS
AMENDED
A) - AS SHOWN
B) - AS SHOWN
C) - AS SHOWN
D) - AS LISTED BELOW
E) - AS SHOWN
F) - AS SHOWN
G) - AS SHOWN
H) - MUNICIPAL WATER
I) - REFER TO SOILS REPORT
J) - NONE
K) - MUNICIPAL SANITARY AND STORM
L) - NONE

LAND USE SCHEDULE				
	LAND USE	AREA IN SQUARE METERS	COVERAGE	NUMBER OF UNITS
UNITS	RESIDENTIAL	3715.3	34.9%	28
COMMON ELEMENTS	ROADWAYS, AMENITY, PARKING	637.8	6.1%	
TOTAL		10653.1	100%	28



TYPICAL SECTION ILLUSTRATING
UNIT BOUNDARIES
NOT TO SCALE



TYPICAL PLAN SHOWING LOCATION OF UNIT AREAS
NOT TO SCALE

NOTES AND LEGEND

CONDOMINIUM BOUNDARY
UNIT BOUNDARY

PORTIONS OF THE COMMON ELEMENT DESIGNATED WITH THE
PREFIX "P" ARE FOR EXCLUSIVE PARKING USE OF THE OWNERS
OF THE UNITS WITH THE SAME NUMBER AS THAT FOLLOWING
THE "P".

PORTIONS OF THE COMMON ELEMENT DESIGNATED WITH THE
PREFIX "E" ARE FOR EXCLUSIVE USE OF THE OWNERS OF THE
UNITS WITH THE SAME NUMBER AS THAT FOLLOWING THE "E".

SURVEYOR'S CERTIFICATE

I HEREBY CERTIFY THAT THE BOUNDARIES OF THE LAND TO BE SUBDIVIDED,
AS SHOWN ON THIS PLAN, AND THEIR RELATIONSHIP TO THE ADJACENT
LANDS ARE ACCURATELY AND CORRECTLY SHOWN.

June 29, 2022
DATE

ARIE J. LISE
ONTARIO LAND SURVEYOR.

OWNER'S AUTHORIZATION

I HEREBY AUTHORIZE THE SUBMISSION OF THIS PLAN IN DRAFT FORM.
I HAVE THE AUTHORITY TO BIND THE CORPORATION.

June 30, 2022
DATE

SHAWN ALLEN
SHAWN ALLEN, PRESIDENT
VERANDA PROPERTY
INVESTMENTS INC.

BROOKS & MUIR SURVEYING
ONTARIO LAND SURVEYORS-CANADA LANDS SURVEYORS
UNIT 120-514 PRINCESS STREET, WOODSTOCK, ON N4S 4G9
TEL. 519-539-8089 FAX. 519-539-8089 brooksmuir@bellnet.ca

M10827-01

DRAWING: TW CHECKING: AJL CREW CHIEF: JS

To: Warden and Members of County Council

From: Director of Woodingford Lodge

Application for Long-Term Care Home Development

RECOMMENDATIONS

1. That Oxford County Council authorize the Chief Administrative Officer to submit an application to develop a minimum of 160 new long-term care beds in Ingersoll under the Province of Ontario's Long-Term Care Home Development Program.
2. And further, that Oxford County Council direct staff to work with the Ministry of Long-Term Care to explore additional long-term care bed needs in Oxford County, and opportunities to maximize efficiencies of existing County-operated homes through additional bed allocations.

REPORT HIGHLIGHTS

- There is a need for additional long-term care beds in Oxford County. As of March 14, 2022 there were 717 licensed beds in Oxford with 1,500 people on a waiting list.
- The Province of Ontario committed to creating 30,000 new long-term care beds by 2028 by inviting eligible parties to apply for capital funding to build and / or redevelop long-term care beds.
- Announcements have been made about new beds being built and / or redeveloped by private sector companies in Tavistock, Tillsonburg, and Woodstock which will bring the total upon completion of the works to 931.
- This report proposes submitting an application to develop new long-term care beds as part of developing a broader campus of care model in Ingersoll on the same property as the existing 34-bed Woodingford home and the Alexandra Hospital.
- Colliers Project Leaders will present supporting analysis of their feasibility review, based on a home equivalent in size and operations of the one currently operated in Woodstock with

Report No: WDFL 2023-01
WOODINGFORD LODGE
Council Date: January 25, 2023

160 beds, related to a potential application under the Ministry of Health and Long-Term Care Home Development Program.

Implementation Points

Upon Council resolution of the recommendation contained in this report, staff will submit an application to the province for funding to develop new long-term beds.

Pending Ministry approval of our application, the following project milestones provide an estimate timeline toward a potential “move in” date during the fall of 2028. Dates are based on using comparable municipal LTC projects as a reference.

Table 1 – Project Milestones

Project Milestone	Estimated Completion
Submit application to Ministry of Long-Term Care	February 2023
Allocation of new beds from MLTC	October 2023
Procure project consultants and background studies	January 2024
Complete preliminary design activities	April 2024
Complete design and obtain MLTC technical approvals	July 2025
Finalize construction procurement	October 2025
Construction	May 2028
Finalize deficiencies, furniture, fixtures and equipment delivery and installation	October 2028
First resident date	Fall 2028
Note: there are various stages through the progression of these milestones, prior to Ministry approval to construct, at which Council can determine that the project is not viable and no further action be taken.	

Financial Impact

Colliers Project Leaders of Ottawa, having extensive advisory and project management experience in the health services sector including seniors housing, long term care, community services, and municipal facilities, were retained by the County for an upset cost of \$13,500. The purpose of the engagement was to provide a comprehensive pre-project analysis and recommendations with focus on forecasted capital costs and overall project implementation timeline with project completion supporting an application submission under the Ministry’s Long-

Report No: WDFL 2023-01
WOODINGFORD LODGE
Council Date: January 25, 2023

Term Care Home Development Program, subject to County Council approval to proceed on that basis.

A high-level analysis of construction related costs for an additional 160 beds added to the existing 34-bed Woodingford Lodge site in Ingersoll has been completed by Colliers, resulting in an estimated cost of \$94.5 million. The scope of the new development includes in-house dietary and laundry services similar to those existing in the County's 160-bed Woodingford Lodge facility in Woodstock.

Capital Costs

The preliminary design activities described above are required to refine the design and develop an accurate cost estimate and assist in determining viability of the project. Construction costs continue to be increasingly difficult to estimate due to price volatility in a period of inflation driven by economic uncertainty and supply chain challenges. The following are two recent examples of costs related to long term care home development in Ontario:

1. HJ McFarland Memorial Home, Prince Edward County
 - 160-bed home
 - 2019 estimate: \$62M
 - 2021 adjusted estimate: \$93.6M
2. Region of Durham, Pickering
 - 200-bed home
 - 2021 estimate: \$105M

Levy Impact

In order to assess feasibility for further planning and analysis for the County to develop more long-term care beds in addition to those that exist, Colliers has prepared a high-level estimated project cost of \$94.5 million. This figure has been used as a basis for estimating lifecycle costs of the building and operating costs associated with 160 additional long-term care beds. Table 2 illustrates the potential increase to the budget and levy requirement that would begin in 2028, taking all costs and revenues associated with construction, debt financing, and operating costs into account as well as a high-level view of potential savings to be achieved through economies of scale by consolidating the existing 34 beds in the forecast.

Table 2 – 2029 Estimated Budget and Levy Impacts

	Existing 34 Beds (\$millions)	160 New Beds (\$millions)	2029 Total Cost (\$millions)
Revenues			
Operating and capital	\$3.9	\$18.2	\$22.1
Expenses			
Operating and capital	6.7	27.9	34.6
Debt – 160 new bed facility	-	6.3	6.3

Report No: WDFL 2023-01
WOODINGFORD LODGE
Council Date: January 25, 2023

	Existing 34 Beds (\$millions)	160 New Beds (\$millions)	2029 Total Cost (\$millions)
Levy	\$2.8	\$16.0	\$18.8
Debt retirement obligations are amortized over 25 years to align with the 25-year construction per/bed/diem subsidy as part of the Long-Term Care Home Development Program			

Long Term Care Home Development Funding

The provincial government has invited all eligible parties interested in building and redeveloping long term care beds to apply for funding under this program as an incentive to increase bed capacity. All applicants must be licenced or approved to operate a long-term care home under the *Fixing Long Term Care Homes Act, 2021* (passed April 11, 2022) and its associated regulations. Eligible applicants include for-profit, non-profit or municipal organizations.

Financial viability is one of the key criteria used to evaluate the proposed LTC development projects. The applicant must be able to demonstrate financial viability by ensuring that:

- Sufficient funds (i.e. equity and financing) are in place to support the project; and
- Sufficient cashflow is available to service the debt.

The ministry will use historical financial performance to evaluate cashflow using industry norms and assumptions such as debt service charge ratio – does the home have a track record of generating the required surpluses. The ministry's review and evaluation will also include geographic capacity and community needs; and compliance with licensing requirements.

The funding program determines applicants' eligibility under a *Construction Funding Subsidy Policy for Long Term Care Homes, 2019*. Development funding provided to eligible operators under this policy includes three funding components:

- Construction funding subsidy per diem (CFS per diem);
- Development grant; and
- Planning grant.

The Town of Ingersoll is considered a mid-size population centre for the purposes of determining the amount of funding a home development of up to 160 beds would be eligible for and, as such, all three of the aforementioned funding components would apply – refer to Table 3 for estimated calculations.

Table 3 – Estimated Provincial Funding with Assumptions

Funding Component	Calculation	Annual
Construction funding subsidy (CFS) per diem ¹	\$21.28/bed/diem	\$1.2 million
		One Time
Planning grant ²	\$250,000	\$0.25 million

Report No: WDFL 2023-01
WOODINGFORD LODGE
Council Date: January 25, 2023

Development grant ³	10% of eligible construction costs up to a maximum of \$24,923 per bed	\$3.99 million
Assumptions: ¹ CFS will be paid monthly for a period of 25 consecutive years – assumed full capacity 365 days/year ² Set amount for all non-profit homes to assist with planning ³ Calculation is based on maximum grant allocation of \$24,923/bed net of the \$250,000 Planning Grant with cannot cause the Development Grant to exceed its maximum amount		

Funding Summary

Table 4 identifies the funding sources for the overall estimated project costs of \$94.5 million.

Table 4 – Funding Summary

Funding Source	\$million	%
Construction funding subsidy (CFS) per diem	\$31	32.9
Planning and Development grants	4	4.2
County	59.5	62.9
Total Estimated Project Costs	\$94.5	100.0%

Communications

In preparation for this report to County Council, preliminary discussions with certain key local stakeholders were necessary, which included:

- Town of Ingersoll (host municipality)
- Alexandra Hospital (land owner)
- Upper Thames River Conservation Authority

Discussions focused on determining high-level “go / no go” feasibility strictly for the purpose of submitting an application. Further discussion will be required, subject to County Council’s decision to proceed with an application and a more comprehensive feasibility analysis.

Strategic Plan (2020-2022)



Report No: WDFL 2023-01
WOODINGFORD LODGE
Council Date: January 25, 2023

<i>WORKS WELL TOGETHER</i>	<i>WELL CONNECTED</i>	<i>SHAPES THE FUTURE</i>	<i>INFORMS & ENGAGES</i>	<i>PERFORMS & DELIVERS</i>	<i>POSITIVE IMPACT</i>
1.ii.		3.iii			

DISCUSSION

Background

The Ministry of Long-Term Care's 2021-2022 strategic plan is simultaneously focussed on recovery from the COVID-19 pandemic and the ongoing modernization of the sector. The modernization is built on four strategic pillars:

1. Integration of long-term care within the broader care continuum
2. Quality of care
3. Performance, oversight, and accountability
4. Physical infrastructure

To foster development, create new spaces, and upgrade existing older spaces to modern design standards, the MLTC introduced the Long-Term Care Development Program. The Program prioritizes the need to increase care capacity by creating 30,000 net new beds in the next decade, building new long-term care beds across the province, based on geographic demand and community need. Prioritization is being given to increasing access to basic accommodation beds.

The LTC Home Development Program is designed to address the Ministry's objective of increasing care capacity by delivering on the Government's commitment of creating 30,000 net new beds in the next decade by building new long-term care beds across the province, based on geographic demand and community need.

Successful applications must address three key components:

1. Location and local need
2. Financing and design
3. Specialty programming and impact

LTC Homes in Oxford County

There are currently eight long-term care homes in Oxford County, five for-profit homes and three municipal homes:

- Caressant Care Nursing Home, Woodstock
- Secord Trails Care Community, Ingersoll
- Maple Manor Nursing Home, Tillsonburg
- Maples Home for Seniors, Tavistock
- PeopleCare, Tavistock
- Woodingford Lodge, Ingersoll

Report No: WDFL 2023-01
WOODINGFORD LODGE
Council Date: January 25, 2023

- Woodingford Lodge, Tillsonburg
- Woodingford Lodge, Woodstock

LTC Beds in Oxford County

Within the existing eight homes there are 228 municipal beds and 493 for-profit beds.

Approximately 50% of existing beds in Oxford are classified (structural classification) as C-Beds, which means they do not meet the Ministry's current design standards for long-term care homes, and the licences for these beds are set to expire in 2025. All beds at Woodingford Lodge are classified as A-Beds.

To date, the province has announced a total of 214 new beds and 238 redeveloped beds for Oxford County. This will result in a total of 935 beds meeting current standards in Oxford upon completion of the works announced – refer to Table 3. This however, does not include the potential loss of approximately 200 C-beds (and the jobs associated with them) should they not be redeveloped by the end of 2025.

Table 3 – LTC Beds in Oxford County

	Current*		Announced**		Total upon completion of works announced
Long-Term Care Home	Licensed Beds	C Beds	New Beds	Redeveloped Beds	
Woodstock	323	95	26	138	349
Tillsonburg	137	61	160	-	297
Tavistock	143	143	28	100	171
Ingersoll	114	80	-	-	114
TOTAL	717	379	214	238	931

*From Ontario Health Coalition <https://www.ontariohealthcoalition.ca/wp-content/uploads/LTC-Design-Classification-August-2019.pdf>

**From <https://erniehardemanmpp.com/2022/04/07/ontario-building-new-long-term-care-beds-in-woodstock/>

Comments

The Need for More Beds in Oxford

The number of seniors in Ontario aged 65 and over is projected to almost double from 2.6 million, or 17.6 per cent of the population in 2020 to 4.5 million, or 22.2 per cent of the population by 2046¹.

¹ Source: Ontario Population Projections <https://www.ontario.ca/page/ontario-population-projections>

Report No: WDFL 2023-01
WOODINGFORD LODGE
Council Date: January 25, 2023

Oxford County's overall population grew 9.9% from 2016 to 2021. This is almost double the population growth rate in Canada (5.2%) and just under double that of Ontario (5.8%)². It far exceeds the 4.9% population growth seen in the previous 5-year period from 2011 to 2016³.

Detailed population data from the 2021 Census has not yet been released, however, data from the 2016 Census shows that people 65 years and over represented just under 19% of Oxford's population in 2016³.

Long-Term Care Bed Waiting List

South West Home and Community Care Support Services (formerly SW LHIN) long-term care homes waiting list information. Table 4 shows the total number of people waiting to get into a LTC home as of March 22, 2022.

Table 4 – LTC Bed Waitlist in Oxford County

Accommodation Type	Oxford	Woodingford	% Choosing Woodingford Lodge
Basic	955	644	67%
Semi-Private	509	392	77%
Private	591	591	74%
TOTAL*	1500	1048	70%

**people can be on the waitlist for multiple accommodation types.*

² Source: 2021 Census Profile, 2021 Census of Population <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E>

³ Source: 2016 Census Profile, 2016 Census <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E>

Report No: WDFL 2023-01
WOODINGFORD LODGE
Council Date: January 25, 2023

Location

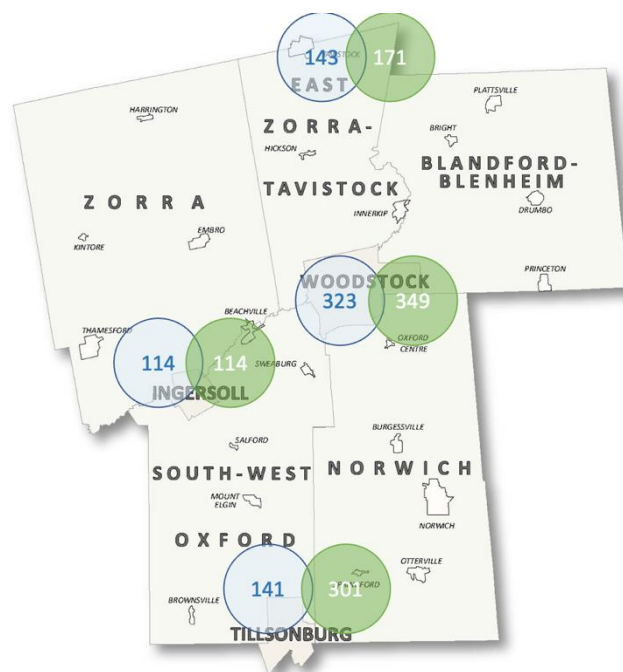
Taking the geographic distribution of existing beds in Oxford County and adding in the number of new and redeveloped beds already announced by the Province reveals the location where new and / or redeveloped beds are yet to be approved for. Of all locations currently hosting long-term care homes / beds, Ingersoll has the least number of beds at 114.

As of the writing of this Report, staff are not aware of any for-profit or non-profit interest in submitting an application to develop or redevelop beds in the Town of Ingersoll.

The County's application to the Province's Long-Term Care Home Development Program will propose 325 Thames Street South in Ingersoll as the site of choice. This site, at the corner of Thames St. S. and Noxon Street, hosts the existing 34-bed Woodingford Lodge home as well as Alexandra Hospital.

No other suitable locations have been identified at this time.

Initial discussions have taken place with the Town of Ingersoll, Alexandra Hospital, and Upper Thames River Conservation Authority to gauge interest in the opportunity. No major concerns were raised that would prevent the submission of an application based on the information provided in this Report. These stakeholders will continue to play a key role in the project moving forward.



Design

Upon receipt of bed allocation by the Province, preliminary design work would be carried out to refine the various design aspects required for the project. Any detailed design brought forth to Council for consideration would be in accordance with the Long-Term Care Homes Design Manual, 2015.

Cost estimates in the Financial Impact section of this Report include the creation of specialty beds that not only address challenges in long-term care, but in the broader health care system by using a population-based approach to services and capacity, alleviating pressure on other health care providers such as hospitals and Oxford County's Paramedic Services. Optimizing capacity and resources of the complex care required by our most vulnerable include hosting:

- Diversional beds: working with Paramedic Services and our local hospitals to divert emergency room visits to long-term care homes, where the home is best positioned to provide the care needed.
- Transitional beds: working with our local hospitals to host short-term stays when long-term care homes are the 'best match' provider of care.

Report No: WDFL 2023-01
WOODINGFORD LODGE
Council Date: January 25, 2023

- Behavioural beds: working with multiple community partners to provide care for increasingly complex care plan needs; Woodingford Lodge is recognized as a leader for its behavioural supports team and programming.

“Campus of Care”

Campuses of care are uniquely positioned to advance the broader goals of system change and transformation. Campuses support underserved, high-needs populations, and have robust networks of partnerships.

There is no single campus blueprint: they come in different shapes and sizes reflecting local needs and resources. The common factor is a mix of community-based health and social supports, along with LTC beds, at a particular geographic location, typically to provide care for older persons with multiple chronic needs.

The identified site in Ingersoll provides the opportunity to work with the Town of Ingersoll and Alexandra Hospital, along with yet-to-be-identified partners, to take a “campus of care” approach to development of new long-term care beds.

Supporting Investment in Long-Term Care: Oxford County 2022 Budget Survey

Oxford County's 2022 Budget Survey returned both quantitative and qualitative feedback in support for investing in Woodingford Lodge.

- 35.5% of Oxford residents surveyed support enhancements to Woodingford Lodge.

Qualitative comments include:

- *“Given the past 18 months, it has been very clear that only municipally funded LTC homes provided adequate supports and services to keep residents safe and well provided for. There is a crisis with limited quality beds available in modern facilities that meet current standards. Our community requires more investments in this area.”*
- *“Maybe we need to increase funding to create more beds. If the wait list wasn't so long to begin with people might not go on it as quick. With the waitlist for Woodingford Lodge so long an increase to municipal LTC beds is needed.”*
- *“More beds needed!”*
- *“Need to ensure we are planning for future needs - in advance of needing them.”*
- *“The waiting list should be all you need to see that we have a significant need in our community.”*
- *“The system seems to be seriously lacking if that many folks are relegated to a waiting list. To the extent that it can, the County needs to pressure or lobby the Province of Ontario to provide funding for more beds.”*

“Within the long-term care sector, not-for-profit homes are the closest aligned to Canadians' belief in public health care. That's why more than two-thirds of Ontarians, or 68 per cent, list not-for-profit, municipally-owned and charitable homes as their first choice for care. We strongly encourage the provincial government to reflect that choice when they decide whether to allocate any of those 10,000 new beds to for-profit operators.”

-AdvantAge Ontario

Report No: WDFL 2023-01
WOODINGFORD LODGE
Council Date: January 25, 2023

Conclusions

The Province of Ontario's commitment to develop 30,000 new long-term care beds is a timely opportunity for Oxford. Demographic data shows that we have both current and future needs for additional beds. Current waitlists show the need for more beds. Feedback from the County's 2022 Budget Survey shows support for investment in more beds. COVID-19 has shown that the County operates three facilities that provide safe, high-quality care.

New beds will help reduce wait times for a long-term care bed, ease hospital capacity pressures, ensure every resident can experience the best possible quality of life, supported by safe, high-quality care.

As a licensee of a 160 bed home in Woodstock, Woodingford Lodge has built a strong foundation of knowledge and experience operating a long-term care home of this scope. An additional 160 bed home owned and operated by the County will create more than 200 permanent jobs, positively impacting the communities and economies of the Town and County.

Report No: WDFL 2023-01
WOODINGFORD LODGE
Council Date: January 25, 2023

SIGNATURES

Report Author:

Original signed by

Dennis Guy
Manager of Continuous Quality Improvement | Woodingford Lodge

Departmental Approval:

Original signed by

Mark Dager
Director of Woodingford Lodge

Approved for submission:

Original signed by

Benjamin R. Addley
Interim Chief Administrative Officer

ATTACHMENT

Attachment 1: Oxford County New LTC Bed Application - Project Update - P1701-436561984-6
(1.0) Colliers' presentation, dated January 25, 2023



Project
Leaders



Oxford County

New LTC Bed Application

Project Update

Date: January 25, 2023

Prepared by: Colliers Project Leaders



Agenda

01 Introduction

04 Estimated Capital Cost

02 Background Information &
Municipal LTC Considerations

05 Financial Considerations

03 MLTC Process

06 Next Steps

04 Project Timeline

07 Questions

Oxford County – New LTC Bed Application Introduction



- Support pre-project analysis and evaluation of a new LTC home in Ingersoll prior to a potential application submission to the MLTC
 - Develop a project timeline and proposed project milestones
 - Develop a high-level capital cost estimate for the new LTC Home
- Support an application submission to the Ministry of LTC following direction by Council in January 2023 (if approved)

Oxford County – New LTC Bed Application

Background Information

- The population of Oxford County is generally older than in the rest of the province. The percentage of residents over the age of 54 years (32.7%) is higher than in Ontario overall (30.4%)¹
- The population of Southwestern Ontario is projected to grow from 1.72 million in 2020 to 2.22 million in 2046, an increase of 29.2 per cent. Growth rates within Southwestern Ontario vary, with Oxford growing fastest (41.5 percent)²
- Between 55% and 80% projected growth in number of seniors over 2020-2046 in Oxford Census division²

Notes:

1: Smale, B., & Gao, J. (2018). A Profile of Wellbeing in Oxford County with Comparisons to Ontario and Canada. Waterloo, ON: Canadian Index of Wellbeing and University of Waterloo

2: www.ontario.ca/page/ontario-population-projections

Oxford County – New LTC Bed Application Background Information

LTC Bed Location	Current ¹		Announced ²		Total upon Completion of Works Announced
	Licensed Beds	C-Beds	New Beds	Redeveloped Beds	
Woodstock	323	95	26	138	349
Tillsonburg	137	61	160	-	297
Tavistock	143	143	28	100	171
Ingersoll	114	80	-	-	114
Total	717	379	214	238	931

- There are currently eight (8) long-term care homes in Oxford County, five (5) for-profit homes and three (3) municipal homes
- Over 50% of existing beds are classified as C-Beds (structural classification), and the licenses for these beds are set to expire in 2025
- All beds at Woodingford Lodge are classified as A-Beds

Notes:

1: Ontario Health Coalition <https://www.ontariohealthcoalition.ca/wp-content/uploads/LTC-Design-Classification-August-2019.pdf>

2: <https://erniehardemanmpp.com/2022/04/07/ontario-building-new-long-term-care-beds-in-woodstock/>

Oxford County – New LTC Bed Application

Background Information

News release by the Ontario government on April 7, 2022¹

There are now 214 new and 238 upgraded long-term care beds in development, under construction or completed in Oxford, including the following projects:

- 28 new and 100 upgraded beds - Tavistock
 - 160 new beds - Tillsonburg
 - 26 new and 138 upgraded beds - Woodstock
-
- 214 net new LTC beds represents a ~30% capacity increase
 - Total number on the wait list for Oxford County LTC homes (March 2022 data) is 1,500²

Notes:

1: <https://erniehardemanmpp.com/2022/04/07/ontario-building-new-long-term-care-beds-in-woodstock/>

2: Based on data drawn on March 14th, 2022. Updates available monthly and can be viewed at www.healthcareathome.ca/southwest.

Oxford County – New LTC Bed Application Background Information

Accommodation Type	Oxford County	Woodingford Lodge	% Choosing Woodingford Lodge
Basic	955	644	67%
Semi-Private	509	392	77%
Private	591	591	74%
Total^{1,2}	1500	1048	70%

- High demand for Woodingford Lodge as evidenced by growing wait list
- Average growth in wait list over past 34 month for Woodingford Lodge has been ~48% (Ingersoll location ~ 63%)
- The wait for a private bed at Woodingford Lodge (for 9 out of 10 people) was 1,188 days in March 2022¹

Notes:

1: Based on data drawn on March 14th, 2022. Updates available monthly and can be viewed at www.healthcareathome.ca/southwest.

2: People can be on the waitlist for multiple accommodation types / homes.

Oxford County – New LTC Bed Application

Municipal LTC Home Considerations

- Municipal delivery of LTC services is set out in the Long-Term Care Homes Act, 2007, which specifies that every upper or single-tier southern municipality is required to maintain at least one municipal home¹
- Municipality's influence regarding the retention and addition of LTC beds in its community is largely limited to homes directly operated by the municipality



Notes:

1: Ontario's Municipalities: Proud Partners in Long Term Care (November 2018)

2: Map source: WDFL 2022-02

Oxford County – New LTC Bed Application

Municipal LTC Home Considerations

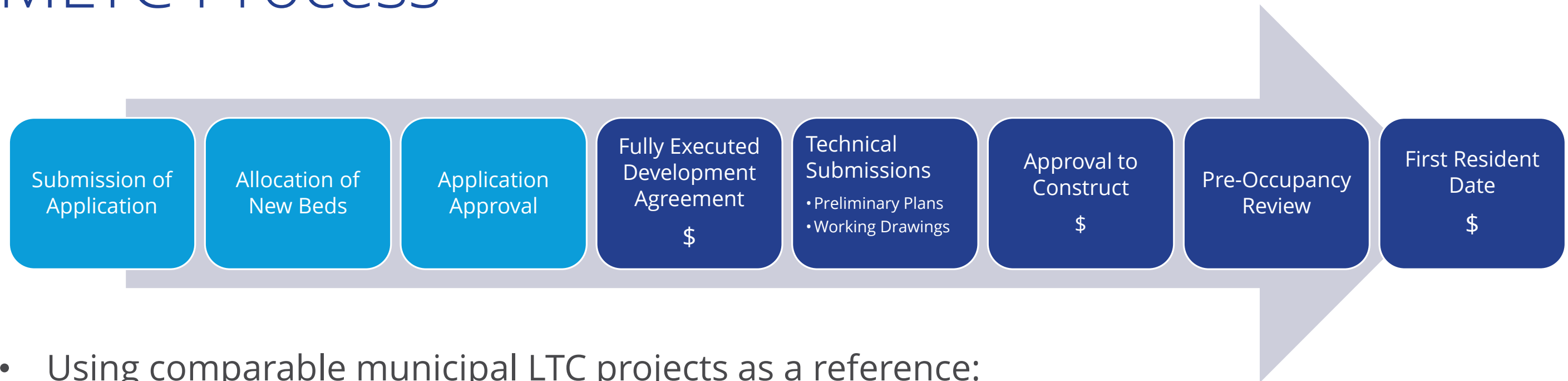
- Impractical to meaningfully compare municipal vs. other ownership models with available information
 - Would require access to detailed financial information and projections for different scenarios
 - Several variables to consider both **quantitative** and **qualitative**, including:
 - Resident care profiles, Case Mix Index (CMI)
 - Hours of care & staffing mix
 - Provision of unfunded services
 - Wage rates, including pay equity impacts & growth
 - Quality of care indicators
 - Satisfaction results (residents, families, staff)
 - Integration with existing community services¹
 - Contribution to local economies¹
- Considerations for Woodingford Lodge - Ingersoll²
 - In-house dietary and laundry services
 - Sub-optimal staff utilization, due to the layout and the size of the home
 - Shared resources and back-office functions such as HR and Finance & IT
 - Sustainability goals, space needs and requirements that exceed the LTC Design Manual (2015)

Notes:

1: Ontario's Municipalities: Proud Partners in Long Term Care (November 2018)

2: Woodingford Lodge Service Review – Report No: CAO 2014-05

Oxford County – New LTC Bed Application MLTC Process

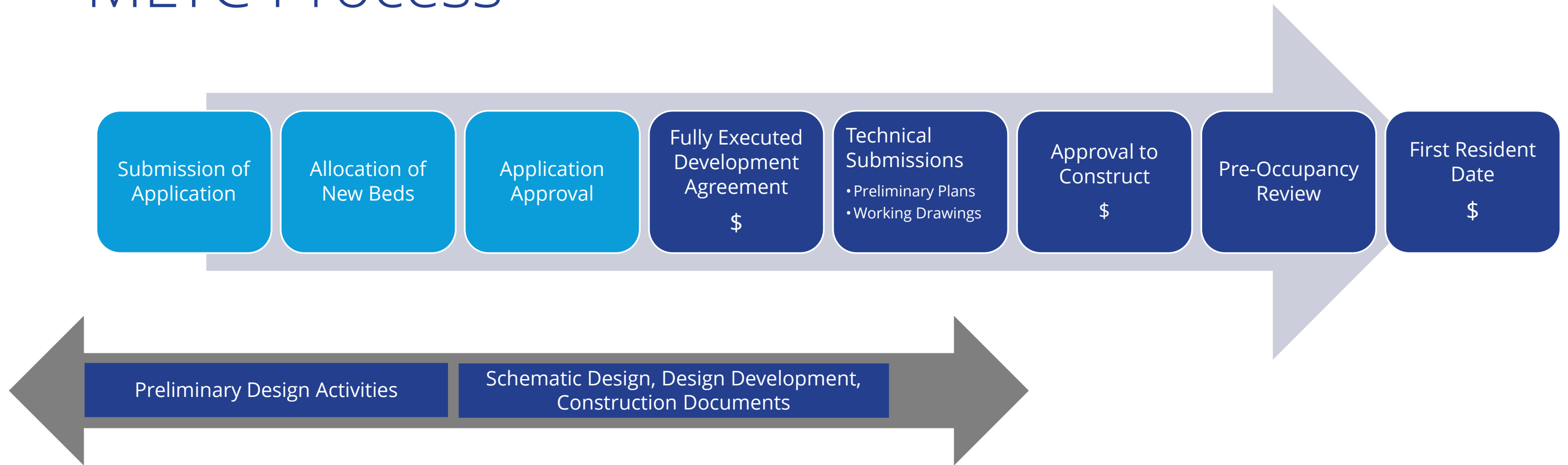


- Using comparable municipal LTC projects as a reference:
 - The expected duration from the **submission of an application** to the **receipt of bed allocation from the MLTC** could vary between 1.5 months and 8+ months
 - The expected duration from the **submission of an application** to the **application approval** from the MLTC could take 20+ months
 - Execution of a Development Agreement occurs within 90 days of the Ministry's Approval Letter

Notes:

1: The process above is simplified. It is not intended to represent a comprehensive list of activities and interdependencies associated with MLTC submissions and approvals of a LTC project

Oxford County – New LTC Bed Application MLTC Process



Notes:

1: The process above is simplified. It is not intended to represent a comprehensive list of activities and interdependencies associated with MLTC submissions and approvals of a LTC project

Oxford County – New LTC Bed Application

Project Timeline

Project Milestone	Date	Notes
Submit application to Ministry of Long-Term Care	Feb 2023	
Allocation of new beds from MLTC	Oct 2023	
Procure project consultants & complete background studies	Jan 2024	Soils, environmental, flood plain etc. based on review of background documents
Complete preliminary design activities	Apr 2024	High-level functional programming, site test-fit, Master Plan, assessment of site services, complete due diligence background studies, obtain Class D costing, prime consultant & project management procurement
Complete design and obtain MLTC Technical approvals	Jul 2025	Includes Schematic Design, Design Development, Construction Documents as well as Preliminary Plans and Working Drawings submissions to the MLTC
Finalize construction procurement	Oct 2025	Includes MLTC submission for Approval to Construct
Construction	May 2028	To Substantial Performance for a 160 bed LTC Home
Finalize Deficiencies, FF&E Delivery and Installation	Oct 2028	Includes MLTC Pre-Occupancy Inspection and Approval
First Resident Date	Fall 2028	

Note: Dates are indicative only; there are opportunities to significantly accelerate the schedule by running activities in parallel and based on Oxford County's risk tolerance.

Oxford County – New LTC Bed Application

Estimated Capital Cost



- \$94.5M estimated capital cost¹
- Preliminary design and due diligence activities will be critical to gain a better understanding of project scope and costs

Notes:

1: Based on sustainability goals, space needs and requirements that exceed the LTC Design Manual (2015) for a 160-Bed LTC Home

Oxford County – New LTC Bed Application

MLTC Capital Development Funding Policy

• A Construction Funding Subsidy Per Diem (CFS Per Diem) flowed at First Resident Date and paid through monthly payments for a period of 25 consecutive years	\$31,090,080	\$82,225,080 ¹
• A Development Grant in addition to the CFS: a grant, per eligible bed up to a maximum of \$24,923 per bed: <ul style="list-style-type: none">• One-time Planning Grant of \$250,000 flowed at execution of a Development Agreement. This amount will be deducted from the total development grant calculated for the operator.	\$3,987,680	\$3,987,680
• The Development Grant will be flowed upon submission of a certificate of Substantial Performance	Total Development Funding (25 years) – 160 Beds \$35,077,760	Total Development Funding (25 years) – 160 Beds ¹ \$86,212,760

Notes:
1: Assumes that a fixed, time-limited CFS top-up of up to \$35 per bed per day would be available to this project at the time with the same terms that are contained in the Long-Term Care Home Capital Development Funding Policy, 2022

Oxford County – New LTC Bed Application

Financial Considerations

	Existing 34 Beds (\$millions)	160 New Beds (\$millions)	2029 Total Cost (\$millions)
Revenues			
Operating and capital	\$3.9	\$18.2	\$22.1
Expenses			
Operating and capital	6.7	27.9	34.6
Debt – 160 new bed facility	-	6.3	6.3
Levy	\$2.8	\$16.0	\$18.8
Debt retirement obligations are amortized over 25 years to align with the 25 year construction per/bed/diem subsidy as part of the Long Term Care Home Development Program			

Notes:
1: Table source - Report No: WDFL 2023-01

Oxford County – New LTC Bed Application

Next Steps

- **Ministry Application for Additional Beds**
- Preliminary Design & Due Diligence Activities
 - Procurement of a Prime Consultant (Architect+ Engineers)
 - Site test-fit, preparation of Master Plan
 - Assessment of site services and prepare a conceptual level design brief
 - Class D Construction Cost Estimate by a Professional Quantity Surveyor
 - Procurement of technical studies for soils, environmental, flood plain, etc.
 - Consultations include Town of Ingersoll, Oxford County, Alexandra Hospital



Questions?



Thank you

To: Warden and Members of County Council

From: Director of Woodingford Lodge

Nutritional Services Review Final Report

RECOMMENDATIONS

1. That Council receive the Woodingford Lodge “Nutritional Services Review Final Report” prepared by D&A Consulting and Associates, dated January 2023;
2. And further, that Council direct staff to engage a consultant to create a master plan for Woodingford Lodge that meets the Provincial requirements of the “Fixing Long-Term Care Act” designed to ensure long term care services are delivered at specified levels of service;
3. And further, that the cost of the master plan, estimated to be between \$50,000 to \$75,000, be funded by the Federal Restart Reserve.

REPORT HIGHLIGHTS

- A review by an independent third party (D&A Consulting and Associates) of how nutritional services are provided at all three Woodingford Lodge homes notes both the high-quality services being provided within current funding constraints as well as a variety of options to be considered that could find cost savings, increase process efficiencies, and resource effectiveness.
- The review concludes that the rapidly changing landscape of long-term care in Ontario requires us to conduct a broader service review to ensure any investments made to nutritional services will be sustainable in the long-term.
- The challenges of the past few years in long-term care, combined with the opportunity of a new Council term, provide fertile ground for the development of a multi-year master plan for Woodingford Lodge to guide decision-making for the future of all aspects of service delivery.
- D&A Consulting and Associates will present their report at the Council meeting.

Implementation Points

Staff will finalize the work with D&A Consulting and Associates and ensure the Province’s reporting requirements by are met by January 31, 2023 in accordance with the Transfer

Report No: WDFL 2023-02
WOODINGFORD LODGE
Council Date: January 25, 2023

Payment Agreement for Municipal Modernization Funding (MMF) related to reviewing the efficiencies and effectiveness of nutritional services at Woodingford Lodge.

In accordance with the MMF Transfer Payment Agreement (TPA) with the Ministry of Municipal Affairs and Housing (MMAH), the final Woodingford Lodge Nutritional Services Review Report, as attached to this report, will be submitted to the Ministry and posted on the County's website for the public's access and information by January 31, 2023.

Upon Council's approval to proceed with developing a master plan for Woodingford Lodge, staff will retain the services of a consultant in order to begin work in early 2023 with a target of presenting to Council by the end of Q2 2023.

Financial Impact

The independent review of Nutritional Services delivered by D&A Consulting and Associates has been 100% funded through the Municipal Modernization Fund under a Transfer Payment Agreement with the Ministry of Municipal Affairs and Housing.

One of the resulting report recommends is for the County to consider a Woodingford Lodge Master Plan to operationalize the requirements of the Fixing Long-Term Care Act, 2021, in a coordinated and responsible (fiscally and service delivery) manner.

The cost to develop a master plan for Woodingford Lodge is estimated to between \$50,000 - \$75,000 and is proposed to be funded from the Federal Restart Reserve which has an estimated 2023 year-end balance of \$1.7 million.

Communications

The review of Nutritional Services at Woodingford Lodge included a number of engagement activities with a broad range of key stakeholders including:

- Resident and staff surveys;
- Key informant interviews;
- Focus groups with Resident Councils; and,
- Meetings with senior leadership team members.

Upon approval to proceed with developing a master plan for Woodingford Lodge, these stakeholders will continue to be engaged along with key partners throughout Oxford County (such as local hospitals, relevant societies, and other health care service providers.)

Strategic Plan (2020-2022)



Report No: WDFL 2023-02
WOODINGFORD LODGE
Council Date: January 25, 2023

<i>WORKS WELL TOGETHER</i>	<i>WELL CONNECTED</i>	<i>SHAPES THE FUTURE</i>	<i>INFORMS & ENGAGES</i>	<i>PERFORMS & DELIVERS</i>	<i>POSITIVE IMPACT</i>
1.ii.		3.iii.		5.ii.	

DISCUSSION

Background

Staff have recognized in the past that the delivery of nutritional needs for our long-term care residents could be more efficient and in response staff are continuously adapting to better meet those needs. Regular service reviews aid staff in determining medium- to long-term strategies to address the ever-evolving needs while balancing financial, environmental, and health factors.

The last formal service review of Nutritional Services was conducted in 2012.

Upon receipt of approval for up to \$95,000, 100% funded under the Municipal Modernization Program, previously authorized by Council under [Report No. CS 2021-38](#), dated October 13, 2021, Woodingford Lodge proceeded to retain D&A Consulting & Associates through a competitive Request for Proposals process.

Subsequent to approval of Report No. CS 2021-38, the [Fixing Long-Term Care Act, 2021](#) (FLTCA) came into force on April 01, 2022, prompting staff to take into consideration, among many other aspects, enhanced emphasis on person-centered care and residents' right to participate in their plan of care.

These inputs – regular service reviews ([Oxford County strategic direction 5.ii.](#)), the FLTCA, and the opportunity for Municipal Modernization Funding – lead to, and enabled, the Nutritional Services Review to be conducted.

Comments

Initial Scope / Intent of the Nutritional Services Review

The scope of work for the Nutritional Service Review was to undertake a critical review of existing operational practices for nutritional services for each of the three Woodingford locations, examine effectiveness in terms of level of service and performance, and identify alternative approaches to derive improved levels of service and possible cost savings. The scope focused on the processes involved in meal production, examining the flow of ingredients from procurement to culinary delight. This included a review of:

- agreements with current contracted service providers;
- each location's physical constraints and opportunities, including inter-facility transportation and logistics; and,
- consideration of scaling meal production with the potential for increasing the number of beds owned and operated by Woodingford Lodge in the future.

It was also an intent of the review to identify additional efficiencies as they presented themselves, including, but not limited to broader considerations for overall service efficiencies

Report No: WDFL 2023-02
WOODINGFORD LODGE
Council Date: January 25, 2023

such as laundry services, equipment, transportation and logistics, maintenance / service agreements, etc.

Overarching Themes

D&A compiled the feedback gathered during their engagement process and grouped it into six overarching themes, with the most direct theme being the provision of nutritional services.

Nutritional Services

- We are providing high quality nutritional services given current funding levels
- The Nutritional Services Team is responsive to requests whenever possible
- Resident and Family Councils, and the Food Committee currently have somewhat limited opportunities for participation in decision-making processes, with engagement primarily from Woodstock; legislative requirements
- Other options considered:
 - More menu choices for residents (staff are encouraged by the recent legislative changes to menu planning, specifically the emphasis on “a la carte” options ([Fixing Long-Term Care Act, 2021](#)))
 - Staff be allowed to purchase a meal (for themselves)
 - The Café at the Woodstock site open every day, operated by Woodingford staff
 - More food-related events for residents
 - A focus on traditional entrées

Two key system-level, strategic themes emerged from the review that are directly connected to Recommendation No. 2 of this report as well as to the recommendation contained in Report No. WDFL 2023-01 Application for Long-Term Care Home Development.

Demand versus Supply of Long-Term Care Beds in Oxford County

- The demand to access a bed at Woodingford surpasses the current supply of beds. Considering that the total number of people over 65 is 24,390 for the entire County, coupled with wait times (1,500 on the waitlist), the demand surpasses the current bed supply of 717 and the future bed supply of 931, including announcements for new beds in Tavistock and Tillsonburg.

Long Term Planning Needs (multi-year master plan)

- Woodingford is currently without a multi-year master plan. The past few years have focused on daily management of COVID, combined with implementing and / or adapting to the findings in the [Public Inquiry into the Safety and Security of Residents in the Long-Term Care Homes System](#) (Gillese Report, 2019), the [COVID-19 Commission](#) (Report, 2021), the release of the [Fixing Long-Term Care Act 2021](#) and associated [Ontario Regulation 246/22](#) (2022). Therefore, it is timely to develop a master plan that will set out clear direction for ensuring the legislated service deliver standards for long term care are met.
- Given that Woodingford is currently embarking on an accreditation process as part of its continuous quality improvement program, which requires the submission of a strategic roadmap, a multi-year master plan developed through a facilitated multi-stakeholder based collaborative process would satisfy that requirement.

Additional system-wide themes that emerged include the following:

Report No: WDFL 2023-02
WOODINGFORD LODGE
Council Date: January 25, 2023

Partnerships and Accountability

- Woodingford does not have a formal agreement with the two hospitals (Ingersoll and Tillsonburg) regarding providing nutritional services for the satellite sites. It is paramount that Woodingford leadership puts in place a formal agreement that is reviewed by key stakeholders annually.

Cost Efficiency

- The current bed count at the two satellite sites (34 at each site), in combination with elements of the provincial funding policy, presents a challenge to process and cost efficiencies as they relate to nutritional services. An example is the Ministry's requirement for registered staff levels, which results in additional 'per bed' cost but no additional 'per bed' funding. Further research and analysis are required to determine solutions that are more sustainable than status quo.

Summary of Recommendations from D&A Consulting and Associates

The recommendations provided by D&A are grouped into two categories: (1) operational recommendations, and (2) system recommendations.

Moving Forward in a Constantly Changing Landscape

The long-term care industry is one of the most highly regulated industries in Ontario. In the past few years it has experienced unprecedented examination and change stemming from the [Public Inquiry into the Safety and Security of Residents in the Long-Term Care Homes System](#) (Gillesse Report, 2019), the [COVID-19 Commission](#) (Report, 2021), the release of the [Fixing Long-Term Care Act 2021](#) and associated [Ontario Regulation 246/22](#) (2022), and, of course, three-years-and-counting of dealing with a global pandemic.

While the intended purpose of the Nutritional Service Delivery review was limited in scope, it was clearly identified in the process that it would be far more prudent to consider a holistic review of the services offered at Woodingford Lodge, to ensure that any financial investments and procedural changes considered in the short-term remain viable in the long-term.

D&A Consulting and Associates concludes that in order to address the many steps and process changes needed, Oxford County (Woodingford Lodge) should invest in developing a multi-year master plan which provides direction for County Council, and staff to develop quantifiable, measurable actions to strategically lead us into the future.

Beyond these, the Province of Ontario set a goal of investing in 30,000 new beds by 2028. This goal alone suggests that we have to consider the most sustainable way forward for Woodingford with emphasis on balancing community wellbeing, economic vitality, and environmental leadership.

Conclusions

In conclusion, to address and / or implement the various individual "moving parts" efficiently and effectively while ensuring long-term investments are sustainable, a long term strategy is required.

Report No: WDFL 2023-02
WOODINGFORD LODGE
Council Date: January 25, 2023

We have valuable insight regarding how we could potentially improve the delivery of nutritional services as well as other system-wide challenges. Most importantly, during the review, and in consideration of investments that would need to be made to make (potential) changes to the current model of Nutritional Services service delivery, it became clear that the rapidly changing landscape of long-term care in Ontario necessitates a step back to look at our overall operational model prior to any investments in a single aspect of our core service (such as nutritional services.)

The development of a master plan, in collaboration with stakeholders / partners will set out a strong foundation for the future of long-term care in Oxford County.

SIGNATURES

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ATTACHMENTS

Attachment 1: Oxford County Long-Term Care Nutritional Services Review 2023 Woodingford Lodge, January 2023

Attachment 2: Woodingford Lodge Nutritional Services Review D&A Presentation, January 2023

Attachment 3: Woodingford Lodge Nutritional Services Review infographic, January 2023

Report No: WDFL 2023-02
Attachment No. 1

OXFORD COUNTY LONG-TERM CARE NUTRITIONAL SERVICES REVIEW 2023 WOODINGFORD LODGE



January 2023

Prepared by:

D & A Consulting and Associates

Table Of Contents

Executive Summary

Section 1: Context & Demographic Overview

1.0. Introduction and Background	5
1.1 The Role of Municipal Long-Term Care Homes.....	7
1.2 Demographics: Oxford County is a Growing and Aging Community	8
1.3 Population Diversity	15
1.4 Woodingford Lodge Long-Term Care Home Profile.....	15

Section 2: Engagement & Other Notable Planning Considerations

2.0 How the Plan was Developed.....	16
2.1 Survey Responses.....	17
2.2 Key Informant Interviews.....	24
2.3 Woodingford Lodge Current State Profile	25
2.3.1 Nutritional Services Provided at the Satellite Sites	32
2.4 Overarching Themes.....	32

Section 3: Recommendations and Conclusion

3.0 Nutritional Services	34
A. Operational Recommendations.....	34
B. Systemic Recommendations.....	35
3.1 Master Plan for Woodingford Lodge	35
3.2. Expansion of Woodingford Lodge Long-Term Care Beds.....	35
3.3 Develop a Collaborative Memorandum of Understanding (MOU)	36
3.4 Develop a Facility Operators Networking Group	36
Conclusion.....	37

List of Figures, Tables and Map

List of Figures

Figure 1: Oxford Compared to Ontario for Selected Age Groups as a % of the Population	10
Figure 2: Age Cohort as a Percentage by Lower Tier Community, Oxford, and Ontario	11
Figure 3: Proportion of the Population as a % by Life Stage and Geography	11
Figure 4: Surrounding Census Divisions by % of the Population for Life Stages	12
Figure 5: Population Aged 55 – 64 as a % for Community in Oxford County	14
Figure 6: Which Site do you Work at the Most?.....	17
Figure 7: What Role Best Describes Your Position?.....	18
Figure 8: Percentage of LTC Bed Distribution Oxford County	26
Figure 9: Woodstock Hospital ALC by Destination (Pre COVID) 2019 – 2022	28
Figure 10: Oxford Dementia Population Projections 2010 /2036 for 5-year Cohorts.....	29
Figure 11: Complex Conditions by Woodingford Lodge Site	30

List of Tables

Table 1: Demographic Data for Oxford County and the Eight Communities.....	9
Table 2: Population Change from 2016 – 2021 as a % for Selected Census Divisions	9
Table 3: Woodingford Lodge by Site, # of Beds, Average Age at Admission and Median Number of Days Waiting from the Community for an LTC Bed in Oxford County	25
Table 4: Percentage of LTC Bed Distribution in Oxford County.....	26
Table 5: Tillsonburg District Memorial Hospital & Alexandra Hospital Ingersoll Hospitals ALC by Discharge Destination 19/22.....	28
Map: Oxford Current and Future LTC Beds by Location	28

Executive Summary

The Municipal Modernization Fund supported a review of the quality and cost-efficiency of existing nutritional service delivery at Woodingford Lodge's (WDL) Long-Term Care (LTC) Home's three sites. The County of Oxford engaged an independent, third-party consulting firm with LTC expertise to review the current state and provide recommendations for improvement. The consultants employed a multiple-methods approach to gathering information from residents, families, staff, and other key stakeholders.

While the scope of the review was to focus on Nutritional Services across the three LTC sites, it quickly became apparent that the more significant, systemic issues must be addressed to meet the growing and aging population's LTC needs. To this end, the recommendations proposed are broader than nutrition, as pressing 2021 demographic information coupled with unprecedented provincial government opportunities exist. The recommendations are presented as themes for brevity purposes:

- Develop a Ten-Year Master Plan for Woodingford Lodge LTC Home.
- Expand the number of Woodingford Lodge LTC beds overall.
- Develop a business case for a Specialized Behavioral Unit
- Explore through the Master Plan the needs of "other" population groups and innovative models such as the Campus of Care.
- Review the options prepared by the consultants to address the two satellite sites' lack of overall cost-efficiency.
- Improve accountability by establishing a Memorandum of Understanding with the two hospitals preparing and delivering food for WDL LTC satellite sites.
- Build upon existing LTC leadership by developing an Oxford or Oxford & Elgin Counties LTC Homes Administrators Quarterly Group. This forum could include representation from public health, paramedic designate and Ontario Health.

In late 2022, the Ministry of Long-Term Care announced funding opportunities for not-for-profit, municipal LTC Homes seeking to expand their bedded footprint. The province is also investing 37 million in additional new funding to expand specialized services to help people with complex needs such as behavioral, dialysis, and bariatric. This investment includes funds to develop and implement Specialized Behavioral Units.

Potential Cost Reallocations:

The recommendations addressed operational and systemic issues and identified potential cost reallocations related to the two satellites' current nutritional services delivery model. Potential reallocations of \$1.2 million annually may exist.

SECTION 1: CONTEXT AND DEMOGRAPHIC REVIEW

1.0 Introduction and Background

In the spring of 2022, the County of Oxford issued a municipal Request for Proposals (RFP) for a consulting firm to conduct a comprehensive review of their Long-Term Care (LTC) Home Woodingford Lodge (WDL) nutritional services. The successful firm is D&A Consulting and Associates.

The project objectives included:

- Reviewing the quality & freshness of the food & beverage
- Level of consistency across the three sites – Woodstock, Tillsonburg, and Ingersoll
- Review the service delivery processes and model
- Focus on cost-efficiency and consistency, choice and enhancing the culinary experience recognizing that meals are the highlight of their day for many older adults
- Conduct an in-depth engagement with staff, residents, families, and senior leadership
- Leveraging a “Strength, Weakness, Opportunities and Threats (SWOT)” format in all surveys, key informant interviews and focus group engagement activities
- Scope out opportunities for organizational advancement and innovation
- Develop and embed a clear understanding of the LTC history, culture, physical constraints, and potential future opportunities for growth into the report

The project deliverables included:

- Conduct a review of the nutritional/dietary practices of the three homes
- Prepare a current state demographic analysis for Oxford County, emphasizing older adults, the next cohort of seniors and other vital factors
- Prepare a profile of Woodingford Lodge residents, staffing, bedded demand and supply
- Obtain input via surveys, focus groups and face-to-face interviews, including residents, their families, staff, and other vital stakeholders such as hospitals, Ontario Health, and Home & Community Care
- Prepare a report and presentations illustrating key findings and recommendations to improve nutritional service delivery’s quality and cost-effectiveness at WDL

This project was initiated in the late spring of 2022 and ceased in January 2023.

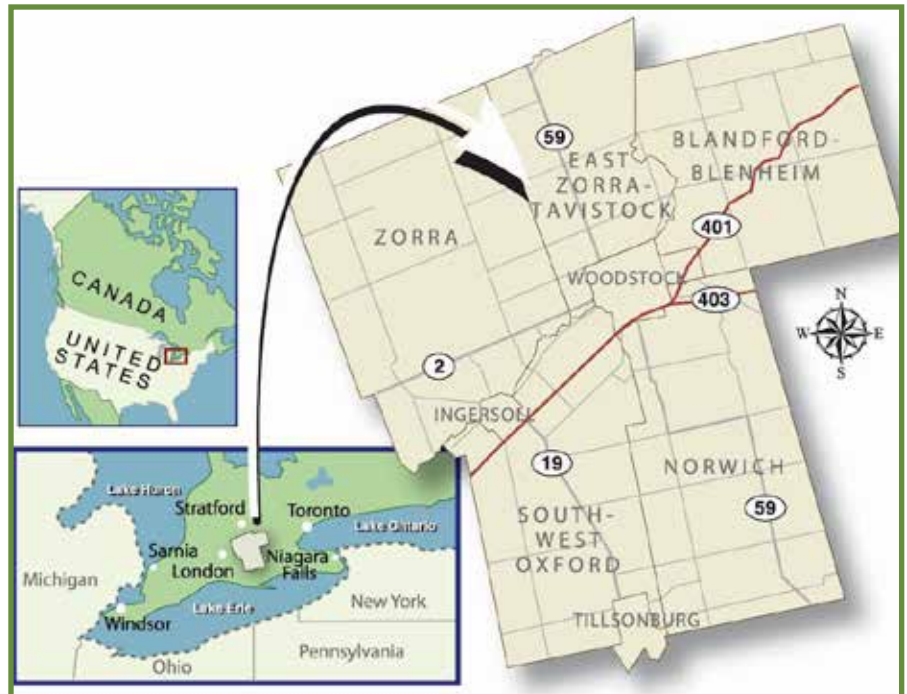
As a community Oxford County promotes itself as the “Dairy Capital of Canada,” and there are many dairy farms in the County to give credence to that claim. In the 1950s and 1960s, a significant influx of immigrants from the Netherlands bought up many of the dairy farms in the county. Today, Oxford County offers self-guided tours featuring 24 stops along what is known as the “cheese trail.” In addition, the County has many museums, artisans, and local farms showcasing their fresh and unique culinary delights.



Oxford County is on the traditional territory of the Anishnabek (Iroquois) and Ojibway, and Chippewa First Nations, the land area, covers 2040 square kilometres. Ideally located between two major highways in southwestern Ontario, the 401 and 403 junctures position the County well as significant automotive assembly plants, specifically Toyota, Hino, General Motors, and CAMI, including being one of the first producers of electric vehicles. Oxford County is a two-tier government that comprises one city, two towns and five municipalities:



- City of Woodstock
- Towns of Ingersoll and Tillsonburg
- Municipalities of Blandford-Blenheim, East Zorra-Tavistock, Norwich, South-West Oxford, and Zorra



The most populated communities are the City of Woodstock, Towns of Tillsonburg, Ingersoll and East-Zorra Tavistock. The surrounding rural areas are rich in history, cultures, and exciting agriculture environments, including raising Alpaca and Goats.

1.1. The Role of Municipal Long-Term Care Homes for the Aged

According to AdvantAge Ontario, there are 626 LTC Homes with 78,760 beds in the province. Municipalities operate 101 Homes with 16,281 beds or a 21% market share. Approximately 1 in 5 individuals receive care in a municipal LTC home in Ontario. AdvantAge Ontario estimated that Municipalities invest around \$350 Million annually for LTC and community services for the senior population. The following attributes are recognized as the benefits of Municipalities providing LTC services:

- Care closer to home
- High-quality care
- Innovative and integrated care for seniors
- Strong communities and a voice for seniors
- Good community-based jobs and economic benefit

Municipal LTC Homes are not-for-profit, which is essential to understanding their culture and history. To illustrate further:

- **1868 Municipal Institutions Act** – stipulating communities with greater than 20,000 must provide “Houses of Refuge for People who are Homeless”
- **1947 Homes for the Aged Act** – Houses of Refuge renamed Homes for the Aged and focused on seniors, with the province providing 25% of the capital cost
- **1949 Homes for the Aged and Rest Home Act** – All Municipalities must establish a Home for the Aged
- **2007 Long-Term Care Act** – Every upper and single-tier southern Municipality must maintain at least one Municipal Home. Northern Municipalities may operate a home individually or jointly
- **2017 Patients First Act** – More emphasis on integrating services within geographic regions
- **2019 – Fixing Long Term Care Act** – A critical component of this act is that it sets out service targets

Municipal homes service the vulnerable and often-times challenging population groups. Because Municipalities know their community, culture and needs, they can offer more appropriate services, including food choices, linguistic support and culturally relevant activities and celebrations.

Since Municipalities are also responsible for the following services, they are in an ideal position to integrate or address needs/gaps whenever possible.

- Public Health
- Emergency Medical Services (EMS) / Community-Based Paramedic Program

- Fire and, often, Police Service
- Community-Based Activity Centres for Seniors (formerly Elderly Persons Centres)
- Libraries, Parks, and Recreation
- Housing includes “rent geared to income and supportive housing”

An excellent example is the role of Public Health as it relates to COVID-19 in LTC Homes. In some cases, Municipalities are considered the “employer of choice.” For example, in Walkerton, Brucelea Haven LTC is the largest employer providing jobs for 200 people in the community. Similarly, research comparing Municipal Homes to those that are for-profit found that not-for-profit / municipal homes perform at a higher level for the following domains:

- Provide more hours of care because there is a higher staffing ratio and skill mix
- Have lower mortality rates
- Have lower staff turnover
- Less use of restraints, including chemicals
- Lower hospital admissions and lower use of the Emergency Department¹










According to the March 2022 Ontario Health Coalition Fact Sheet on Long-Term Care:

- For-profit LTC Homes spend 24% less per year on care than public LTC
- For profit LTC hires more part-time/casual staff, resulting in higher staff turnover
- Compared to public homes, staff are paid lower wages & heavier workloads

For over 150 years, municipalities have provided care for seniors and vulnerable populations. They are governed by “management boards” comprised of local elected officials and other Municipal staff hence, the vested interest in providing high-quality, equitable and accessible care. It is for these reasons that, as a collective voice, AdvantAge advocated and successfully achieved equity as it relates to the recently announced **Long-Term Care Home Capital Development Funding Policy**. This policy is specifically for not-for-profit LTCH that may not have responded to prior redevelopment opportunities due to tight timelines, construction costs, and other municipal competing priorities.

1.2. DEMOGRAPHICS: OXFORD COUNTY IS A GROWING AND AGING COMMUNITY

Oxford County is in the heart of Southwestern Ontario, nestled between Elgin County to the south, Middlesex to the west, Peth County and Waterloo District to the north with Brant County to the east. Oxford is divided by highways 401 and 403 making it one of the most sought-after locations for new industries. In 2021, the total population of Oxford County was N=121,781, a 9.9% increase since 2016. This is greater than the provincial increase of 5.8%.

Table 1: Oxford County Demographic Data					
Location	Population Change % from 2016	Total # & % of the pop Age 55 to 64 years old	Total # & % Of pop age 65+	Total # & % Of pop aged 85 +	Average Age
Oxford County	9.9 	17,220 or 14.1%	24,390 or 20%	3,170 Or 2.6%	41.8
City of Woodstock	13.6 	6215 or 13.3%	9150 or 19.6%	1335 or 1.7%	41.6
Town of Ingersoll	7.3 	2055 or 15%	2340 Or 17.1%	310 or 1.4%	40.6
Town of Tillsonburg	17.3 	2375 or 12.7%	5450 or 29.3%	820 or 4.4%	46.9
Township of Blandford-Blenheim	2.2 	1220 or 16%	1315 or 17.4%	100 or 1.3%	41.3
Township of East-Zora Tavistock	10.2 	1145 or 14.6%	1460 or 20%	225 or 3%	42.2
Township of South-West Oxford	-0.7 	1125 16.5%	1260 or 16.6%	105 or 1.4%	39.4
Township of Zorra	6.0 	1310 or 15%	1560 or 18%	110 or 1.3%	40.1
Township of Norwich	2.9 	1500 or 15.3%	1720 or 15.4%	165 or 1.5%	37.5

As illustrated in Table 1, except for the Township of Southwest Oxford, all other communities have grown from 2.2% in the Township of Blandford-Blenheim to an increase of 17.3% in the Town of Tillsonburg, followed by the City of Woodstock at 13.6% and 10.2% for the Township of East Zora Tavistock. In terms of population growth in Ontario, Oxford County ranks 53 out of 293, according to the Rural Ontario Institute.

Table 2 shows population growth as a percentage for surrounding census divisions compared with Oxford County.

Table 2: Population Change from 2016 -2021 as a Percentage for Selected Census Divisions		
Census Division	Population 2021	% Change from 2016
Haliburton	20,571	13.9%
Simcoe	533,169	11.2%
Lanark	75,760	10.3%
Muskoka	66,674	10.0
Middlesex	500,563	9.9%
Oxford	121,781	9.9%
Waterloo	587165	9.7%
Brant	144,771	7.4%
Elgin	94,752	6.5%
Haldimand-Norfolk	116,872	6.5%
Perth	81565	6.2%

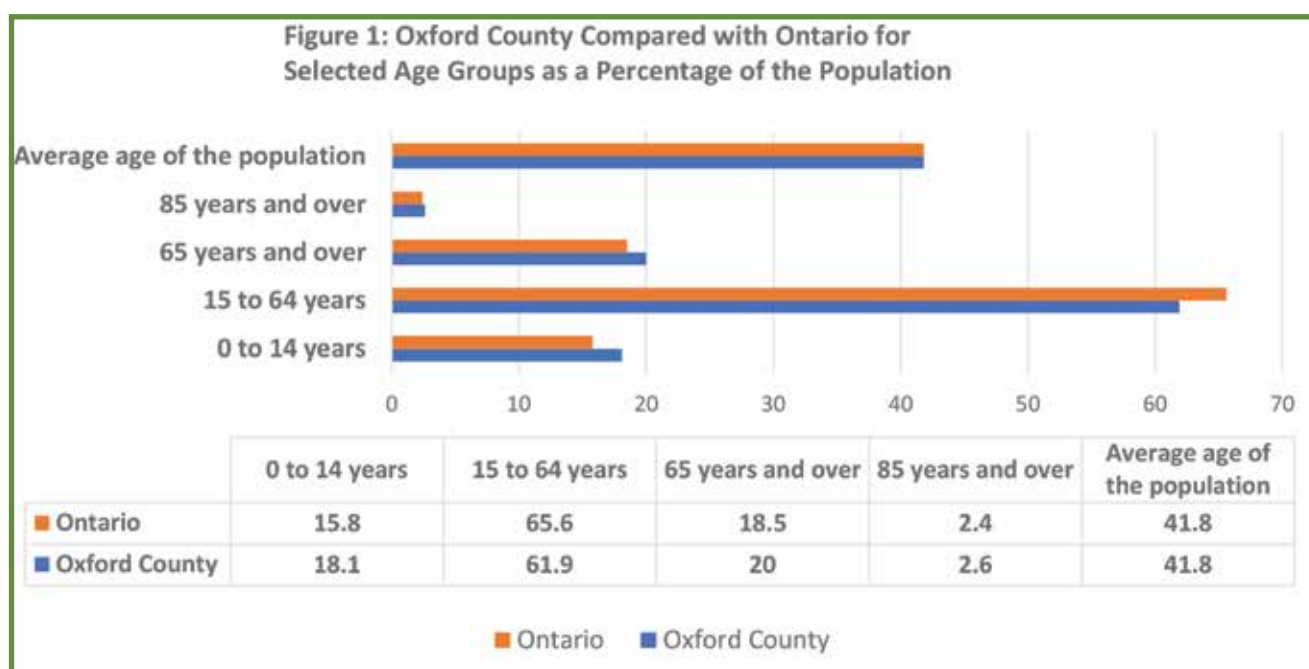
According to Statistics Canada, communities in Ontario with the lowest growth rates include Rainy River -3.3%; Timiskaming -2.6%. Cochrane -2.2%, Algoma -0.3% and Thunder Bay 0.6%.

Tables 1 and 2 show that Oxford County is growing and aging significantly faster than the provincial average (See Figure 1). Due to the aging of the baby boomers, the number of seniors is expected to double from 2.3 million in 2016 (16.4% of the population) to 4.6 million by 2041, which equates to 25% of the people, and higher ratios of older adults reside in rural communities.



1 in 5 Citizens in Oxford County are aged 65 and Older

Figure 1 below shows Oxford County compared to Ontario for selected age cohorts, followed by a more detailed Figure 2 comparison for all eight lower-tier communities, Oxford County and Ontario, presented as a percentage of the population. The data source is Statistics Canada 2021, Community Profiles.



According to AdvantAge, in 2016, Ontario had a higher percentage of seniors than children aged 15 and under. This trend will continue, with seniors anticipated to be the most diverse group in history. Figure 2 below shows the Three Age Cohort as a percent for 8 Communities, Oxford County and Ontario.

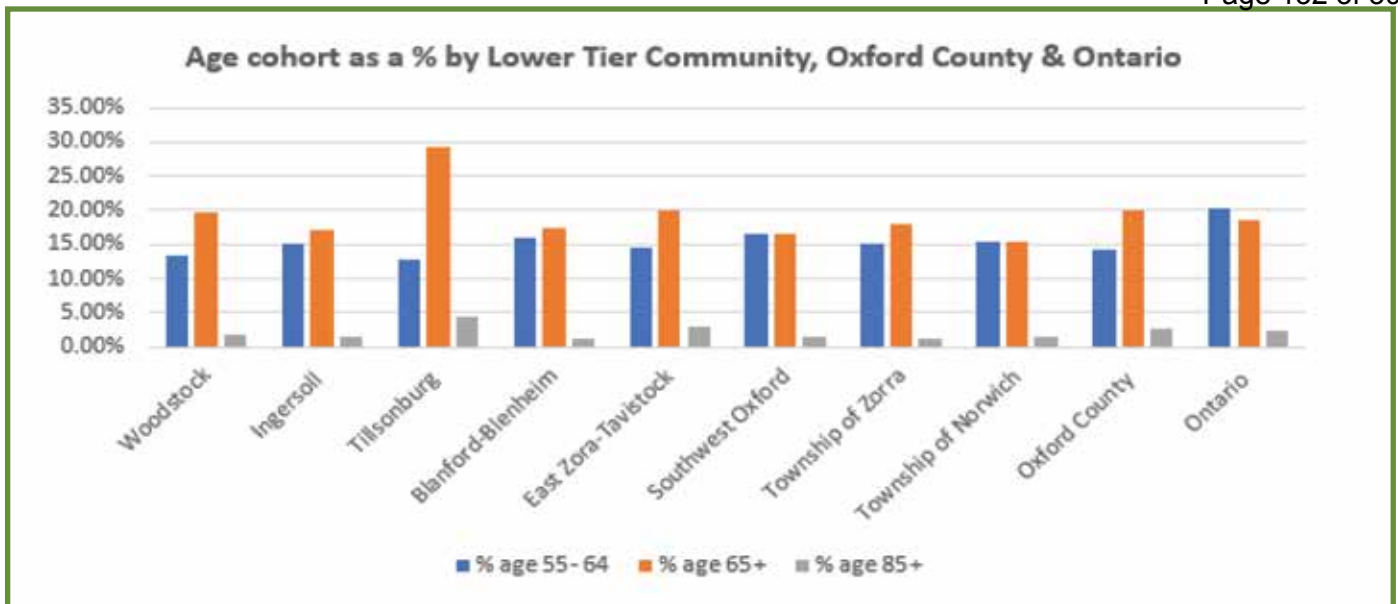
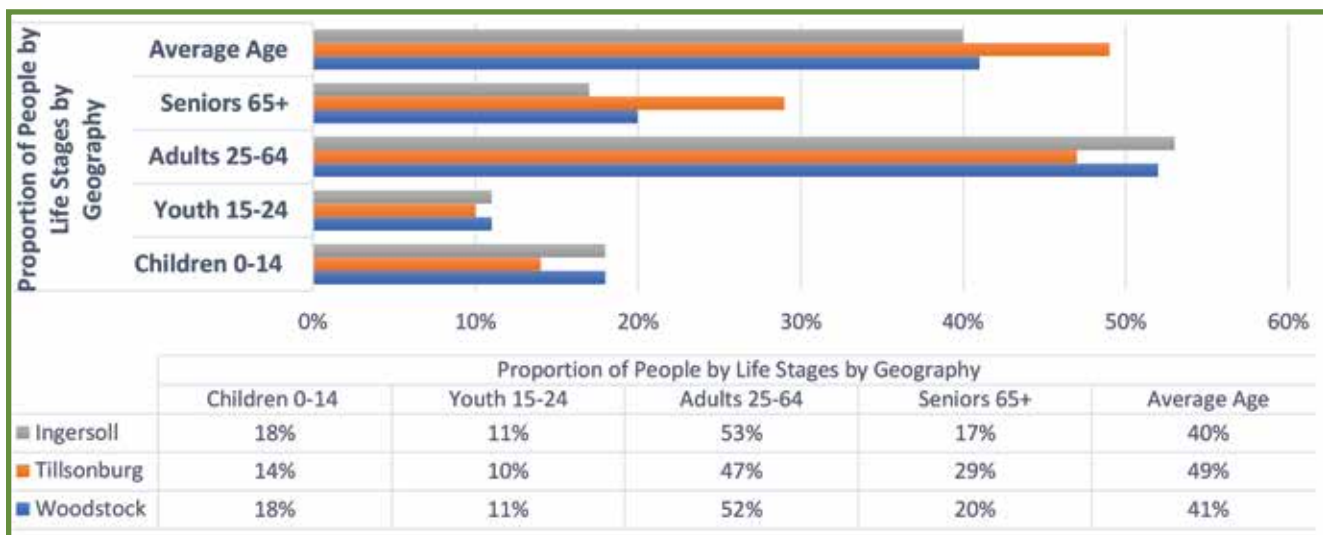


Figure 3 below shows the City of Woodstock, the Towns of Ingersoll and Tillsonburg by Life Stages as a Percent, including average age.

Figure 3: Proportion of the Population as a % by Life Stage and Geography

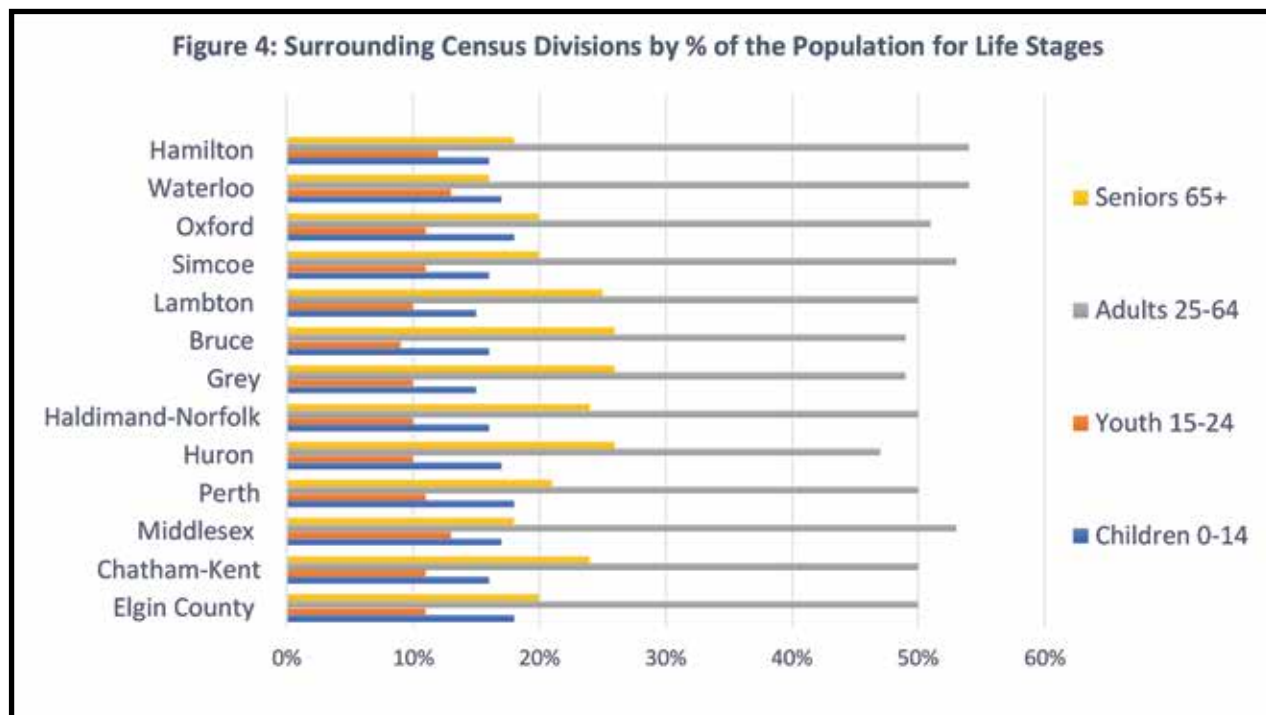


- Tillsonburg had the highest growth rate at almost double the rate of Oxford County. They also have the most significant proportion of older adults aged 65+ and seniors 85+.
- As a community, Tillsonburg has a significantly “older” average age at 46.9 compared to the other lower-tier communities and Oxford County at 41.8. Interestingly, Tillsonburg has the lowest proportion of the population aged 55 to 64, with 2375 or 12.7%.

- The median age in rural Ontario is 47 but 44 in cities and 31 in Indigenous communities, according to the Rural Ontario Institute² The Township of Norwich has the lowest average age at 37.5, followed by Southwest Oxford at 39.4, with most of the County being between 40 and 41.6.



From a broader perspective, Figure 4 below shows the surrounding census divisions as a percentage of the population by life stages.



- The 2021 Statistics Canada data shows that the following counties have the most seniors aged 65 and older, Grey, Bruce, and Huron with 26%, followed by Lambton at 25%, Chatham-Kent and Haldimand-Norfolk at 24%. Oxford, Elgin, and Simcoe are at 20%.

- The next wave of seniors aged 55 to 64, which represents the most significant proportion as a percentage in the Township of Southwest Oxford at 1125 older adults or 16.5%, followed by the Township of Blandford-Blenheim at 1220 or 16% and the Township of Norwich 1500 or 15.5% and the Town of Ingersoll with 2055 people or 15%.

Another way of analyzing demographic data is by examining dependency ratios. A dependency ratio exists when the combined proportion of the population aged 0 – 14 and 65 and older is more significant than that of the working-age population aged 15 to 64. Concretely, when there are more children and seniors compared to the working age, this creates stress for the “sandwich generation” and economic pressures for the community to meet the needs of both children and seniors.

Upon examining the demographics for the Town of Ingersoll and the City of Woodstock, almost forty percent of the population is considered “dependent,” whereas 62% and 64% represent the working-age population. The Town of Tillsonburg is slightly higher, with 43.4% representing “dependents” and 56.6% are working age. The more significant proportion of dependents equates to increased strain on services, family systems and the economy.

From a planning perspective, demographic information is essential for designing and delivery of services such as:

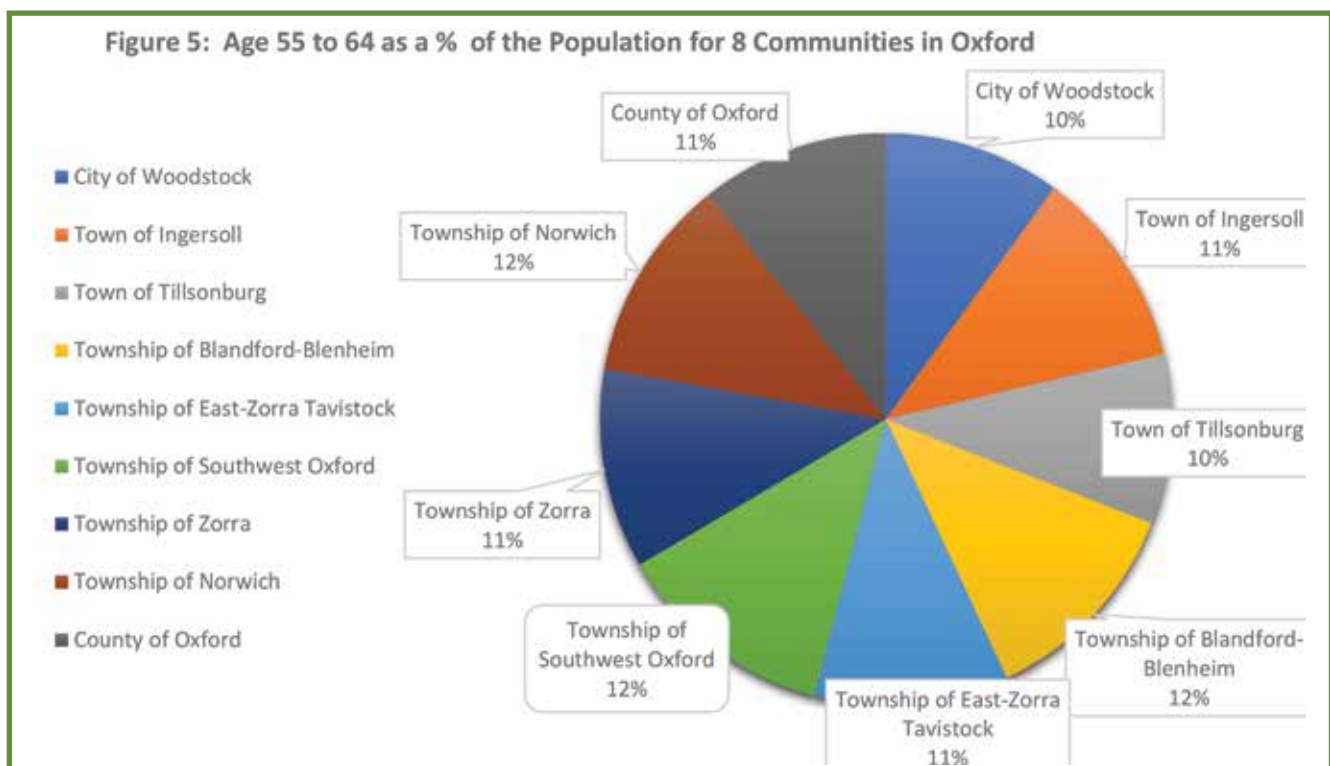
- Community recreational programs (Pickle Ball, Intergenerational Opportunities)
- Building homes (Long-Term Care, supportive, congregate, rent geared to income)
- Implementing public health prevention services such as elder abuse awareness, fall prevention, food security and substance use awareness
- Partnerships between community paramedics, LTC Homes, primary care and hospital
- Fire & Police Services must be mindful of local demographics and the impact on safety and risks in the home and elsewhere

Understanding the implications of the next wave of older adults is essential, especially when considering community-based and long-term care services. Some research suggests that the next cohort will be healthier and more active than the prior generation. Conversely, some speculate that the next wave will have higher rates of substance use disorder and other complex chronic co-morbid diseases such as depression, anxiety, COPD, cardiovascular events/strokes, acquired brain injuries (ABI), and earlier onset Dementia, mainly related to vascular conditions.

The next wave of seniors comprises 17,220 people, or 11% of the population, aged 55 to 64 in Oxford County.



Figure 5 shows the population aged 55 - 64 as a percentage for each community in Oxford.



1.3 Population Diversity

In 2016 the percent of people in Oxford who belonged to a visible minority (3.3%) was far below the Ontario provincial average of 29.3%. Oxford's percent more than doubled between 2016 and 2021 to 7.7%, representing more than 9,000 Oxford residents. Oxford has become home to:

- 3,905 people of South Asian origin
- 1,705 people who are black
- Almost 700 people from Latin America
- Over 600 people from Southeast Asia

After English and French, residents in Oxford indicated that the principal language spoken at home include Punjabi – 1,905, Urdu – 250, and Nepali – 120. Oxford has long been home to colonies of various sects of the Mennonite religion, with many of their colonies speaking Germanic languages. In the case of the so-called “Mexican Mennonites,” Spanish. Oxford is rapidly becoming more diverse. As such, it is crucial to understand that the diverse needs and preferences of aging visible minorities should be considered when planning future services.

Source: Census Profile, 2021 Census of Population, Statistics Canada

1.4 Woodingford Lodge Long-Term Care Home

The municipality opened its not-for-profit, long-term care home, Woodingford Lodge, in 1969. The name Woodingford Lodge represents “wood” for Woodstock, “ing” (for Ingersoll) and “ford” for (Oxford). The home is funded and regulated by the province of Ontario and receives annualized funds from the Municipality. The Woodstock site is the largest, with 160 beds; the two additional locations are in the Towns of Tillsonburg and Ingersoll, with 34-bed units each. All three areas are within proximity to their respective acute care hospital. In total, there are 228 not-for-profit LTC beds operated by Oxford County. A profile of Woodingford Lodge's nutritional services strengths, limitations and opportunities and overall suggested improvements for the LTC Home will be discussed in greater detail in the following sections.

SECTION 2: ENGAGEMENT AND OTHER NOTABLE PLANNING CONSIDERATIONS

2.0 How the Plan was Developed

During the summer and fall of 2022, a concentrated effort was employed to engage Woodingford Lodge staff, residents, their families, senior leadership team members, and other key stakeholders. The methodology included

Staff Surveys

- Electronic Survey

Focus Groups

- Resident & Family Council
- Resident Food Committee
- Nutrition Team
- Senior Leadership Team

Key Informant Interviews

- President of WDL Resident Council & Food Committee Chair
- Ontario Health / Home & Community Care
- Lead Maintenance Manager
- Infection Control & Prevention Supervisor
- Dietician & Nutrition Supervisor
- Continuous Quality Improvement Manager
- Behavioral Supports Team Coordinator
- Nurse Practitioner
- Manager of Human Resources Oxford County

Review of Critical Data & Reports

- County of Oxford Strategic Plan
- Decision Support Data for Hospital ALC Rates
- Fixing Long-Term Care Act
- Long-Term Care Wait List Data
- 2021 selected data from Statistics Canada
- AdvantAge Reports and Statistics
- Rural Institute of Ontario
- Health Quality Ontario Performance Indicators



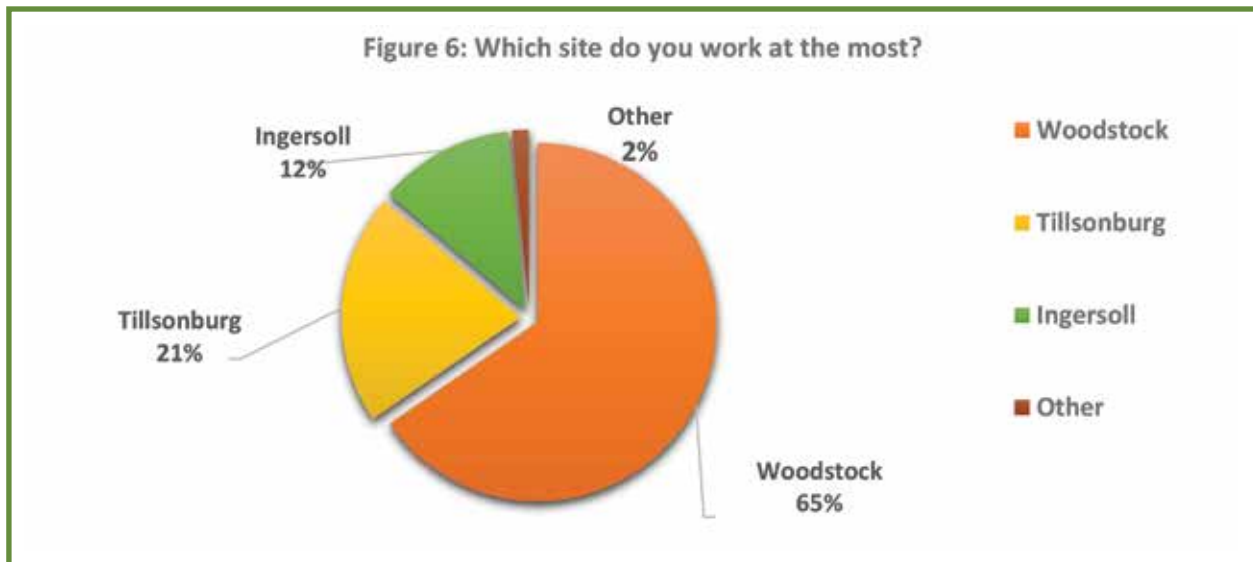
2.1 Survey Responses

An electronic survey was developed and distributed to Woodingford Lodge staff. The survey was relatively brief and was structured using a SWOT (Strengths, Weaknesses, Opportunities and Threats) format. Additional questions were used to drill down to understanding the role of the survey participant.

1. Which site does the dietary staff work at, e.g., Woodstock, Ingersoll or Tillsonburg?
2. What role best describes your position
3. Are they Oxford County employees or hospital staff (Ingersoll / Tillsonburg)?
4. Leveraging a SWOT framework:
 - a. What is the strength of how we currently provide dietary services?
 - b. What, if any, area needs improvement?
 - c. If you could make one improvement/change to dietary services, what would it be?

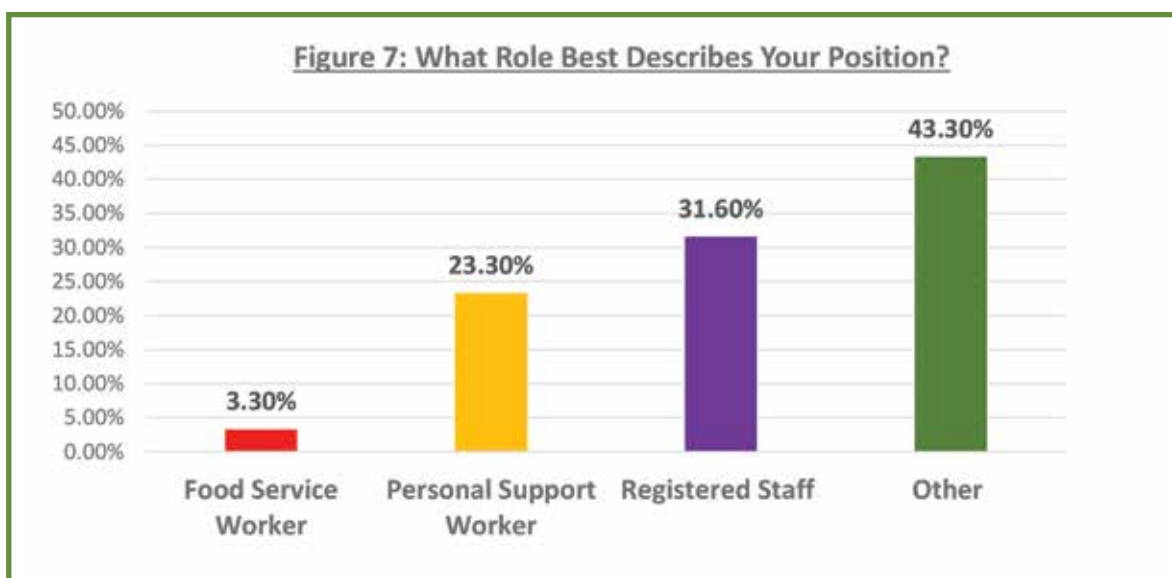
The survey was distributed to 160 Woodingford Lodge staff, and despite sending it out twice, we received N= 61 completed surveys or a 38.1% response rate.

Figure 6 below shows that most staff, including most dietary staff, work at the Woodstock site. A small number of respondents indicated working in all three areas equally.



Question 2 asked if the respondent was an Oxford County or Hospital Employee. This is important because the food is prepared and transported by hospital employees at the two satellite sites: Ingersoll and Tillsonburg. A collaborative agreement between the two hospitals (Ingersoll and Tillsonburg) and the County of Oxford occurred several decades ago that made sense at that time. From the survey, we learned that the majority, 59 or 96.7% of respondents, are Oxford County employees, whereas 3.2% or 2 said they were not.

Regarding “who” is involved with dietary services,” figure 7 shows which role best describes the survey respondent’s position.



Interestingly, 31.6% of registered staff, which means “Registered Nurses & Registered Practical Nurses,” are serving/feeding residents. Twenty-three percent of staff providing dietary services are Personal Support Workers (PSW), and the most significant proportion, 43.3%, selected “other” as best describing their role. When probed, the “other” category included:

- Behavioral Supports Ontario (BSO) Worker
- Housekeeping
- Laundry Aids
- Leadership
- Maintenance
- Manager
- Recreation / Activation Staff
- Transitional Support PSW

The responses can be viewed from several perspectives:

- Woodingford Lodge has had significantly less staff turnover than the other area LTC Homes in Oxford. Nevertheless, the impact of COVID-19 still resulted in staff absenteeism.
- While the lack of consistency between the three sites is indisputable, it is also recognized that some staff have strong relationships with residents and assisting with feeding is essential to quality care. Particularly for residents with aphasia, strokes, or other swallowing issues.

To understand the strength of how WDL dietary services are provided, an open-ended, qualitative question revealed the following themes:

- Good quality food & great menu options
- Food is prepared on time and is organized by friendly, accommodating staff
- Resident's dietary needs and preferences are always respected
- Resident Food Committee has input into the menu and special event
- The new TV's large screen is excellent and beneficial with advertising choices.
- The new snack cart choices are excellent viva a la carte
- Prompt service, good attitudes, and well-planned meals
- Christina and Courtney are outstanding Managers, always there when needed.

Repeatedly, there was a reference to the food in Woodstock being prepared on-site with "our employees" compared to the hospital staff use at the two satellite locations.

Notable quotes focusing on strengths include the following:



"I think as a team; we are an awesome group of people who like to have fun while we work."

"Providing the largest meal at lunch when residents are the most alert and hungry and having the cooking in Woodstock on-site."

"Knowing our residents and what they like/enjoy. Providing that extra personal touch."

"Good quality food, friendly staff and good adaptive tools for residents"

"Dietary staff are knowledgeable and resident-centred."

"Prepping the food on-site always ensures the residents receive fresh home-made meals."

"Great variety of options, resident's preferences always important."

"Extra food is always available."

“Satellite sites would benefit from having our staff. Similarly, respondents were asked, “what areas, if any, need improvement?” Five respondents skipped the question, and 57 participated. Common themes are articulated below as quotes:

“Tray service – when a resident stays in bed just to sleep in we should still be providing efficient meal service and that resident should still get to have his / her first choice, not just “left-overs”. Some of the meals the resident’s, have not heard of before, this is a “meat & potatoes group” and we make a lot of peanut butter and jam sandwiches because of this reason.”

“Provide more fresh fruit and soup at every meal for residents with poor appetites.”

“There is a lack of variety of food and seasonal items at the Satellite locations versus Woodstock.”

“Food options geared more towards this generation. Our residents are not use to new items e.g., perogies, quinoa.”

“Consistency with the menu options versus what is actually served / making staff aware of changes prior to asking residents about their choice.”

“I feel that having ample supply of snack options is vital. Residents are wanting more than staff can offer. Meal selection that is more familiar to our resident population. Residents are not familiar with some of the options therefore, they do not select it.”

“Increased staff roles and hours this will help with flexibility promoting requests of residents.”

“When we are in outbreak, we MUST have dedicated staff that only work in Woodingford Lodge. Traveling from the hospital to the Lodge and back again carries the risk of spread of infection.”

“Purees and grounds could look more appealing.”

“We need MORE staff. Workers are getting sick and burned out. Staff constantly working over- time and rarely getting days off.”

“Presentation of some of the food. Better coverage for their shifts.”

“Newer staff need to pay greater attention to resident’s meal textures and fluid consistency. Lots of mistakes being sent out of the server which staff on the unit have been catching.”

“Less rushed, making dining a more enjoyable experience.”

“Soup needs to be offered at each meal (there are residents who do not and will not eat, but they will drink soup from a cup). Sometimes, soup is the only nourishment besides fluids.”

“Portion sizes are typically too large for residents.”

“MORE STAFF - Please hire more dietary staff. It is essential to better service for our residents, and this is so needed in our workplace.”

“Customer service - should be a welcoming dining room service. Customer-focused, consider students for server positions. Kitchens should be better staffed to accommodate the flexible routines of the residents, e.g., late to rise etc. Coffee/tea offered at snack pass, fruit that doesn't look spoiled or banded up. Residents should have access to food 24/7 and not always the same items as what is currently on the cart. Increased selection of food offerings for the night shift as more and more residents are up through the night. Soup at both afternoon meals. Ginger-ale always needs to be available. Tablecloths are used more often. Improved ambiance overall. Get rid of the way we clear dishes and the slop buckets. It's noisy and not appealing to people still in the dining room. Overall, staff in serveries need to accommodate our resident's needs and desires.”



Whether the question focused on strengths or areas for improvement, staff indicated a strong preference for their own staff. Many articulated concerns regarding:

- Infection control risks with dietary staff going from different hospitals to WDL several times a day.
- Lack of consistency in processes between the three sites impacts the freshness of foods.
- Continuity is requested for all three sites. Having staff at all three locations would increase the probability of standardization of training. Several staff indicated that the dietary team would benefit from in-services regarding dementia and responsive behaviours.

- There was also a theme of “puzzlement” not understanding why the two Satellite locations do not have WDL dietary staff the same as Woodstock. Building upon prior feedback, 54 or 88.5% of respondents provided the following suggestions when asked if you could make one improvement / or change to dietary services, what would it be?



“I do not know if it is possible, but it would be wonderful for us to cook meals onsite instead of receiving our food from the hospital. I’ve noticed that when completing tours, some families grimace at the idea of “hospital food”. It would be a unified stand to have all three sites providing the cooking and food preparation”.

“Have the dietary or recreation staff run the café and open it daily!”

“Dietary staff serving the food.”

“More staff. Another combination oven. Cooks need more support. Either buy more premade desserts or have additional staff prepare desserts and special resident meal options”.

“All staff should be designated to one home area. It is better for consistency of care and contingency planning.”

“Sometimes I see dietary staff waiting behind the server when staff are running behind. Can they come to the dining room and help pour tea/coffee?”

“Offer meals for purchase for staff.”

“Add more staff during mealtime to serve residents at their pace.”

“More snack options during the night, especially for residents with low glucose levels.”

“A streamlined program to ensure clear communication with all staff and avoiding duplication and risk of errors.”

“Promote pleasurable and flexible dining as a home. Give the staff the tools to do so. Also, consider offering only decaf for Lakewood residents at lunch /supper. onsider flavoured teas as an option for our residents in some capacity.”

“Have more themed food/menus.”

“Have more generational style foods as opposed to what is popular today. Be aware of what is offered, don’t only have fish or pasta as the only choices”.



Overall we do a GREAT job! Small improvements are always great but celebrate all that is good!

2.2. Key Informant Interviews

In addition to the survey, one-on-one interviews were conducted with crucial stakeholders:

- Accreditation Project Team members
- Building Maintenance Supervisor
- Continuous Quality Improvement Manager
- Human Services Manager (Oxford County)
- Infection Prevention and Control Supervisor
- Nutritional Services Team
- Ontario Health – LTC Placement and Access to Care Directors
- Resident Council President and members
- Residents and families (informal)
- Senior Leadership Team

For brevity, essential comments, suggestions, and concerns are threaded throughout this report. Due to COVID and repeated concerns about the risk of exposure and cross-infection from hospital staff at the Ingersoll and Tillsonburg WDL sites, a summary from the WDL Infection Control Prevention Manager is as follows:

1. Both sites comply with staff being fully vaccinated.
2. Hospital cooks prepare food according to the Food Premises Regulations and set up on the mobile food serving cart with hot covered and refrigerated food, all with temperature monitoring before leaving and again upon entering the server.
3. Infection control practices are followed from the hospital through the connecting hallway to the WDL entry, and staff from either side are not physically interacting
4. Clean plates, cutlery and cups arrive 90 minutes before a meal using an uncovered three-shelf cart.
5. Hot pans are placed in steamers, and kitchen staff plate the food according to care plans, with temperatures monitored for hot and cold before serving. Residents receive their hot and cold drinks while their meals are being plated.
6. Plates are scraped in the server, and dirty dishes are returned the same way they came with the cart and Cambro being pushed through WDL doors into void space between the hospital and WDL where they are picked up.
7. No interactions with visitors or residents in the server or the hallway behind the server.
8. Sixteen residents in each dining room have meals brought to their tables.

Differences between the satellite sites and the Woodstock site are minor and do not impact compliance or place residents at risk for contracting COVID or other respiratory infections.

- A. Infection control practices followed from the kitchen through the hallways to the two serveries on the main floor. The four serveries on the second floor are connected to the service elevator.
- B. Clean plates and bowls arrive 60 minutes before meals by uncovered three-shelf cart. A Cambro cart brings the hot and cold food. Hot pans are placed in steamers, and kitchen staff plate foods according to care plans with temperature monitoring of hot and cold foods before serving. Residents receive their cold and hot drinks while their meals are being plated.
- C. Twenty-six residents in each dining room have meals brought to their tables.
- D. Interactions between staff, residents and visitors are more likely as there is no service hallway. Hence, the likelihood of infection is more significant due to the lack of separation, such as a hallway.



Infection control practices at the Ingersoll and Tillsonburg sites showed that cross-infection is NOT an issue due to the high-quality safety procedures used by staff.

2.3. Woodingford Lodge Current State Profile

Woodingford Lodge is comprised of 228 beds at three different sites. Table 3 below shows the location, number of beds, average age upon admission by site, the number of people on the wait list by site location and the median number of days waiting for a bed (by site) from the community. The waitlist information is up to date and provided by Ontario Health Home and Community Care Placement Management; this data covers the years 2020 / 2021 and, due to COVID, should be interpreted with caution.

Table 3: Woodingford Lodge by Site, # of Beds, Average Age at Admission & Median # of Days Waiting from the Community for an LTC Bed				
Woodingford Lodge Site Location	# Of Beds	Average Age Upon Admission	# Of People on the Wait List	The median # of Days Waiting from the Community for an LTC Bed.
Woodstock	160	83	532 people	246 days
Ingersoll	34	83	325 people	86 days
Tillsonburg	34	82	310 people	-
Total	228 beds	-	1167 people	-

Note: Tillsonburg data is too compressed / small to be shown.

The median number of days waiting for a bed at WDL Woodstock is higher than the provincial median, which is 188 days. The southwest (former LHIN region) was 124 days, and the Waterloo-Wellington region was 177 days. Woodingford Lodge is one of eight long-term care homes in Oxford County (Note that each WDL site is counted individually). Therefore, they are counted as three homes.

Table 4 below shows that there are 771 licensed beds in Oxford County, of which 489 or 68%, are private/for-profit. Woodingford Lodge represents the only not-for-profit facility with 31.7% or 228 beds. All WDL beds are classified as an “A”, which means they meet the current standards set by the Ministry of Long-Term Care Capital Branch. In contrast, 50% of the for-profit LTC beds in Oxford are “C” classifications. Figure 8 shows the percentage / or market share of Long-Term Care Home Beds by Geographic Location. Table 4 below shows the bed numbers per LTC Home, alongside the total number of people aged sixty-five and older and those aged eighty-five and older. As previously indicated, the average age of admission hovers between 82 and 83 years old this is consistent with data from the province.

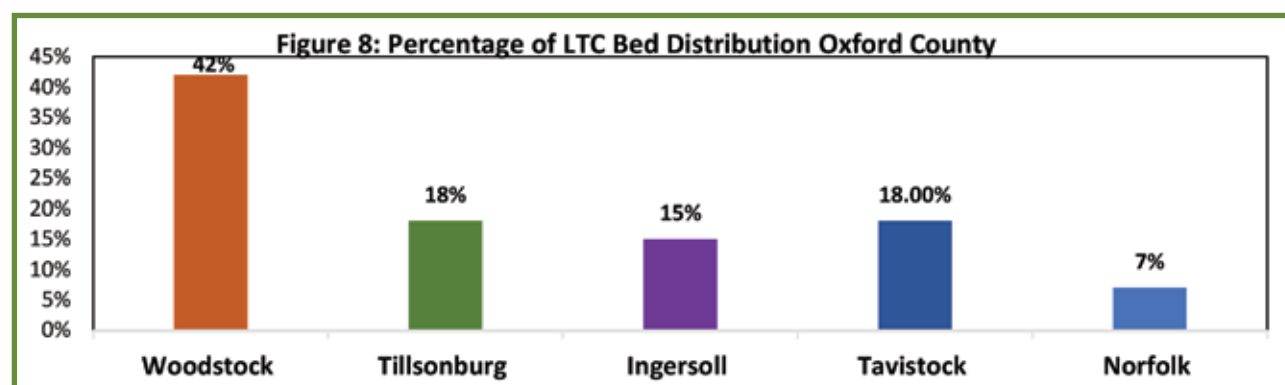
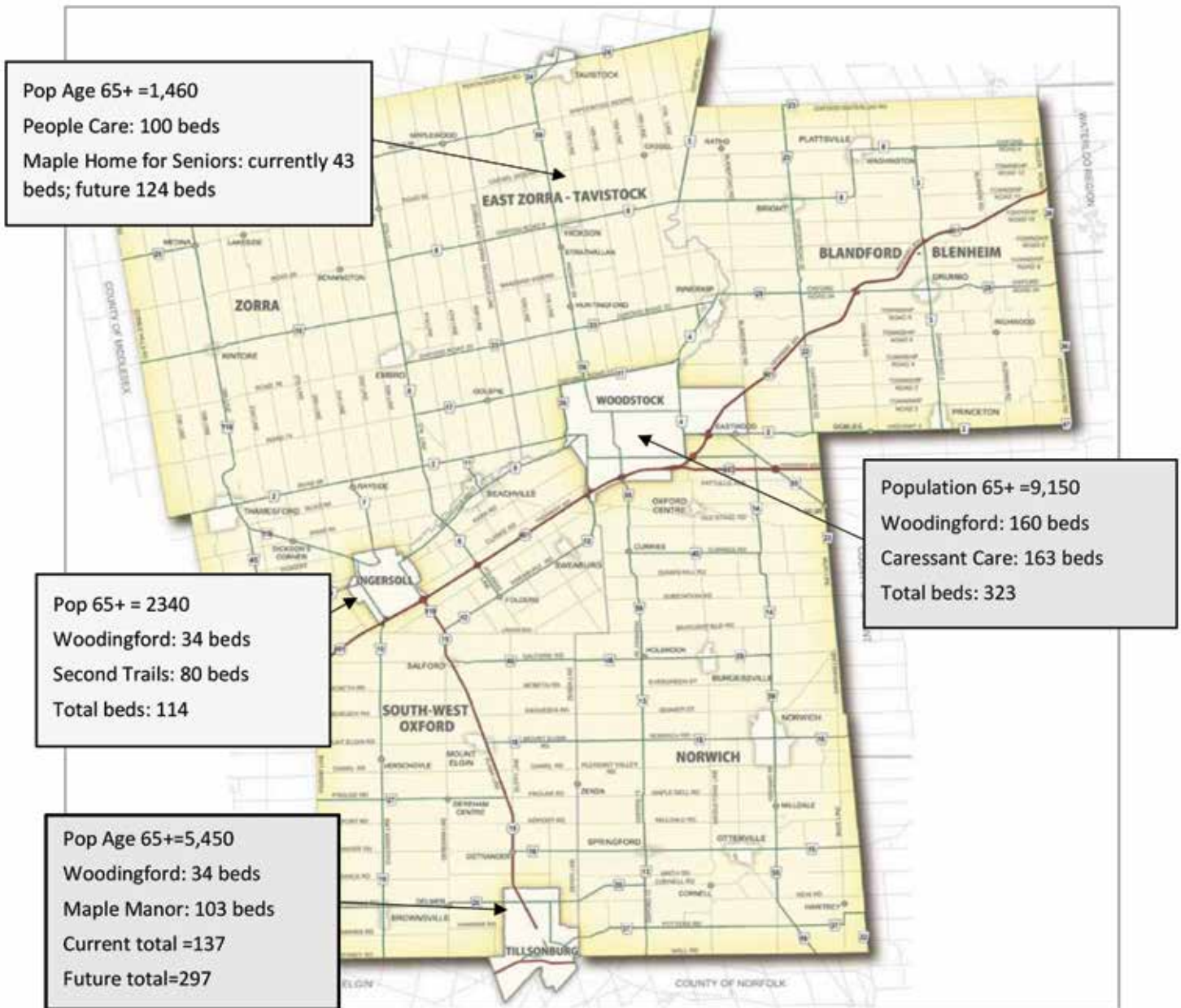


Table 4: LTC Home Location, # of Beds by Total # of People Aged 65+ and Aged 85+				
LTC Home Location	LTC Home Name	Number of Beds	Total # of People Aged 65 and Older	Total # of People Aged 85 and older
Woodstock	Woodingford Lodge	160	9150	1335
	Caressant Care	163		
Total		323 beds	Total # of People Age 65+ 9,150	
Town of Tillsonburg	Woodingford Lodge	34	5450	820
	Maple Manor	103		
Total	Note future 160 beds via People care	137 beds	Total # of People Age 65+ =5,450	
Town of Ingersoll	Woodingford Lodge	34	2340	310
	Second Trails Care	80		
Total		114 beds	Total # of People Age 65+ = 2,340	
Tavistock	People Care	100 beds	1460	225
	Maple Home for Seniors	43		
Total	Note future 24 beds via People Care	143	Total # of People Aged 65+ = 1,460	
Grand Total		717 beds	18,400	2,690

Map 1: Oxford Current and Future Long-Term Care Beds by Location



The above map clearly shows geographic areas with no LTC Homes/beds.

In addition to older adults residing in the community waiting for an LTC bed are those seniors classified as Alternate Level of Care (ALC), meaning that they are in a hospital bed and their discharge destination is unavailable (or does not exist). Figure 9 below shows the Woodstock Hospital ALC data pre-COVID from December 2019 to December 2022. The ALC number of unique patients waiting in the hospital for an LTC bed has almost doubled since COVID.

Recently, with Bill 7, the ***More Beds, Better Care Act***, patients requiring long-term care as their destination must accept a bed offer within 150 km in southwestern Ontario or pay \$400 per day.

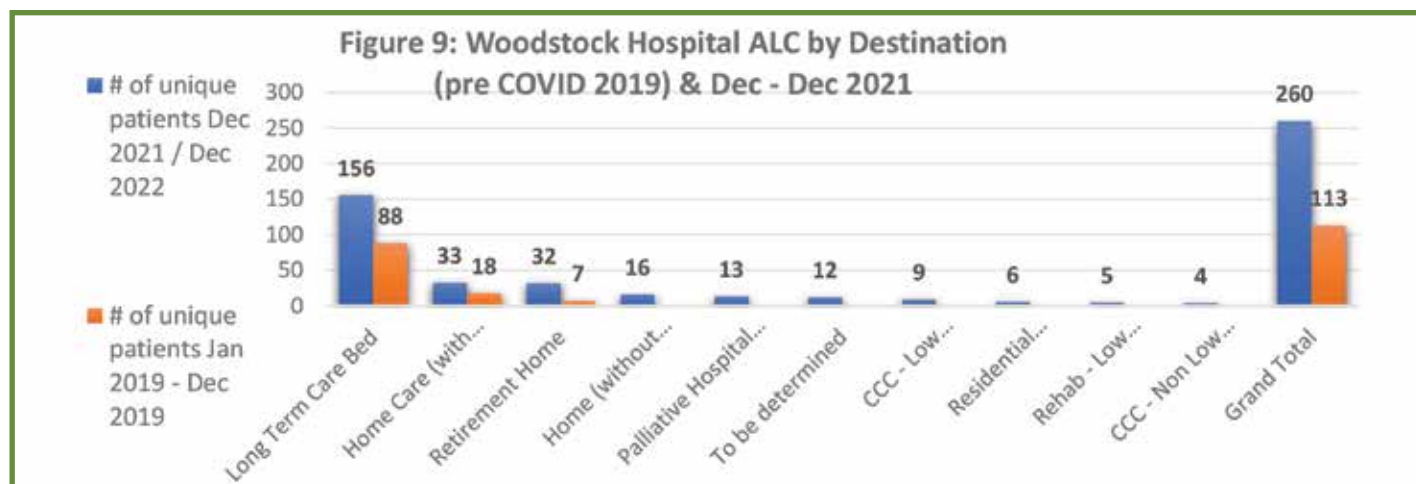


Table 5: Tillsonburg District Memorial Hospital & Alexandra Hospital Ingersoll Hospitals ALC by Discharge Destination 2019 - 2022

ALC Discharge Destination	TDMH # of unique patients April 2019 - Mar 31 2020	TDMH # of unique patients Dec 2021 - Nov 30 2022	Alexandra Hospital Ingersoll Hospital # of unique patients Mar 31 2020	Alexandra Hospital Ingersoll Hospital # of unique patients Dec 2021 - Nov 30th 2022
Long-Term Care Bed	17	35	32	37
Home	17	15	1	2
Retirement Home	3	6	1	3
Total Died in Facility	23	29	4	2
Other	34	16	3	8
Average Length of Stay in Days	43.5	46.2	55.8	51.3
Total Days Stay	4266	4896	2346	2723
Total ALC Days	2255	2460	1801	1739
Average ALC Days	23	23.2	42.9	32.8
Total ALC Unique Cases	94	101	41	52

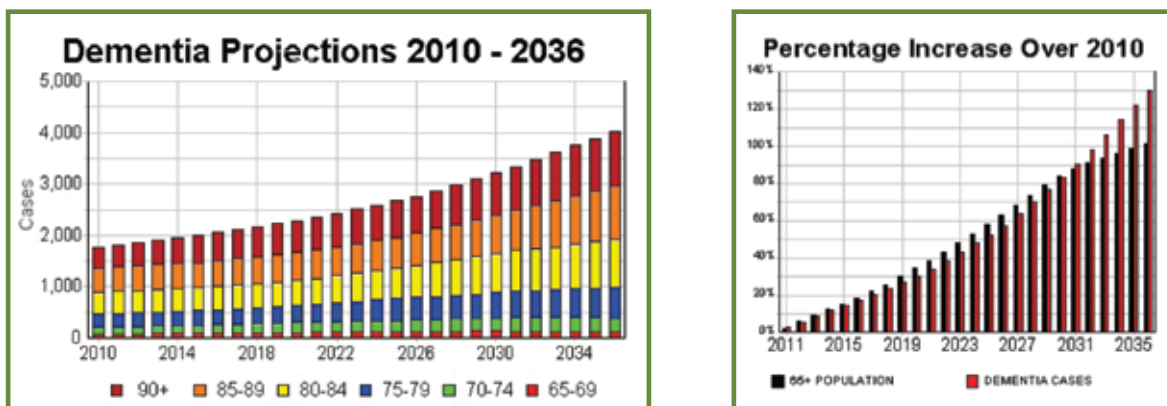
The data shows that the number of unique ALC patients /cases has increased by 11% for TDMH during the past 12 months. Similarly, an increase of 17% for Alexandra Hospital Ingersoll compared to pre-COVID ALC rates.

For both hospitals, transfers and the total number of cases discharged to long-term care increased substantially in the past 12 months by 105.8% for TDMH and 15.6 for Alexandra Hospital Ingersoll.

Interestingly, the number of ALC days decreased by 3.4% for Alexandra Hospital Ingersoll. However, TDMH days increased by 9% in recent months. Both hospitals reported increasing discharges to “other” destinations, such as rehab and mental health services. Deaths captured as an ALC designation for both hospitals include patients classified as palliative. The introduction of Bill 7 is still too early to forecast its impact on long-term care admission patterns. Historically, it is known that patients deemed “hard to serve or challenging” are more likely to be discharged to or accepted by a municipal long-term care home than by private homes.

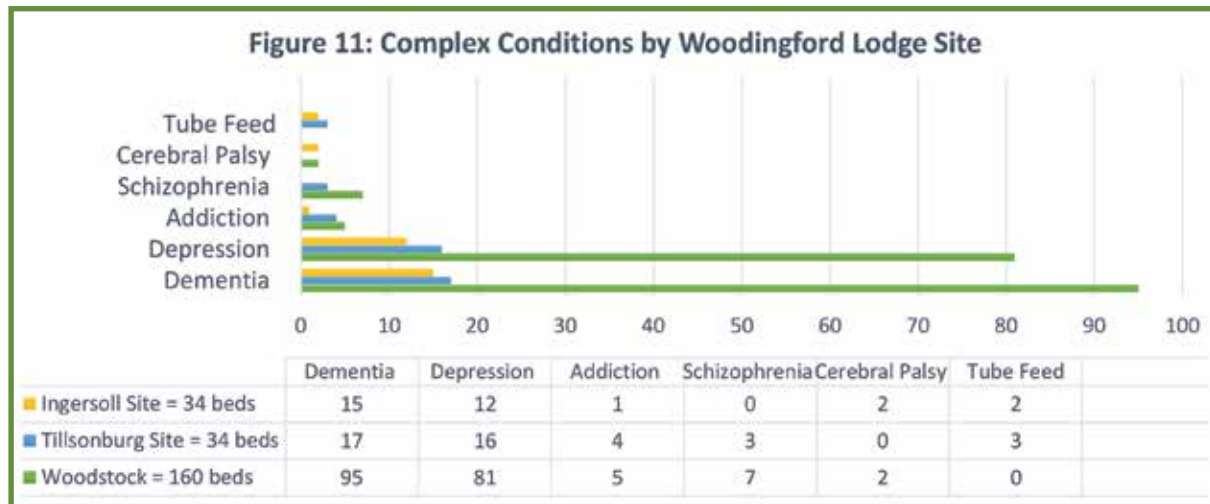
Another forecasting resource from the Seniors Strategy has shown predictive events / conditions correlate to long-term care admissions are falls, uncontrolled incontinence, and Alzheimer’s disease or related dementia. The rate of Alzheimer’s disease and related dementia affects 85% of all individuals admitted to long-term care. According to Dr. R. Hopkins, in 2023, the population aged 65 and older is projected at 25,210 in Oxford County, of which 2,503 people will have Alzheimer’s disease or some form of dementia, such as Parkinson’s disease, vascular dementia, or Lewy Body dementia. Dr. Hopkin’s calculations are based on prevalence and incident rates applied to every Ontario County, regional municipality, or census division. Figure 10 below was extracted from the Geriatric Psychiatry Clinical Bulletin #16 specific to Oxford County.

Figure 10: Oxford County Dementia Population Projections 2010 – 2036 for Five-Year Cohorts



The above graph clearly shows that as we age, the likelihood of having dementia increases dramatically.

The above information is vital for Woodingford Lodge because 86% of residents have dementia, with 55% having co-morbid mental health conditions such as depression, bipolar, anxiety, etc. Woodingford Lodge Woodstock is the only long-term care home in Oxford County with a secured unit, a dedicated responsive behaviour team, and an innovative program that helps transition older adults and their families to long-term care from the community. Other unique disciplines that Woodingford has invested in include social services work and infection prevention and control. Figure 11 below highlights complex conditions at Woodingford Lodge's three sites.



Dementia is the most common complex condition experienced at Woodingford, followed by depression, schizophrenia, and addiction. The purpose of a secured unit is to provide a safe and person-centred environment for residents who chronically wander, putting themselves at risk of exiting the home.

A secured unit differs dramatically from a Specialized Behavior Unit (SBU). During the past seven years, the Ministry of Long-Term Care developed guidelines for operating specialized behavioural units that receive dedicated funding, providing higher staffing ratios and more appropriate supportive programming. A separate application / business case must be made to the Ministry to access the dedicated funding. There are no specialized behavioural units in Oxford or the surrounding areas, and referrals to the Parkwood Hospital Geriatric Program (London, ON) are extensively waitlisted. While we can predict the number of people impacted by dementia, we cannot extrapolate a firm rate for the cohort within the dementia population with behaviours. Responsive behaviours are sudden, unpredictable, and out of character.

In 2022, Woodingford had 26 critical incidents with residents on resident high-levels of aggression. During the same time more than 50 staff incidents/injuries occurred due to resident-responsive behaviours. The Ministry of LTC was notified as per compliance policies.

In 2022, Woodingford had 26 critical incidents with residents on resident high-levels of aggression.

During the same time more than 50 staff incidents/injuries occurred due to resident-responsive behaviours. The Ministry of LTC was notified as per compliance policies.

Examples include lashing out physically / resisting care, constantly calling out unable to be comforted, uncontrollable sobbing, verbal and physical threats, throwing objects, and hoarding particularly sharp objects. The benefits of specialized behaviour unit include:

1. Complementing Woodingford's embedded (in-house) Behavioral Supports Team.
2. A SBU is "transitional," meaning that the resident moves back to their prior unit or home once stabilized. This resource would lend additional support to families via the WDL Transitional Program.
3. Housing the SBU at WDL provides the county of Oxford, LTC Homes, with a resource that needs to be added.
4. Woodingford Lodge is one of the few LTC Homes embarking on accreditation. Specialized Behavioral Units function as a tool that furthers the Teams ability to provide person-centric, non-pharmaceutical interventions.

Long-term care residents today have more complex conditions than seniors admitted a decade ago. Groups with specific needs that require acknowledgement include:

- **Peritoneal Dialysis** – no LTC homes in Oxford County currently provides this service. If an Oxford LTC resident needed on-site dialysis, they would have to move to a) Country Terrace, Komoka, Forest Heights Kitchener (WW), Idlewild Manor, Hamilton (HNHB), Arbor Creek, Hamilton (HNHB) and St. Joseph's Lifecare Centre, Brantford.
- **Bariatric Residents** – require unique beds and lifts and pose a risk of injury for LTC staff.
- **Tube-Feed** – WDL is equipped to manage residents requiring tube feed.
- **Older Adults with Developmental Challenges** – many individuals who resided with their parents as opposed to a group home environment are at risk as their family members age and need care for themselves.
- **Younger Adults (<50 years old)** – acquired brain injury, paraplegic/quadruplegic. The younger resident population is in LTC Homes because no other housing options exist.

The list of groups with specific needs is not limited to the above. A more comprehensive review is outside the scope of this report.

2.3. Nutritional Services Provided at the Satellite Sites

Nutritional services at Woodingford Lodge provide high-quality, fresh, seasonal food that meets the residents' needs and MLTC standards. The Woodstock site appears to have more events related to the Resident and Family Councils and Food Committee compared to the satellite sites. The Dietician and Nutritional Services Team are active at all three locations, engaging residents and staff. The Ministry's current raw food budget of \$11 per diem/day per resident. The nutrition budget is \$1.2 million annually. A portion of this funding is provided to the two hospitals for purchasing, preparing, and transporting food and beverages to the two-satellite site kitchens.

No memorandum of understanding (MOU) or formalized agreement exists as this "arrangement" between the hospitals and WDL is historical. As previously cited, 160 beds are considered the "ideal" from a critical mass and cost-efficiency perspective. This fact was explored further as it pertains to the two satellite sites, and we learned:

- The thirty-four beds are overseen by two Registered Practical Nurses (RPNs) on a 24/7 basis, each serving a 17-bed pod; in contrast, Woodstock has one RPN for 27 beds.
- Similarly, the physical layout of the dining / servery areas is identical; therefore, when the consultants explored the feasibility of expanding the kitchen by popping it out into the courtyard space, we discovered the following:
 - a. A formal procurement process would be necessary to obtain the services of a builder with engineering experience to design a new kitchen. The same design would be used for both sites and would result in two separate kitchens and serveries (one of each in Ingersoll and Tillsonburg, respectively), supported by new staff members.
 - b. However, once a builder's bid is received, approvals would need to occur quickly as the builder will only guarantee their estimate for one week due to supply chain uncertainties.
 - c. Another critical variable is the need to assess the capacity level of the existing electrical system as it pertains to managing capacity expansion.
 - d. New kitchen equipment (specialized ovens) would be necessary to provide meals for thirty-four people three times per day, plus snacks for each site.
 - e. A different dietary staffing model would need to be developed for Ingersoll and Tillsonburg, which is significantly different from the feedback obtained from staff regarding consistency across sites and equity.
 - f. Transporting food from one kitchen (Ingersoll) to another (Tillsonburg) or vice versa is not recommended as a public health food safety practice.

Expanding the two satellite kitchens has many significant and unanticipated challenges that may need to be rectified despite the willingness on the part of WDL senior leadership to explore various solutions to achieve site equity and cost-effectiveness.

2.4. Overarching Themes

From the engagement process and review of critical documentation, key themes include the following:

1. Nutritional Services

- High-quality services are provided within the current budgetary constraints
- The Nutritional Services Team is responsive to requests whenever possible
- While active, the Resident and Family Councils and Food Committee appear to be limited, with members primarily from Woodstock
- Staff want more choices for residents and are enthusiastic about the new Ministry of Long-Term Care changes to menu planning, specifically the emphasis on “a la carte” options
- Staff want the option to be able to purchase a meal
- Staff want the recreation/activation team to run the Café every day
- More food-related events
- Maintain core foods “meat-and-potatoes” entrées

The most significant and reoccurring theme was the expressed desire for the two-satellite site dietary services to be provided by Woodingford Lodge.

Additional themes from the review include:

2. Demand versus Supply

The demand to access Woodingford’s beds surpasses the current supply of beds. Considering that the total number of people over 65 is 24,390 for the entire County, coupled with the wait times and ALC data, the demand (1500 on the waitlist) surpasses the current bed supply of 717 and the future bed supply of 901 based on announcements for new beds in Tillsonburg and Tavistock.

3. Long Term Planning Needs (Master Planning)

Given that Woodingford is currently embarking on an accreditation process as part of its continuous quality improvement program, it is imperative to emphasize the need for a multi-year master plan or roadmap of strategic steps developed through a facilitated multi-stakeholder based collaborative process.

4. Groups with Specialized Needs

Woodingford Lodge already has many of the foundational elements to support serving

groups with specialized needs. A more robust review and analysis of our secured unit, behavioural response team, social service worker, and innovative transitional program (Family Transition Program) before developing a business case to present to the Ministry of Long-Term Care for a Specialized Behavioral Unit.

5. Partnerships and Accountability

As previously indicated, Woodingford does not have a formal agreement with the two hospitals regarding providing dietary services for the satellite sites. It is paramount that Woodingford leadership puts in place a formal agreement that is reviewed key stakeholders annually.

6. Cost Efficiency

The current bed count at the two satellite sites (34 at each site), in combination with elements of the provincial funding policy, presents a challenge to process and cost efficiencies. An example is the Ministry's requirement for registered staff levels, which results in additional 'per bed' cost but no additional 'per bed' funding. Further research and analysis are required to determine solutions that are more sustainable than status quo.

Section 3: Recommendations and Conclusion

Woodingford Lodge has a lengthy history of successfully providing quality care for seniors and vulnerable population groups in Oxford County. The next meaningful step in this evolution is outlined in the following recommendations:

3.0. Nutritional Services

The engagement process resulted in many suggestions for improvement; for brevity's sake, the recommendations are presented in two categories: operational and systemic.

A) Operational Recommendations

That the Woodingford Lodge Nutritional Services Team, in collaboration with the Continuous Quality Improvement Team and the Accreditation Project Team identify and realistically short-list suggestions cited in this report as they align to ongoing and planned improvement initiatives. For instance:

- Expand the operations of the Café.
- Piloting a meal program for staff, families, and visitors.
- Develop a checklist of this report's suggestions for the Food Committee to review, prioritize, and monitor on a quarterly basis. This checklist could also track resident satisfaction.

- Develop a user-friendly summary of the observations from the Supervisor of Infection Prevention and Control about cross-infection. Consider providing staff in-services and creating Infographic posters to dispel misinformation.
- Be mindful of residents' menu preferences when introducing new foods.
- Develop a realistic staffing model and operating budget for the two satellite sites as a contingency plan if future changes are adopted.

B) System Recommendations

While the scope of this review was to focus on the consistency and quality of the Nutritional Services across the three sites, it quickly became apparent that the more significant, system-wide issues must be addressed to meet the growing and aging population's long-term care needs. To this end, the following recommendations are presented for consideration and further dialogue:

3.1. Master Plan for Woodingford Lodge

- That Woodingford Lodge develops a multi-year Master Plan as a critical roadmap for the guidance of future municipally owned and operated long-term care services in Oxford County.
- As part of the multi-year Master Plan, it is recommended that Woodingford Lodge consider submitting a business case to the Ministry of Long-Term Care for funding of a Specialized Behavioral Unit (SBU).
- That the Woodingford Lodge Master Plan aligns with the Oxford County Strategic Plan along with other critical municipal documents and the Ministry of LTC policies and procedures.

3.2. Expansion of Woodingford Lodge Long-Term Care Beds

- That Woodingford Lodge submits the "Statement of Readiness Form" as a placeholder for further dialogue with the Ministry of Long-Term Care to develop new municipal long-term care beds for Oxford County.
- That Oxford County Council reviews the population figures and the current long-term care bed supply against the evidence showing the demand, e.g., waitlist and ALC information. Oxford County Council is recommended to decide the future state of municipal, not-for-profit, Long-Term Care services.

Options include:

- Expand the number of beds for each satellite site, including developing a functional kitchen to accommodate WDL staff.
- Expand the number of beds for one satellite site offering the other site as a resource to the hospital.

- o Expand the number of beds for the Woodstock site, given the age of the physical plant and the overarching waitlist numbers.
- o Do nothing.

The time for expansion is now given the re-development opportunities and support articulated by the Ministry of Long-Term Care. Doing nothing is an option for failure.

3.3. Develop a Collaborative Memorandum of Understanding

Repeatedly, Woodingford Lodge demonstrated concrete evidence of local and regional leadership in long-term care. As such, it is recommended that:

- Woodingford Lodge develops a collaborative Memorandum of Understanding (MoU) with the two hospitals (Ingersoll and Tillsonburg). The MOU would outline the current arrangements, expectations, and costs / expenditures.
- Woodingford Lodge Nutritional Services Team meets with the respective hospital dietary supervisor and kitchen staff to address myths surrounding cross-infection.

3.4. Develop a Facility Operators Networking Group

A platform or network is absent for Oxford County Long-Term Care Administrators to meet. It is recommended that Woodingford Lodge take the lead and develop a new group that meets quarterly with standard agenda items such as Infection Control, ALC / Bill 7 Impact etc. Developing a Facility Operators Group could also be extended to Elgin County as a combined administrator's community of practice.

Conclusion

Woodingford Lodge is one of southwestern Ontario's most progressive and innovative long-term care homes. Under the Province's Modernization Strategy, this Nutrition Services Review was made possible. The review resulted in both operational and systemic recommendations.

Most importantly, the study revealed unanticipated findings regarding the current long-term care bed supply versus the demand, which is timely given the provincial government's unprecedented strategy to expand long-term care. With the current senior population and the next demographic wave, the time is now for Oxford County to embrace this opportunity to grow stronger collectively.



Report No: WDFL 2023-02
Attachment No. 2

Woodingford Lodge Nutrition Service Review



Consulting &
Associates

Agenda



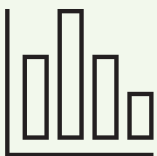
1. Introduction
2. Objectives
3. Methodology
4. Oxford is Growing & Aging
5. Themes
6. Recommendations
6. Questions

Service Review Objectives

1. Review the service delivery process across the three sites.
2. Conduct an in-depth engagement employing a SWOT format
3. Focus on service consistency, quality and cost-efficiency.
4. Create a current state profile for beds, demographics and pressures, e.g., wait times and ALC impact
5. Identify opportunities for advancement & innovation.

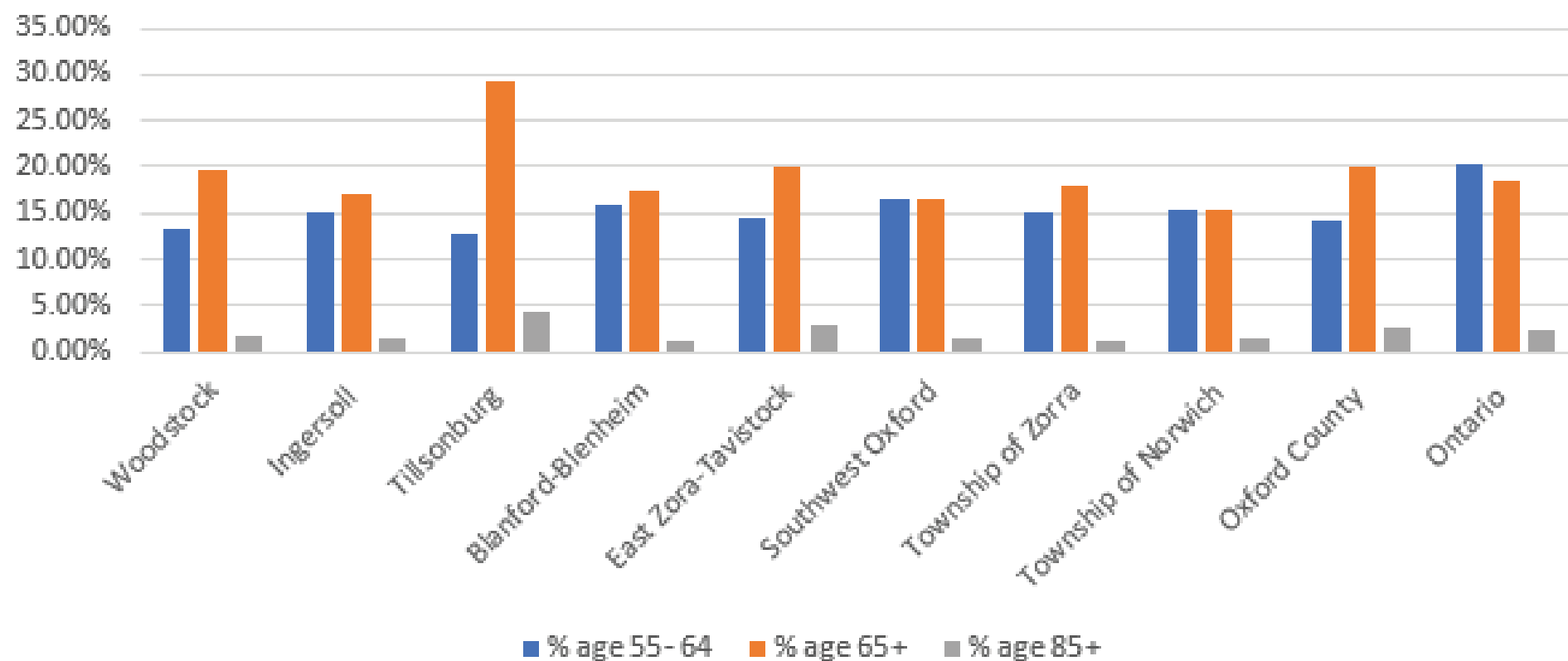
Methodology

- Surveys = 61 respondents
- Key Informant Interviews – groups & individuals
- Focus on Residents' and Staff's feedback
- Infection Control Prevention – process observations
- Demographic & population statistical analysis
- Environmental Scan of Current State – LTC beds, wait times, ALC impact
- Budget review for cost efficiencies \$
- Identify opportunities for advancement



Oxford is a Growing and Aging

Age cohort as a % by Lower Tier Community, Oxford County & Ontario



One in Five Aged 65+



**The next wave of older adults
comprises 17,220 people, or 11% of
the population, aged 55 to 64 in
Oxford County**



Woodingford Lodge Current State

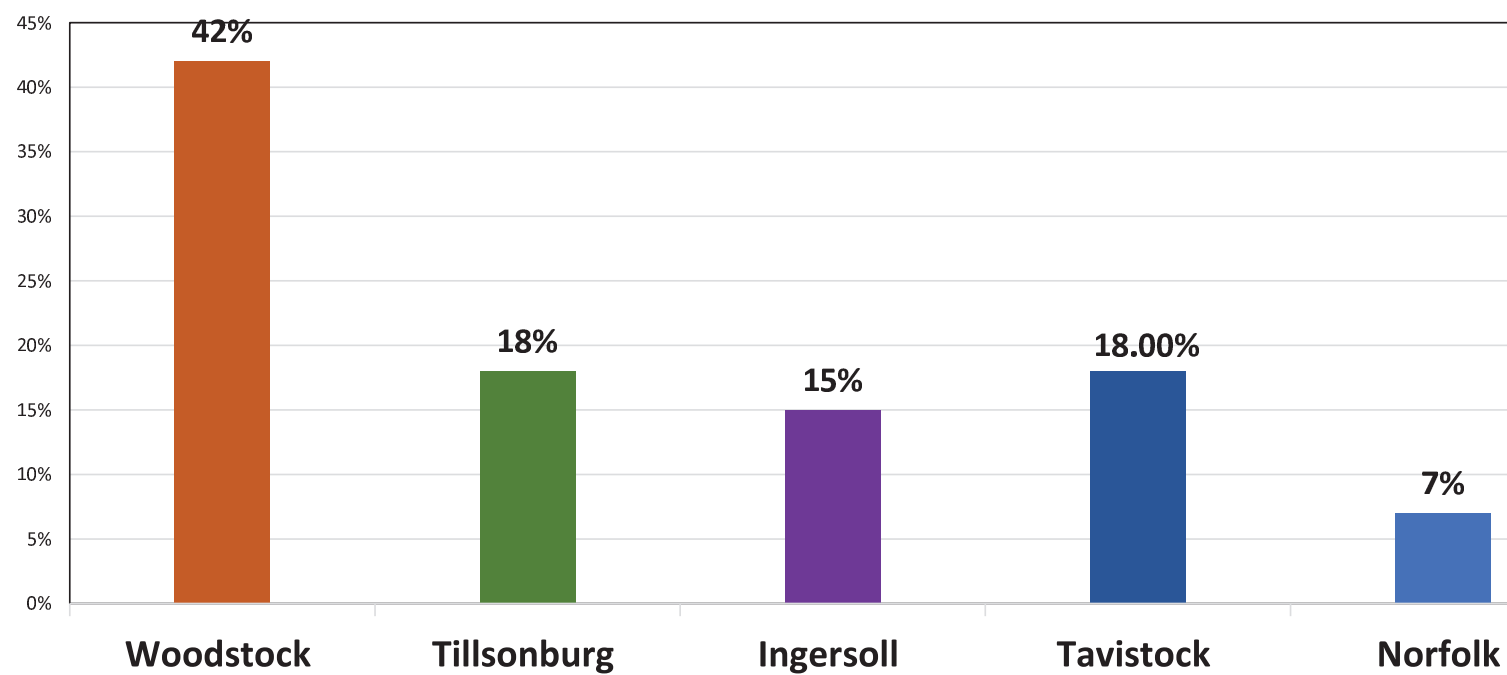
Woodingford Lodge Site Location	# Of Beds	Average Age Upon Admission	# Of People on the Wait List	The median # of Days Waiting from the Community for an LTC Bed.
Woodstock	160	83	532 people	246 days
Ingersoll	34	83	325 people	86 days
Tillsonburg	34	82	310 people	-
Total	228 beds	-	1167 people	-
WDL is unique as it is the only LTCH in Oxford with a Secured Unit, Family Transition Program and an Infection Control Prevention Manager				

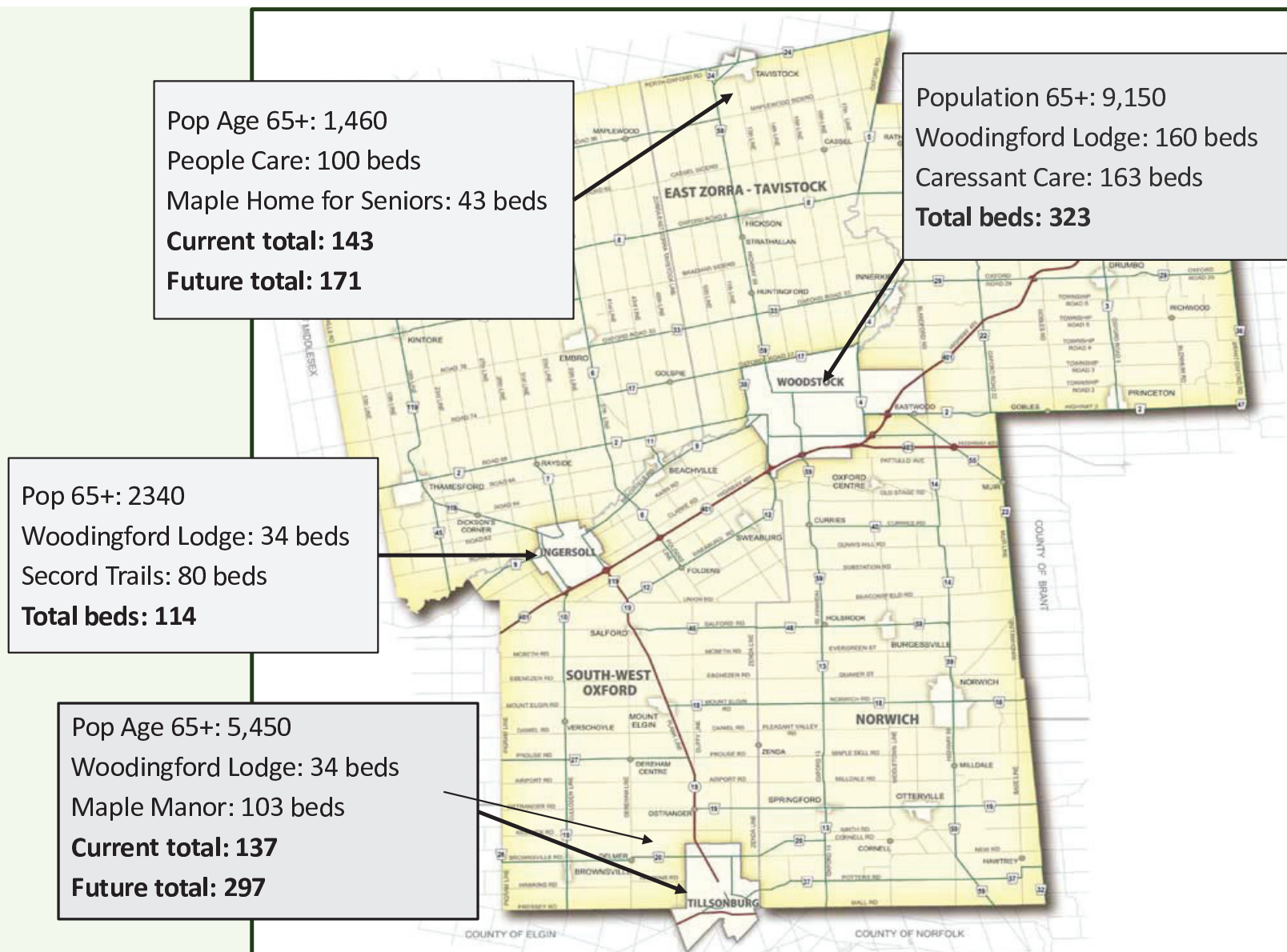
Alternate Level of Care (ALC) Bill 7 LTC Impact

Hospital Site	# of unique ALC patients 2019 /2020	# of Unique ALC Patients 2021 - 2022
Woodstock General	88	156
Tillsonburg Memorial	17	35
Alexandra Hospital	32	37
Total	137	228

For Tillsonburg & Alexandra hospitals, transfers and the total # of cases discharged to LTC increased substantially in the past 12 months by 105.8% for TDMH and 15.6% for Alexandra.

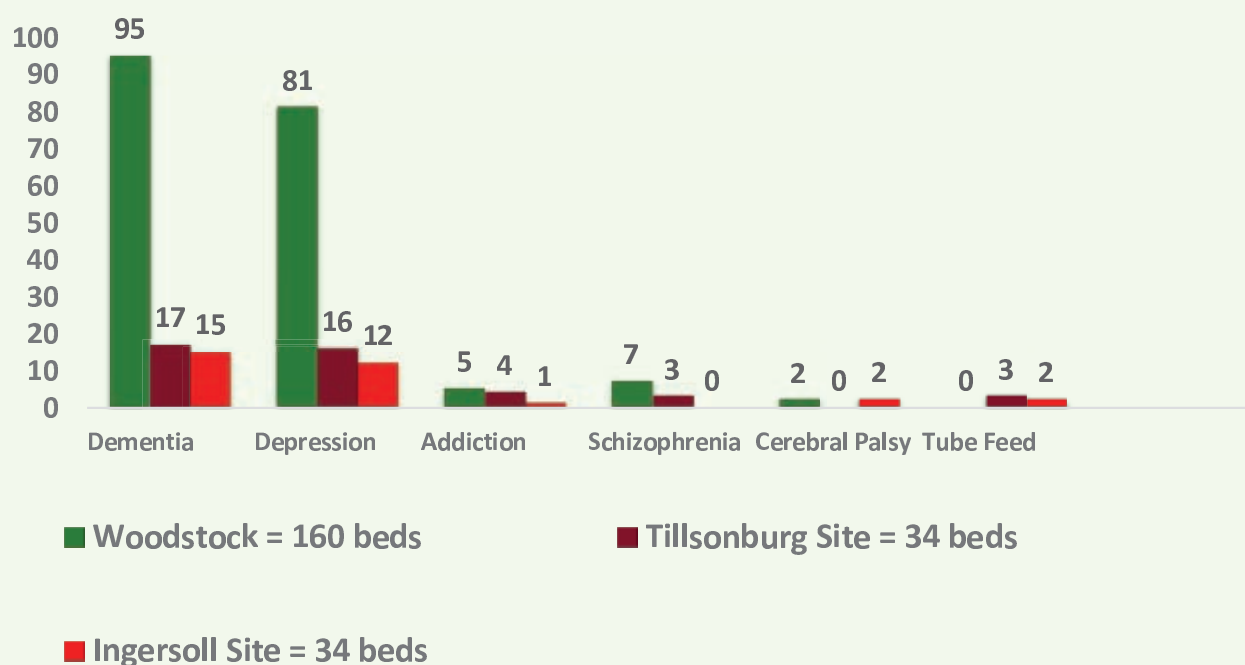
Percentage of LTC Bed Distribution Oxford County





Woodingford Lodge Current State

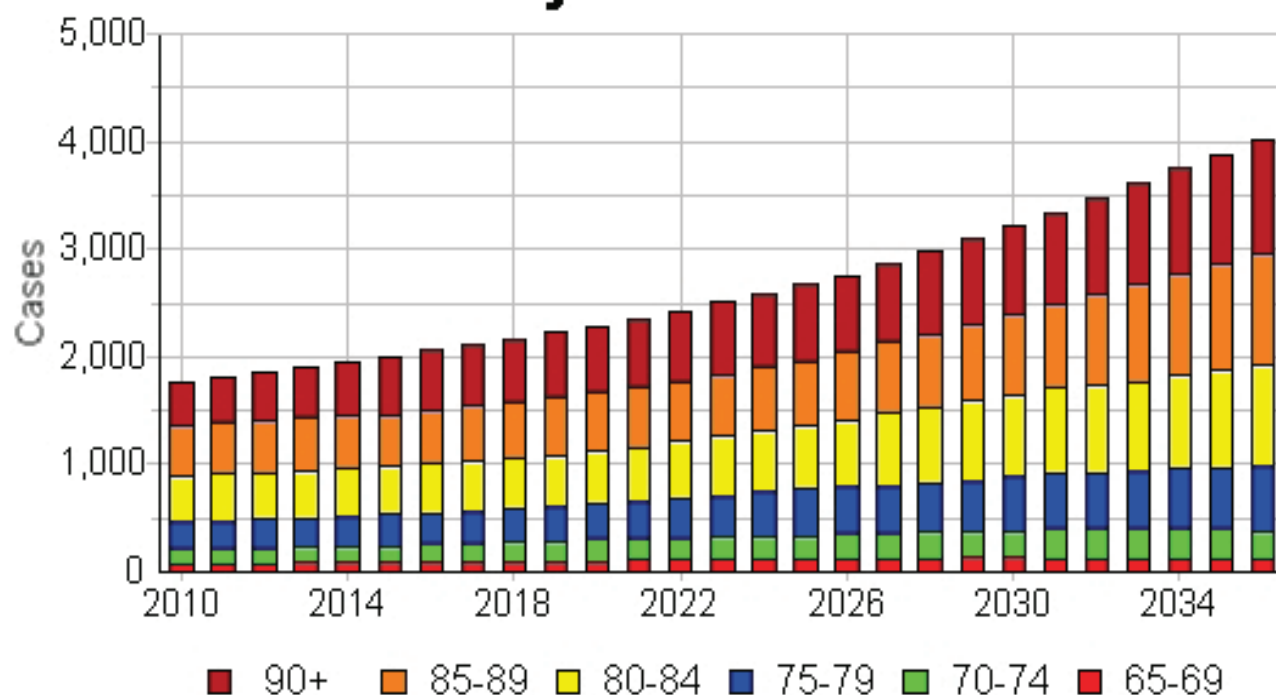
Complex Conditions by Site



- 2022, there were 26 critical incidents of residents-on-resident aggression/abuse.
- During the same time, more than 50 specific staff incidents/injuries occurred due to resident-responsive behaviours.

Oxford County Dementia Projections by Cohorts

Dementia Projections 2010 - 2036



In 2023 the Geriatric Psychiatry Clinical Bulletin identified that for Oxford County, **a total of 2503 people over the age of 65 would have Alzheimer's disease or related Dementia** such as Vascular Dementia from Strokes, Picks Disease, and Lewy Body.

Review Themes: Nutritional Services

1. Repeatedly, staff indicated a strong preference for having WDL employees provide dietary services for the two Satellite Sites.
2. Resident & Family Council and the Food Committee appear limited to the Woodstock Site.
3. More “a la carte options.”
4. Maintain core / proven menu choices such as meat & potatoes.
5. Staff want the option to purchase a meal
6. Staff and Residents identified the need for the “café” to be open five days per week.
7. High-quality fresh and seasonal food is provided, given the budget constraints.
8. Nutrition staff and management are responsive to resident requests and needs whenever possible.
9. More food-related events at each site.



Notable Quotes



“I do not know if it is possible, but it would be fantastic for us to cook meals onsite instead of receiving our food from the hospital.



I’ve noticed that when completing tours, some families grimace at the idea of “hospital food.”



It would be a unified stand to have all three sites providing the cooking and food preparation”.

Review Themes: System-Related

Demand versus Supply

A total of 24,390 Oxford residents are 65+, and the current bed supply is 771.

Special Population Groups

A deeper dive is warranted to understand the most significant needs that WDL can meet.

Partnerships & Accountability

A Memorandum of Understanding is required for current and future partnerships.

Cost Efficiency

The current bed configuration at the two satellite sites could be more cost-efficient. Given this review's findings, these two sites' dietary budget of \$1.2 million needs to be re-evaluated.

Planning Needs

A multi-year Master Plan is needed to guide decision-making and align with the current accreditation process. The alternative is to continue to make decisions on an ad hoc, reactionary basis.

Recommendations



Recommendation #1: Nutritional Services

Operational

- Develop staff education about cross-infection. This in-service would be developed and provided by the Infection Control Manager & Nutrition Team.
- In collaboration with the Resident's Council, Volunteers, Recreation staff and Senior Leadership pilot the operations of the "Café" five days per week.

Systemic

- Consistency and quality would improve if dietary service was not outsourced.
- Consider cost savings as it pertains to the satellite sites.
- Pilot a meal purchase program for staff and families.
- Expand membership by recruiting satellite site residents to participate on the Food Committee

Recommendation #2: Invest in developing a Master Plan

The Master Plan includes the following:

- 1. A deep dive into understanding special population groups' needs.
- 2. The plan will engage staff, residents, the public, provider partners and elected officials
- 3. That current funding opportunity, such as submitting a business case for a Specialized Behavioral Unit, be explored to align with the ministry's timeline. This is a significant opportunity that is time sensitive.
- 4. The Master Plan will align with the County of Oxford's Strategic Vision, Mission and Values and other critical documents such as housing, recreation, transportation and economic development.

Recommendation #3: Expand the # of WDL Beds

Options to Consider:

1. Expand the # of beds for each satellite site, including developing a functional kitchen to accommodate WDL staff.
2. Expand the # of beds for one satellite site offering the other site to the hospital as a resource.
3. Expand the # of beds for the Woodstock site, given the age of the building and current and future demands.

Recommendation #4 : Strengthen Partnership & Accountability

- That a Memorandum of Understanding (MOU) with the Tillsonburg and Alexandra Hospital is developed. The MOU will outline expectations, and if the current arrangement is maintained, the MOU will be reviewed annually.
- That WDL Senior Leadership reaches out to other LTC Administrators in Oxford (and potentially Elgin) to develop a quarterly forum. A formal Network is a proactive means of growing stronger together.
- That WDL Senior Leadership extends a formal invitation to Ontario Health / Ontario Health Team Oxford to tour Woodingford Lodge and meet with the Oxford LTC Administrators to discuss pressures and potential solutions. Consider the political benefits and optics of having the Warden or another elected officials attend.

Questions...





The total population is 124,790, with a 9.7% growth rate since 2016 compared to Ontario's 5.8%

The average age in Oxford County is 41.8 years

Seniors Age 65+ make up 20% of Oxford County



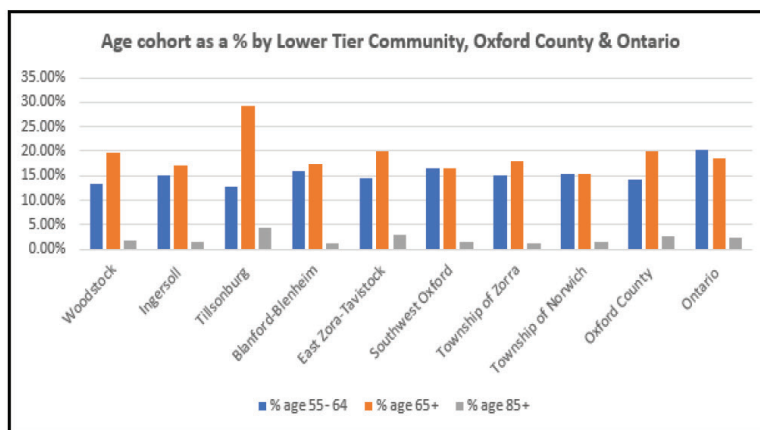
Oxford County is made up of 1 City, 2 Towns & 5 Municipalities

City	Towns	Municipalities
Woodstock	Tillsonburg Ingersoll	Blanford-Blenheim East Zora Tavistock South-West Oxford Zorra Norwich

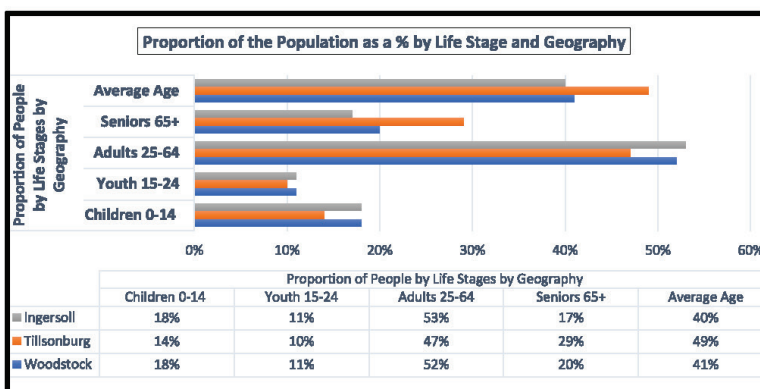


Long Term Care Homes	Total Number of Beds	Market Share LTC Bed Location	Wait Times for Woodingford Lodge 3 Sites
Woodingford Lodge, not-for-profit, municipal Home - 160 beds Woodstock - 34 Tillsonburg - 34 Ingersoll - = 228 beds	228 beds or 29.5%	<ul style="list-style-type: none"> 42% Woodstock 18% each Tillsonburg & Tavistock 15% Ingersoll 	<ul style="list-style-type: none"> 532 people waiting for Woodstock. Median days waited 246. 325 people waiting 86 days on average for Ingersoll 310 waiting for Tillsonburg
5 private LTC Homes = 543	543 beds or 70%	29% public / 70% private	1167 people on the WDL wait list
Total Beds 771			

- There are 8 Long-Term Care homes in Oxford County with 771 beds
- The municipal not-for-profit LTC home, Woodingford Lodge, has 228 beds or 29.5%
- 5 private LTC Homes comprise 543 beds or 70%
- 42% of LTC beds are located in Woodstock
- 18% each for Tillsonburg and Tavistock
- 15% of the remaining beds are situated in the Town of Ingersoll



The % of visible minorities in Oxford is 7.7% significantly lower than Ontario rate of 29.3%



To: Warden and Members of County Council

From: Director of Human Services

Municipal Modernization Program Funding-Intake 3 Subsidized Housing Optimization Review

RECOMMENDATIONS

1. **That County Council receive the County of Oxford Subsidized Housing Operations Optimization Review report prepared by KPMG, dated December 2, 2022;**
2. **And further, that County Council direct staff to explore the recommendations made in the Report to increase efficiency and effectiveness in the delivery of subsidized housing services throughout the County;**
3. **And further, that County Council direct the Director of Human Services to bring a report back to County Council in December 2023 to provide an update on recommendations made in the KPMG report.**

REPORT HIGHLIGHTS

- This report is intended to provide County Council with an overview of areas for potential improvements in service delivery of subsidized housing throughout the County.
- The Municipal Modernization Program Intake 3 requires approved projects to be completed by January 31, 2023.
- The report will be posted to Oxford County's website once endorsed by County Council as a requirement of the Municipal Modernization Program Transfer Payment Agreement.
- Recommendations support automating processes to reduce risks of errors caused by manual processes and improve service delivery for staff and clients.

Implementation Points

The information in the report will be used to inform Human Services on changes in business workflows, processes and policies in order to increase efficiencies in service delivery of subsidized housing some of which may result in cost savings once fully implemented.

Recommendations made in the report will need to be phased in over several years to allow for planned implementation of software solutions and workflows to transfer from manual processes

Report No: HS 2023-01
HUMAN SERVICES
Council Date: January 25, 2023

to automated processes. In addition, multiple departments would be impacted as they are involved in many of the workflows pertaining to subsidized housing and a coordinated implementation is required.

Financial Impact

The Subsidized Housing Optimization Review project was approved by Council under Report No. **CS 2021-38** in the amount of \$35,000 and received 100% funding under the Municipal Modernization Program.

The report includes recommendations for considering the implementation of a property management system and a wait list system for the subsidized housing portfolio which would have financial implications. The 2023 budget includes funds for the implementation of a wait list software but does not include funds for the implementation of a property management system. Other recommendations would represent no financial impact to the 2023 budget as they would be focussed on policy, processes and workflows.

Should staff determine that a property management system be implemented in 2023 staff will bring forward a report seeking Council approval to move forward, subject to funding availability.







Communications

Once the report is endorsed by County Council the Report will be placed on the County's website as required by Municipal Modernization Program funding.

KPMG consulted with Human Services staff who work in the subsidized housing portfolio as well as Facilities and Corporate Services staff to provide input on workflows, processes, policy and procedure. The information gathered during the consultations informed the recommendations in the Report from KPMG.

The draft final report was circulated to the project committee to provide feedback to KPMG before the report was finalized. The final Report will be circulated to Human Services, Facilities, Corporate Services and Senior Management Team for information.

Strategic Plan (2020-2022)

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

DISCUSSION

Background

At the October 13, 2021 County Council meeting report **CS 2021-38** was approved directing staff to apply for Municipal Modernization Program Intake 3 funding for various review and implementation projects. The Subsidized Housing Optimization Review was one of eight projects submitted under Intake 3.

Upon confirmation of funding approval, a project committee was formed and a Request for Proposals (RFP) was issued in May 2022. There were two respondents to the RFP and KPMG was awarded the project. KPMG started their optimization review in August 2022 and provided a final report to the project committee in December 2022.

The Municipal Modernization Program Intake 3 requires the projects to be completed by January 31, 2023.

The following areas were the focus of the Optimization Review:

Reporting

- Due to multiple software applications currently being used, there is no centralized source of data which creates inefficiencies in extracting key data such as current waitlist wait time, placement timelines, data required for the Service Manager Annual Information Return, or being able to track a client's journey from their application submission until they transition from housing.
- Since Great Plains was not designed to manage housing, there is no report that can 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 filing with 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 does not require navigating multiple areas to have an overview of a client's file.

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

Report No: HS 2023-01
HUMAN SERVICES
Council Date: January 25, 2023

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's file others need 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 is 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.

The goals indicated in the proposal for a successful review included specific and actionable recommendations that:

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

Comments

KPMG's report summarizes the review into three Key Themes:

1. need to explore the current system's ability to provide the level of service for the Division;
2. need to refresh and/or develop policies to assist in service delivery; and,
3. reliance on manual processes.

The implementation of software applications to automate processes for property management and the waitlist would improve efficiencies in workflows for staff and clients. As outlined in the report the current processes limit capabilities and require manual work processes to extract information.

The 2023 budget includes funds for the implementation of a waitlist software that will automate the processes for applying for affordable housing; allow applicants to update their information through their own login; and, for staff to be able to conduct annual updates to better manage the waitlist. The implementation of a property management system was not included in the 2023 budget request. Further conversations with other departments such as Finance and Facilities is required before a decision can be made for next steps.

Report No: HS 2023-01
HUMAN SERVICES
Council Date: January 25, 2023

Facilities will be rolling out Cartegraph in 2023 which is a software application that manages the maintenance of Oxford County's assets that includes the subsidized housing buildings covered in the KPMG review. Most property management systems will have their own work order module and a discussion on how this will be managed and integrate with the property management software will need to happen. This may only require a change(s) in workflows or policies with the roll out of Cartegraph.

Finance uses Great Plains for all financial transactions and a conversation will need to take place to work out how financial transactions such as rent payments will be tracked and exported for reporting purposes. A property management system will reduce the reliance on manual processes currently being used to perform certain business functions.

Staff will be exploring recommendations outlined in the KPMG Report to implement operational changes that automate processes, eliminate non-value add functions, and improve service delivery. Many of the changes recommended are operational in nature and do not represent a financial burden to the County. Staff will apply for any funding that may come available in the future to offset implementation costs, subject to eligibility.

Conclusions

Investment in modernization and digitization across the subsidized housing portfolio will improve workflows, reduce manual processes that increase the potential risk for error, and address limitations that exist with the current system. The end result will be improved service delivery for clients and staff, improved job satisfaction, and improved efficiency of integrated service delivery across the Human Services portfolio.

SIGNATURES

Departmental Approval:

Original signed by

Kelly Black
Director of Human Services

Approved for submission:

Original signed by

Ben Addley
Interim Chief Administrative Officer

Report No: HS 2023-01
HUMAN SERVICES
Council Date: January 25, 2023

ATTACHMENTS

Attachment 1 - County of Oxford Subsidized Housing Operations Optimization Review Report, prepared by KPMG, dated December 2, 2022

Attachment 2 – KPMG Presentation - County of Oxford Subsidized Housing Operations Optimization Review Report



County of Oxford Subsidized Housing Operations Optimization Review

Final Report

—

December 2, 2022



Disclaimer

This report has been prepared by KPMG LLP ("KPMG") for the County of Oxford ("Client") pursuant to the terms of our Agreement with the Client dated June 27, 2022. KPMG neither warrants nor represents that the information contained in this report is accurate, complete, sufficient or appropriate for use by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than Client in connection with their use of this report.

This report is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to KPMG after the issuance of this report, KPMG reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the County of Oxford. KPMG has not and will not perform management functions or make management decisions for the County of Oxford.

This report may include or make reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the County of Oxford nor are we an insider or associate of the County of Oxford. Accordingly, we believe we are independent of the County of Oxford and are acting objectively

Contents

	Page
Executive Summary	4
Introduction to the Review	7
Divisional Overview	11
Process Maps and Potential Courses of Action	17
Appendix A – Comparative Analysis	66



County of Oxford

Subsidized Housing Operations
Optimization Review

Chapter I – Executive
Summary



Executive Summary

A. Background to the Review

KPMG has been retained by the County of Oxford (the “County”) to undertake a review of its workflow processes for the County’s subsidized housing services (the “Division”) including but not exclusive to financial and non-financial processes. The goal of the review was to identify efficiencies and opportunities for process improvements and focus on reducing and eliminating potentially duplicative processes and/or process tasks.

As part of the engagement, KPMG worked to complete the following:

- Documentation of the business and work flow processes of the County’s subsidized housing services; and
- Identify potential changes in the Division’s business and work flow processes with more detail including exploring the potential for changes to increase efficiency and effectiveness in the County’s delivery of subsidized housing services.

Our review is being undertaken in connection with funding received by the County the Municipal Modernization Program (the “Program”). The Program was established by the Province to assist municipalities in identifying potential cost savings from operational efficiencies and other strategies.

B. Key Themes

During the course of our review, a number of common themes emerged with respect to Housing Services and its processes:

- **The need to explore the current system’s ability to provide the level of service for Housing Services**

In the identification of potential changes within the Human Services Department - Housing Division’s workflows, it appears that there are a number of limitations within the County’s operating systems. The result of these limitations results in the use of manual processes and the duplication of efforts. Additionally and as a by-product of the limitations previously noted, this can have the potential to increase the frequency of errors in day-to-day work efforts and potentially increase the County’s exposure to risk.

While this remains as an apparent challenge for the County and the Human Services Department - Housing Division, the organization appears to be implementing changes that will assist in increasing upon operational efficiency and effectiveness. The continued progress to a new system for the Human Services Department - Housing Division may address a number of the potential opportunities for change identified within the report.

Executive Summary

B. Key Themes (Continued)

- **There appears to be a need to refresh and/or develop policies to assist in service delivery**

There are a number of instances within the Housing Services' operations where there appears to be an absence of policy or in other cases, policies were established in the past and have not be subject to a refresh.

- **There are processes within the Human Services Department - Housing Division's that are reliant on manual processes**

Over the course of the review, KPMG conducted a series of workshops with County staff with the objective of breaking down various Housing Services related processes into the individual worksteps required to complete a task. In a number of cases, it appears that the Human Services Department - Housing Division uses more manually based processes such as the development of multiple spreadsheets and physical copy based activities versus making use of technology.

C. Potential Courses of Action

Our report outlines the potential process based opportunities for the consideration of the Human Services Department - Housing Division where KPMG identified process inefficiencies, which may include duplication of efforts, manual vs. automated processes and the performance of work with nominal value. Based on the outcomes of the 26 workflow processes that were mapped, 38 process based opportunities were identified for the consideration of the Division.

D. Acknowledgement

We would like to take the opportunity to acknowledge the assistance and cooperation provided by staff of the Human Services Department - Housing Division that participated in the process mapping workshops and overall review.. We appreciate that reviews such as this require a substantial contribution of time and effort on the part of staff and we would be remiss if we did not express our appreciation for the cooperation afforded to us.



County of Oxford

Subsidized Housing Operations
Optimization Review

Chapter II – Introduction
to the Review



Introduction to the Review

Overview of our engagement

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Our review is being undertaken in connection with funding received by the County the Municipal Modernization Program (the “Program”). The Program was established by the Province to assist municipalities in identifying potential cost savings from operational efficiencies and other strategies. Pursuant to the provisions of the Program, the County is required to:

- Retain a third party advisor for the purposes of the review, rather than undertaking the review internally;
- Provide public disclosure as to the results of the review, including a statement from its advisors as to the quantum of potential cost savings; and
- Establish that front line service reductions and increases in user fees are not outcomes of the review.

The terms of reference for our review is based on our signed agreement dated June 27th, 2022.

Our review relied heavily on the contributions and knowledge of County personnel and we would like to express our appreciation and thanks for the assistance provided to us by staff.

Introduction to the Review

Our Approach

Our review involved a series of facilitated virtual working sessions with municipal staff to discuss the current processes used by the Human Services Department - Housing Division for the delivery of services detailed on the previous page. During these working sessions, KPMG facilitated discussion with staff to identify the individual steps in the process under review, as well as any items that were perceived as impacting operating efficiencies, customer service, internal controls or risk management.

The approach adopted to review the Division's processes reflected the Lean concept of value-stream mapping. While there are many different definitions of Lean, we define Lean thinking as the belief that there is a simpler, better way through a continuous drive to identify and eliminate waste, or inefficiencies and errors, in day-to-day work. It is about making work environments efficient and effective, so organizations can provide higher quality of services to their customers. Lean helps create time for quality improvement to be part of everyday routine activity.

There are five common principles of Lean thinking:

1. Value is defined by the **voice of the client**. If a process or function doesn't create value for the client (recognizing that clients can be internal or external), the question is why is it being performed.
2. Lean requires that you **understand your process**. Process mapping allows you to have a picture of your process so that you can begin to make improvements. Without this understanding, it is difficult to have transparency and see where the problems are. It also helps teams gain an understanding of everyone's involvement in the process.
3. Lean seeks to develop **flow**, so that products or services move fluidly and without interruptions through the process.
4. Lean seeks to establish **pull**, so that activities are undertaken in response to what a client needs when they need it, by reacting to a trigger. This is contrary to how many processes are structured, which involves a push to the next user regardless of whether they are ready or not.
5. Lean is a means of **continuous improvement**. When done right, Lean is not a one-time event but rather a journey to continually improve processes and constantly strive to supply value, from the perspective of the client.

Introduction to the Review

Lean Methodology

Lean methodologies are intended to help organizations identify and address one of eight typical types of inefficiencies.

Inefficiency	Description	Examples
 Defects	Work or services that are not completed correctly the first time.	Departments key in hours worked incorrectly, requiring payroll to fix errors.
 Overproduction	Doing more than what is required to complete the task.	Generating reports that are not used by management.
 Waiting	Idle time when material, information, people or equipment are waiting.	Waiting for approvals prior to issuing cheques.
 Non-utilized talent	Not utilizing all of the skills of employees.	Incurring overtime because staff working in other departments cannot be used.
 Transportation	Moving equipment, supplies or equipment from place to place.	Transferring paper files from one location to another rather than using email.
 Inventory	Having more material and supplies on hand than what its needed.	Stocking extra stores inventory to prevent stockouts caused by poor order management.
 Motion	Unnecessary movement by employees to complete an activity.	Having staff attend meetings in person rather than by video or teleconference.
 Extra processing	Spending extra time and effort for an activity, including duplication of efforts.	Developing Excel spreadsheets to track information that is already available in MIS.



County of Oxford

Subsidized Housing Operations
Optimization Review

Chapter III – Divisional
Overview



Divisional Overview

The County is one of 47 Service Managers established by the Province for the delivery of human services, including:

- Community Services – provides financial assistance and coordinates with community services. The Division provides Ontario Works, housing subsidy and discretionary benefits;
- Child Care and EarlyON – plans and manages child care system (through external partners), provides child care fee subsidy for qualifying families and delivers early years programming. The Division provides licensed child care system management, child care subsidies, EarlyON child and family centres and special needs resourcing.; and
- Housing – offers various programs for the provision of affordable housing and individuals experiencing homelessness. The Division provides system management of affordable housing, housing with related supports and homelessness as well as direct delivery of subsidized housing to residents in the County.

The Human Services Department - Housing Services Division provides shelter services in the following two ways which support overall community wellbeing within the County.

- Shelter (Direct Delivered) – Provides units of shelter to eligible residents of the County; and
- Shelter (Subsidy) – Provides subsidies to community partners delivering shelter to the residents of the County.

Both of these services seek to improve upon the quality of life by reducing the incidence of homelessness and ensuring housing affordability for residents of the County.

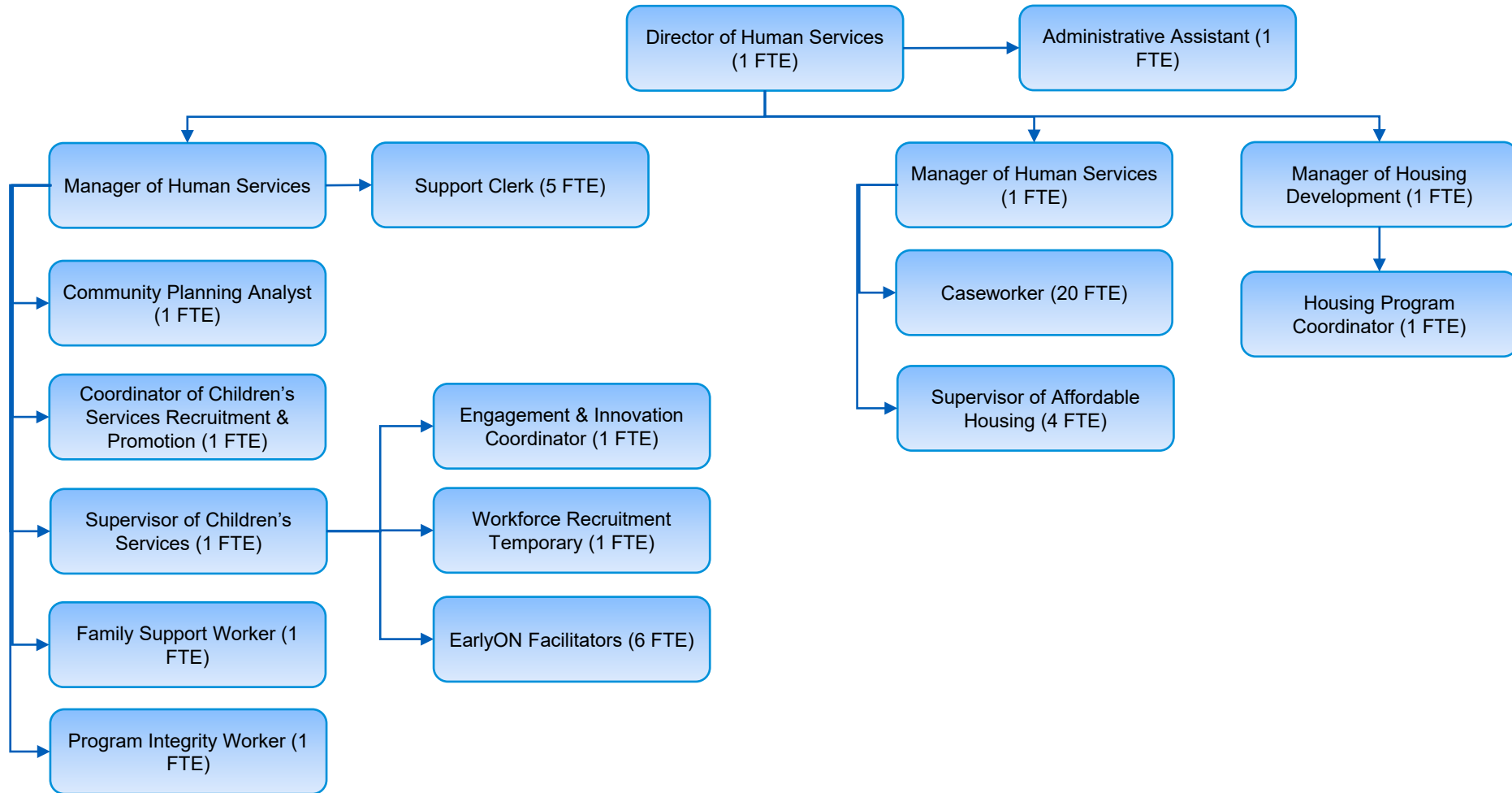
A. Organizational Structure

Reporting up to the County's Chief Administrative Office, the County's Human Services Department is each headed by a manager and reporting to the Director of Human Services. Overall, the Department employs a total of 46.3 full-time equivalent employees ("FTE's"), with a total operating budget of \$46.5 million (excluding capital which was budgeted for an additional \$1.4 million in 2022).

A detailed organizational structure is provided on the following page which includes the Human Services Department - Housing Division.

Divisional Overview

A. Organizational Structure (Continued)



Divisional Overview

B. Financial Overview

The following table is representation of budgeted revenues associated with Housing Services for the County. Over the course of the past five years, budgeted revenues associated with Housing Services appear to have increased by an annual average of 5.4%. General revenues decreased by an annual average of 1.8% from 2018 to the current budget year (2022). The majority of budgeted general revenues are provided by senior levels of government which accounts for nearly 60% of budgeted general revenues in 2022.

Revenues	2018	2019	2020	2021	2022
General Revenues					
Provincial Grants	\$3,078,380	\$2,599,975	\$3,630,263	\$4,316,931	\$2,814,185
Federal Grants	\$1,705,905	\$1,476,768	\$1,313,643	\$1,129,501	\$1,042,137
User Fees and Charges	\$286,500	\$277,660	\$271,450	\$271,650	\$275,123
Other	\$2,112,915	\$2,181,142	\$2,198,210	\$2,236,070	\$2,314,800
Sub-Total	\$7,183,700	\$6,535,545	\$7,413,566	\$7,954,152	\$6,446,245
Capital Revenues					
Prov. Grant Capital Funding	\$3,154,928	\$3,766,713	-	-	-
Transfers					
Reserves Transfer	-	-	\$2,218,788	\$4,085,888	\$4,699,096
Capital Reserves Transfer	-	-	\$1,214,200	\$1,195,500	\$1,390,374
Total Revenues	\$10,338,628	\$10,302,258	\$10,846,554	\$13,235,540	\$12,535,715

Source: Housing Services Budgets

Divisional Overview

B. Financial Overview

The following table is representation of budgeted expenses associated with Housing Services for the County. For the five budget years reviewed, budgeted operating expenses appear to have decreased by an annual average of just over 5%. Meanwhile, the net budgeted cost for Housing Services increased by an annual average of just above 5% which appears to be driven by increased capital costs and contributions to reserves.

Expenses	2018	2019	2020	2021	2022
Operating Expenses					
Operating Expenses	\$19,073,474	\$16,294,450	\$12,904,659	\$15,264,103	\$14,788,285
Debt Repayment					
Debt Repayment	\$336,835	\$360,221	\$277,692	\$230,537	\$226,485
Interest	\$130,229	\$106,843	\$81,808	\$63,646	\$49,333
Capital					
Capital	\$1,221,500	\$1,293,000	\$1,214,200	\$1,229,300	\$1,390,374
Other					
Contributions to Reserves	\$700,000	\$975,000	\$1,475,000	\$1,250,000	\$1,325,000
Contributions from Reserves	(\$6,394,737)	(\$3,916,237)	-	-	-
Interdepartmental Charges	-	-	\$244,564	\$275,850	\$462,263
Total Expenses	\$15,067,301	\$15,113,277	\$16,197,923	\$18,313,436	\$18,241,740
NET COST	\$4,728,673	\$4,811,019	\$5,351,369	\$5,077,896	\$5,706,025

Source: Housing Services Budgets

Divisional Overview

C. Key Performance Indicators

Each year, Housing Services publishes their key performance indicators ('KPI') as part of the County's budget document. Housing Services tracks four KPIs for the purposes of reporting back. The County tracks the following:

- # of clients served through the Homelessness Prevention Program ('HPP')
- # of new clients housed (RGI, rent supplement programs)
- # of new Affordable Housing units created (rental, ownership)
- % of clients served/housed from waitlist

The following table is a summary of the Housing Services KPIs for the years 2017 up to the 2022 budget year.

Key Performance Indicator	2017	2018	2019	2020	2021 Forecast	2022 Budget	Target
# of clients served through the Homelessness Prevention Program	1,203	1,311	875	730	750	800	1,325
# of new clients housed (RGI, rent supplement programs)	162	270	175	134	155	165	300
# of new Affordable Housing units created (rental, ownership)	35	-	72	3	88	50	50
% of clients served/housed from waitlist	13%	10%	7%	6%	6%	7%	15%

Source: Housing Services Budgets



County of Oxford

Subsidized Housing Operations
Optimization Review

Chapter IV – Key Themes



Key Themes

During the course of our review, a number of themes emerged concerning both positive aspects of the County's Housing Services and areas of potential improvements (which support the rationale of the review and its focus on enhancing the effectiveness and efficiency of the Division's service delivery), which we have summarized below:

1. The need to explore the current system's ability to provide the level of service for the Division.

In the identification of potential changes within the Human Services Department - Housing Division's workflows, we noted that there are a number of limitations within the County's operating systems. These limitations have driven the need for staff to use manual workaround processes and have also resulted in duplication of efforts. Examples of this identified during the course of the review are but not exclusive to an apparent lack of integration between systems, the inability to add a second tenant to an account which then creates the need for a workaround to accept payments from one tenant in an unit, and the lack of reporting functionality in certain areas which requires many spreadsheets to be manually developed for Ministry reporting etc. These limitations have the potential to increase the frequency of errors in day-to-day work efforts and potentially increase the Division's exposure to risk.

While this remains as a challenge for the Human Services Department - Housing Division, we understand that the Division is implementing changes that will assist in increasing upon operational efficiency and effectiveness. The continued progress to a new system for the Human Services Department - Housing Division may address a number of the potential opportunities for change identified in the next chapter.

2. There appears to be a need to refresh and/or develop policies to assist in service delivery

There are a number of instances within the Housing Services' operations where there appears to be an absence of policy or in other cases, policies were established in the past and have not be subject to a refresh. The establishment and/or refresh of policy for the Division's purposes provides opportunity to reduce risk to the Division's operations as well as provide guidance when addressing internal and/o external issues. Refreshed policies can also contribute to increased efficiencies and consistency within the Division. Examples identified later on within the report include revising policies to allow for NSF chargebacks to clients as well as policies to address the administration of rent.

3. There are processes within the Human Services Department - Housing Division's that are reliant on manual processes

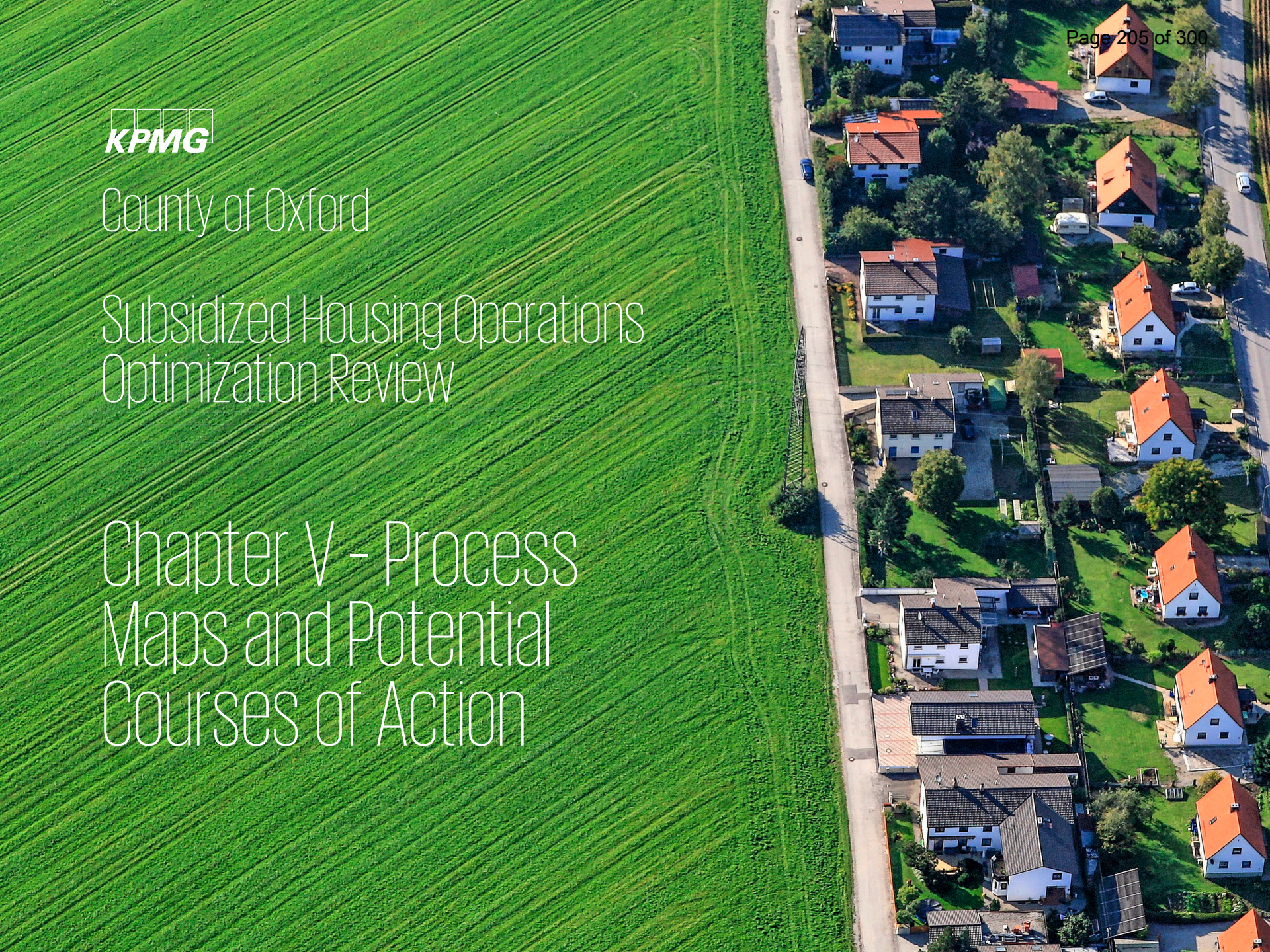
Over the course of the review, KPMG conducted a series of workshops with staff with the objective of breaking down various Housing Services related processes into the individual worksteps required to complete a task. In a number of cases, the Human Services Department - Housing Division uses more manually based processes such as the development of multiple spreadsheets and physical copy based activities versus making use of technology. Shifting away from manual worksteps within processes provides the Division with the ability to potentially free up capacity to address other high priority organizational needs as well as reducing potential risk of error and/or duplication of work efforts.



County of Oxford

Subsidized Housing Operations
Optimization Review

Chapter V – Process
Maps and Potential
Courses of Action



Process Maps and Potential Courses of Action

How to read our report

For each process under review, we have provided process maps that outline the individual worksteps undertaken as part of this section. These maps are outlined in flowchart form and are intended to assist in understanding (i) the individual worksteps performed by County personnel; (ii) the sequential ordering of the worksteps; and (iii) decision points included in the process.

Where an area for potential improvement has been identified, they have been indicated in the process maps through the following lenses:

- Process inefficiencies, which may include duplication of efforts, manual vs. automated processes and the performance of work with nominal value
- Financial risk, representing areas where the County's system of internal controls is insufficient to prevent the risk of financial loss
- Client service limitations, representing aspects of the County's operations that may adversely impact on customer satisfaction
- Litigation risk, consisting of potential areas where the County's processes may expose it to risk, including areas where existing measures to mitigate risk are considered insufficient

Included with the process maps are the potential areas for improvements, as well as potential courses of action that could be adopted by the Division to address the identified issues.

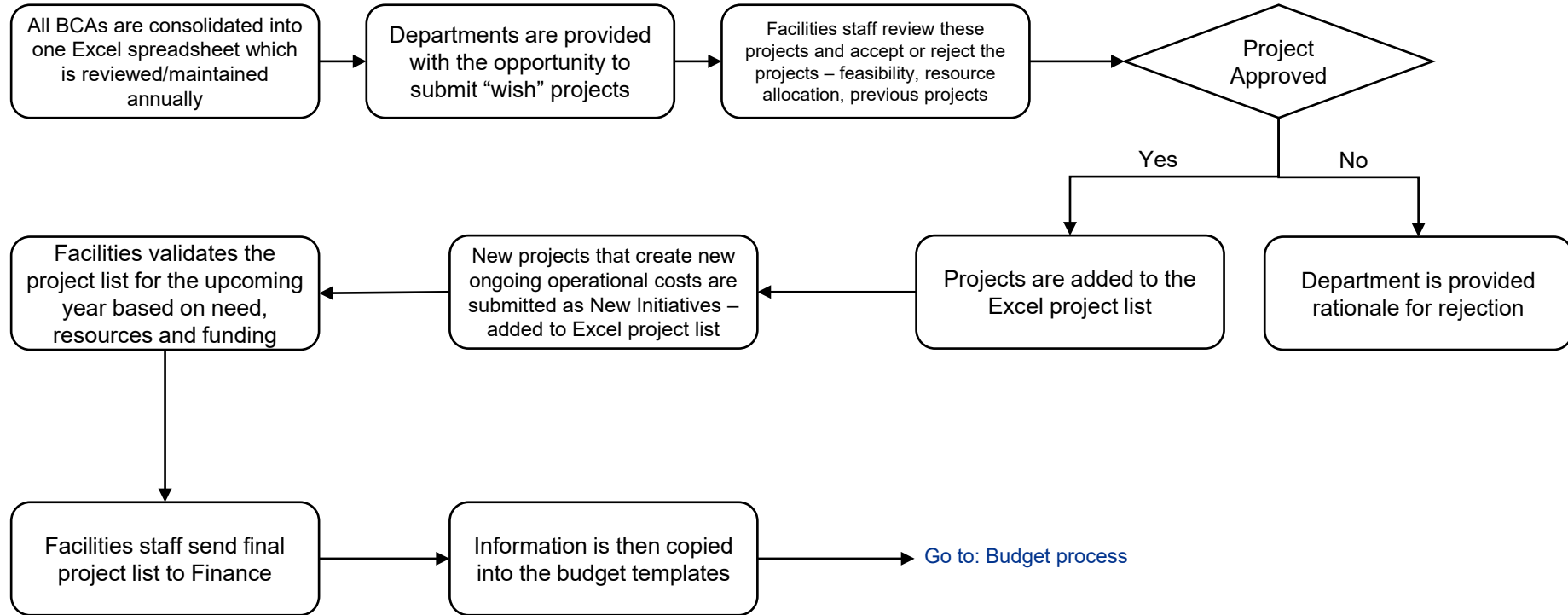
Process Maps and Potential Courses of Action

Abbreviations

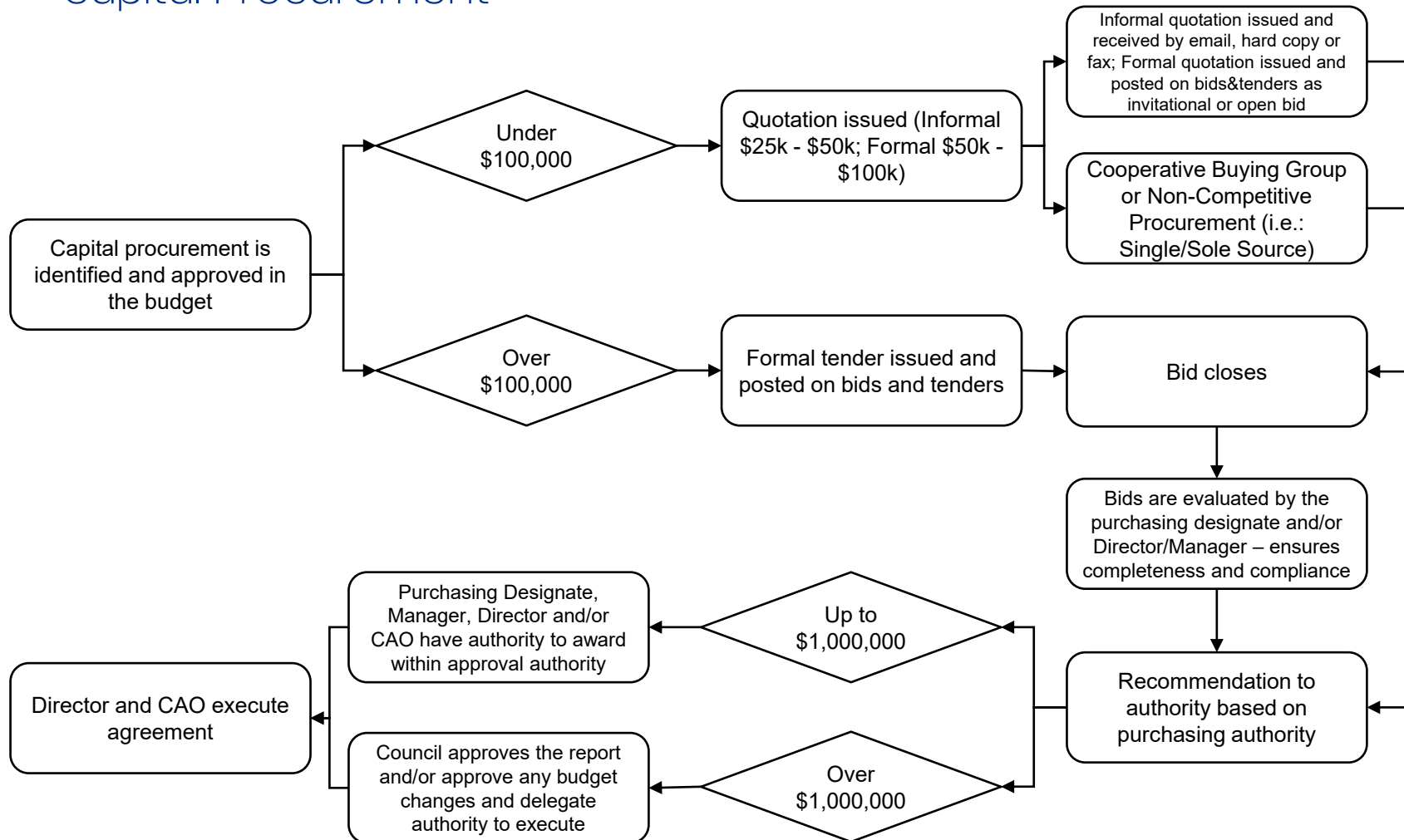
For the purposes of reading this section of the report, a series of abbreviations have been included:

AP	Accounts Payable
AR	Accounts Receivable
BCA	Building Condition Assessment
CW	Case Worker
DHS	Director of Human Services
FA	Financial Analyst
FM	Finance Manager
GP	Great Plains
HS	Housing Services
MGR	Human Services Manager
MHD	Manager of Housing Development
OW	Ontario Works
OPGT	Office of the Public Guardian and Trustee
SAH	Supervisor of Affordable Housing
SAMS	Social Assistance Management System
SC	Support Clerk
YTD	Year to Date

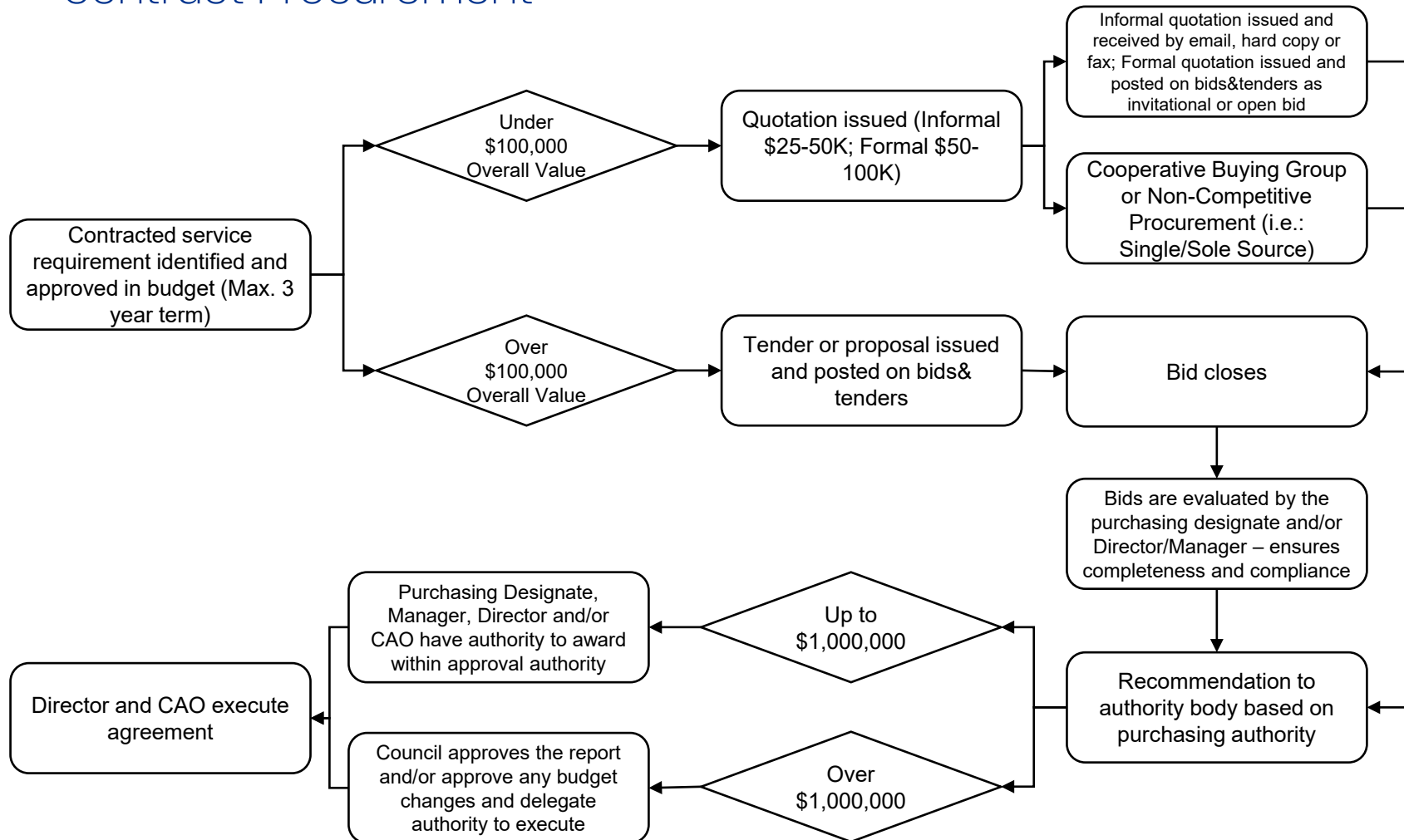
Capital Planning and Budgeting



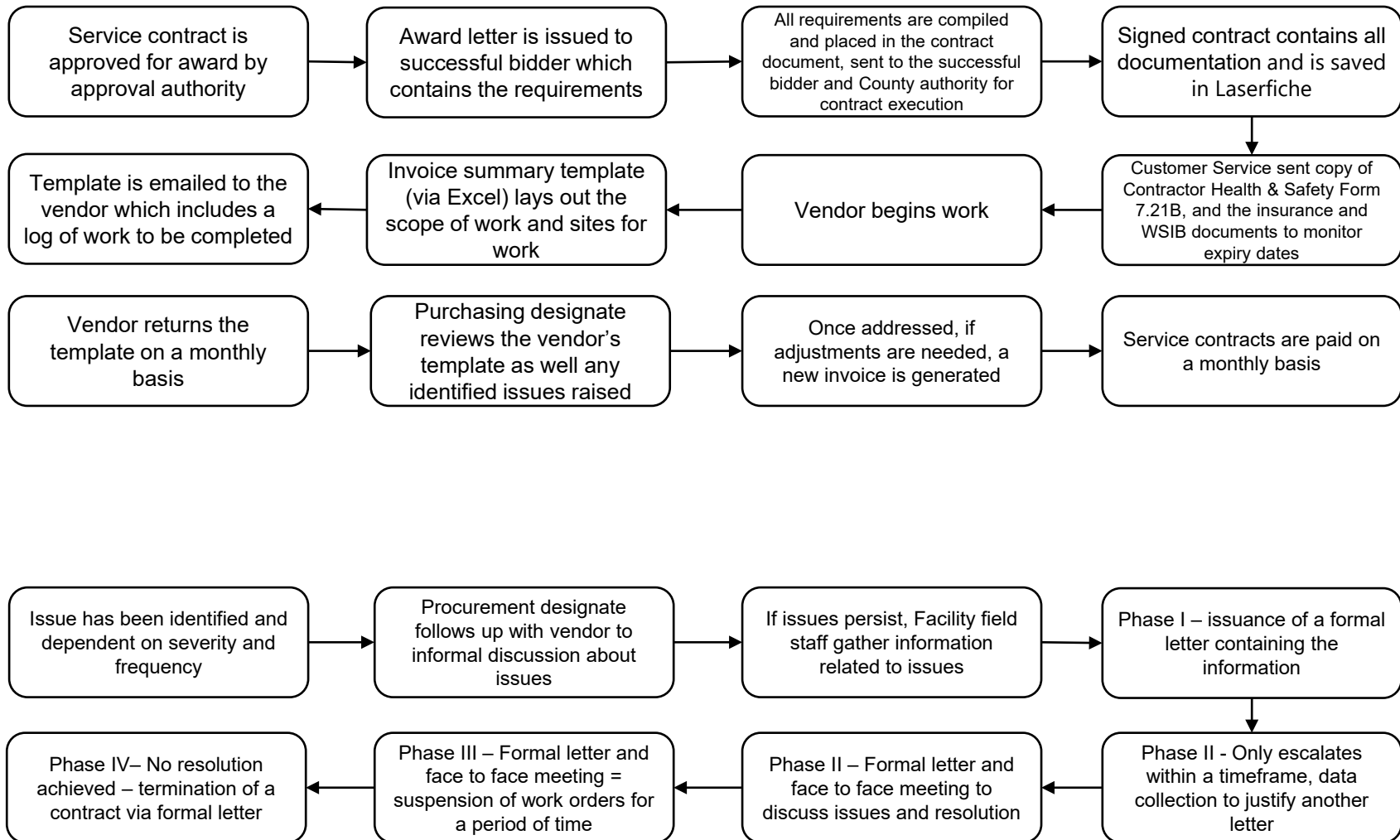
Capital Procurement



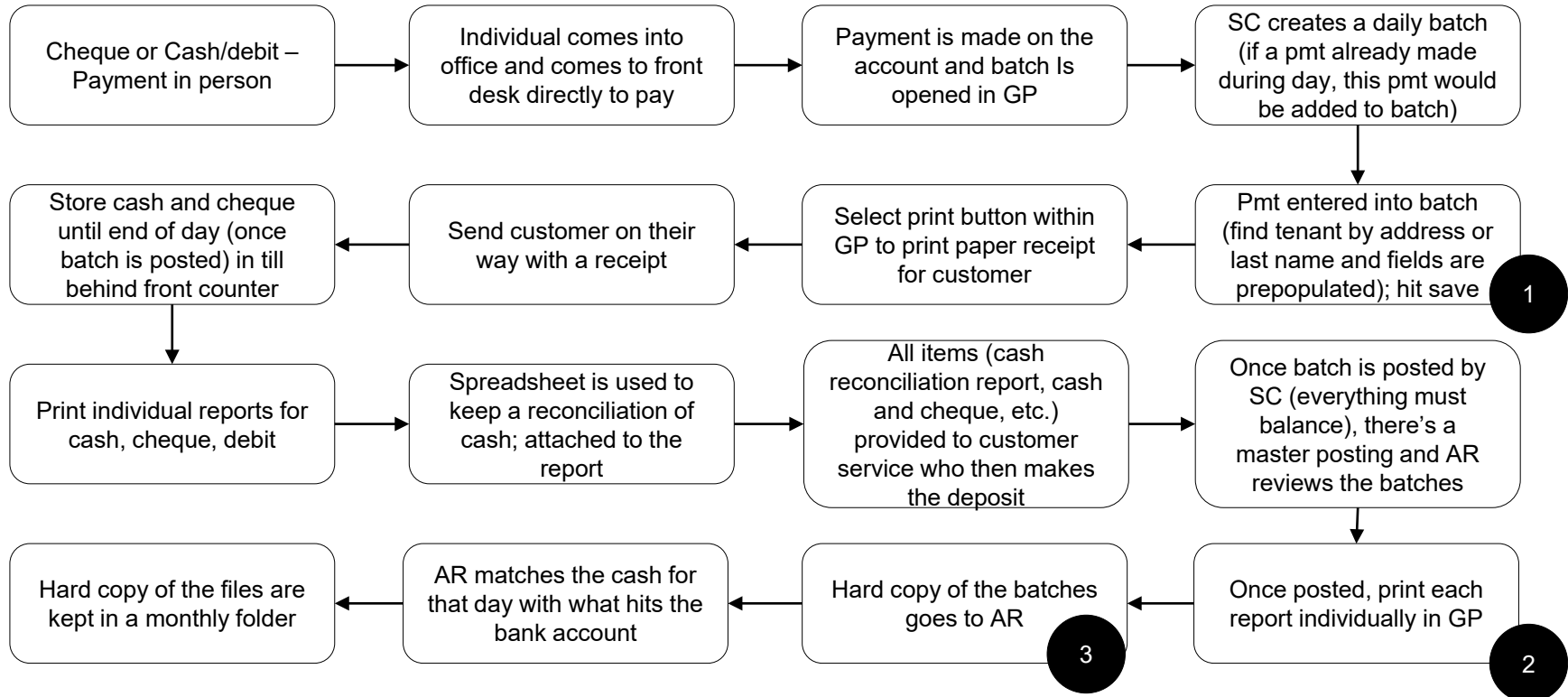
Contract Procurement



Service Contract Management



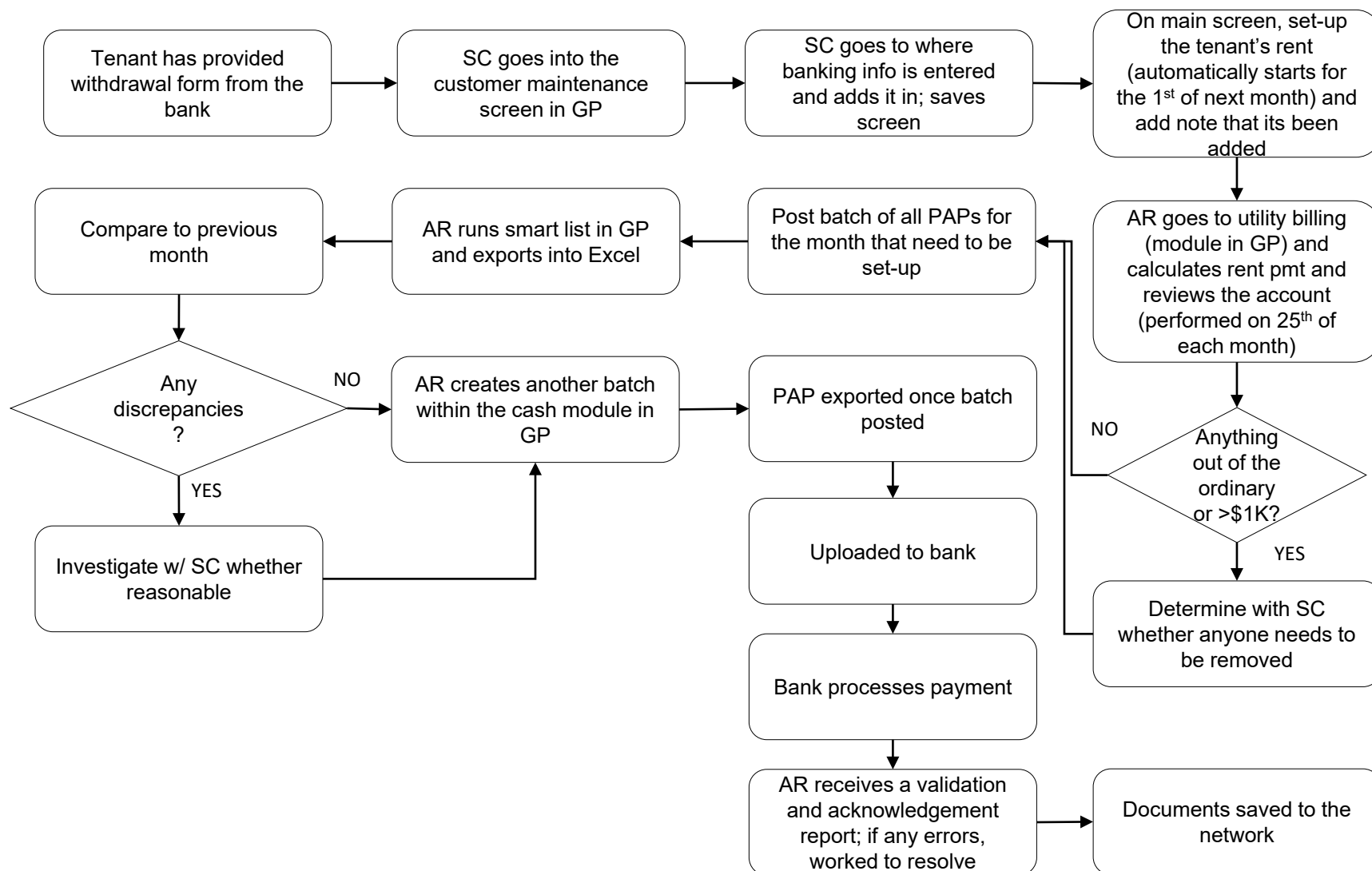
Rent Receivable - Cheque, Cash, Debit



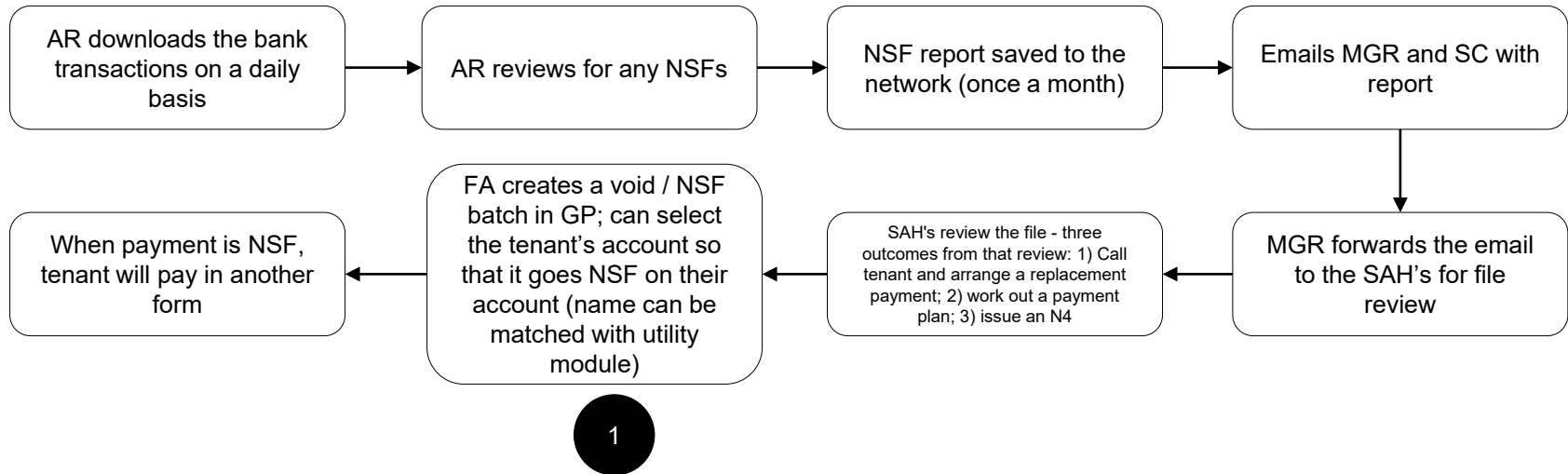
Rent Receivable – Cheque, Cash, Debit – Potential Courses of Action

Issue	Potential Course of Action
<p>1 In GP there is not the functionality to pull up monthly rent payment amounts (only the outstanding balance in total shows) so when a client comes in to pay it takes extra time to go into extra screens to find monthly payment amount that is required.</p>	<p>Developing a formal rent roll and integrating it into a property management system will help to alleviate this extra work that is required to pull up simple information for a client.</p>
<p>2 Multiple reports are printed from GP – they don't always generate properly or consistently, leading to extra work effort to reprint and ensure data is accurate. Multiple batches are needed in this process, one to establish rent and one to reflect payment of rent, which adds time to the process.</p>	<p>Investigate the use of a new system for property management function that would generate consistent reports with the data that is needed and automatically generate rent receivables so multiple batches are not required.</p>
<p>3 Paper reports are generated and physically sent to AR. The use of paper causes inefficiencies as it adds time to the process and there is a risk of loss and utilization of costly resources.</p>	<p>Consider digitizing this process whereby reports can be printed to PDF and saved on a shared folder so that AR can access them digitally to complete their part of the process.</p>

Rent Receivables - PAP



NSFs

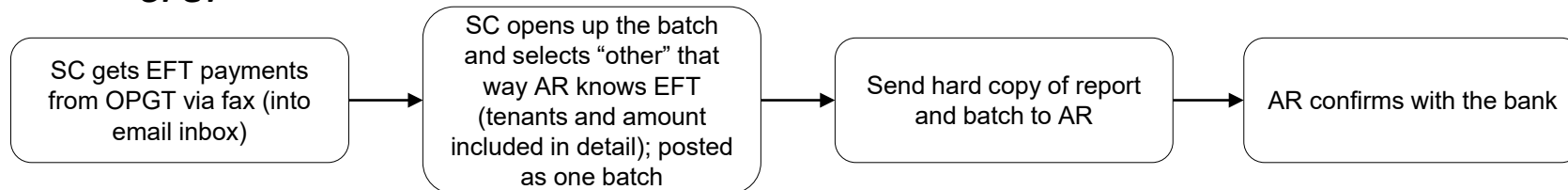


NSFs – Potential Courses of Action

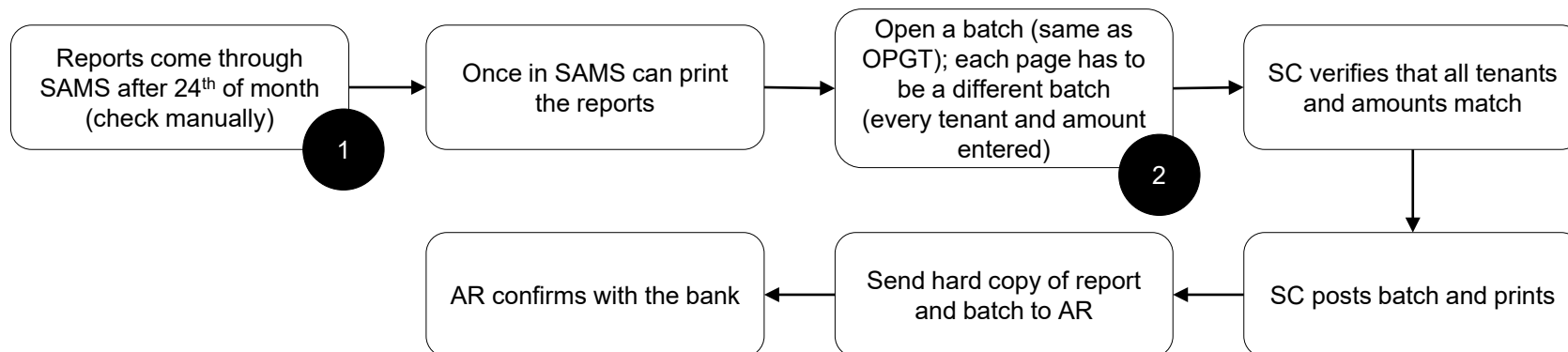
Issue	Potential Course of Action
<p>1 The County currently does not charge a fee for NSF payments or have a limit on the number of NSF payments that are allowed before PAPs get terminated. This costs the County money if the bank charges them NSF fees that should be passed along to the client. Leaving a client on a PAP that regularly has NSFs adds to the risk of collectability of rent and causes additional time for the County staff to process non-payment and payment of rent.</p>	<p>The County should revise their policy to allow the charge of NSF fees back to clients. They should set a limit on the number of NSFs before a client is removed from the PAP option of making payments.</p>

EFT Payments



OPGT



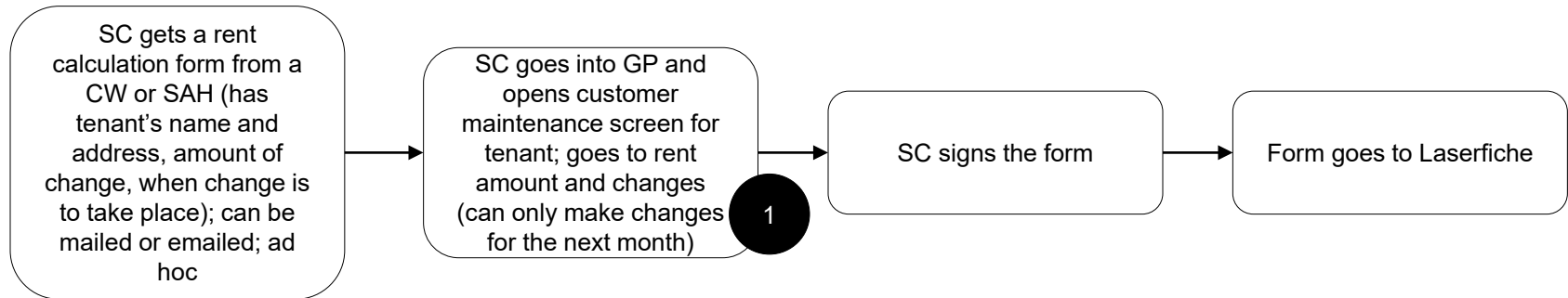
OW/ODSP



EFT Payments – Potential Courses of Action

Issue	Potential Course of Action
 <p>SC has to manually check when OW/ODSP reports are available in SAMS. This causes additional time in the process.</p>	<p>The County should investigate whether SAMS has the ability to notify SC when reports are available so there isn't wasted time checking for them if they are not there.</p>
 <p>In GP, County staff create a batch for every page of the OW/ODSP transactions and have to manually enter in each tenant and payment amount. This is an inefficient use of time.</p>	<p>Investigate the ability of a system that can automatically upload from SAMS in order to avoid batch entries being required. Alternatively, consider doing one batch per report and reconciling the balance to cash in another way.</p>

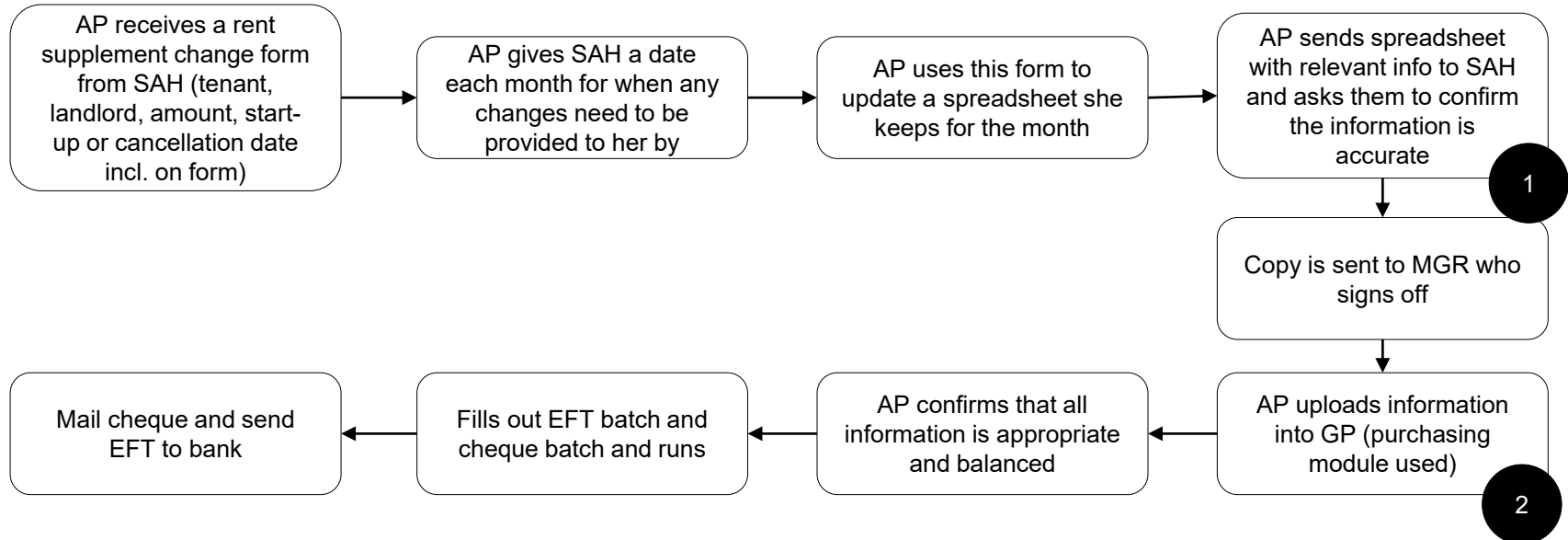
Changes in Rent



Changes in Rent – Potential Courses of Action

Issue	Potential Course of Action
<p>1 GP has several system limitations that are creating inefficiencies in the rent change process. For example, only allows for rent changes to be made starting the next upcoming month (you cannot add a start date in the future to the changes), cannot retroactively make changes without reposting each month that was affected, no option to show a tenant as on a PAP so have to remember to update PAP screens. This creates extra time in the process as it takes extra time to track and enter changes.</p>	<p>The use of a property management system should allow for prospective and retroactive changes and their related start dates to be entered into the system so the SC only has to do this once. Ideally the system would also allow a tenant to be flagged as PAP and automatically update PAP information for any rent changes.</p>

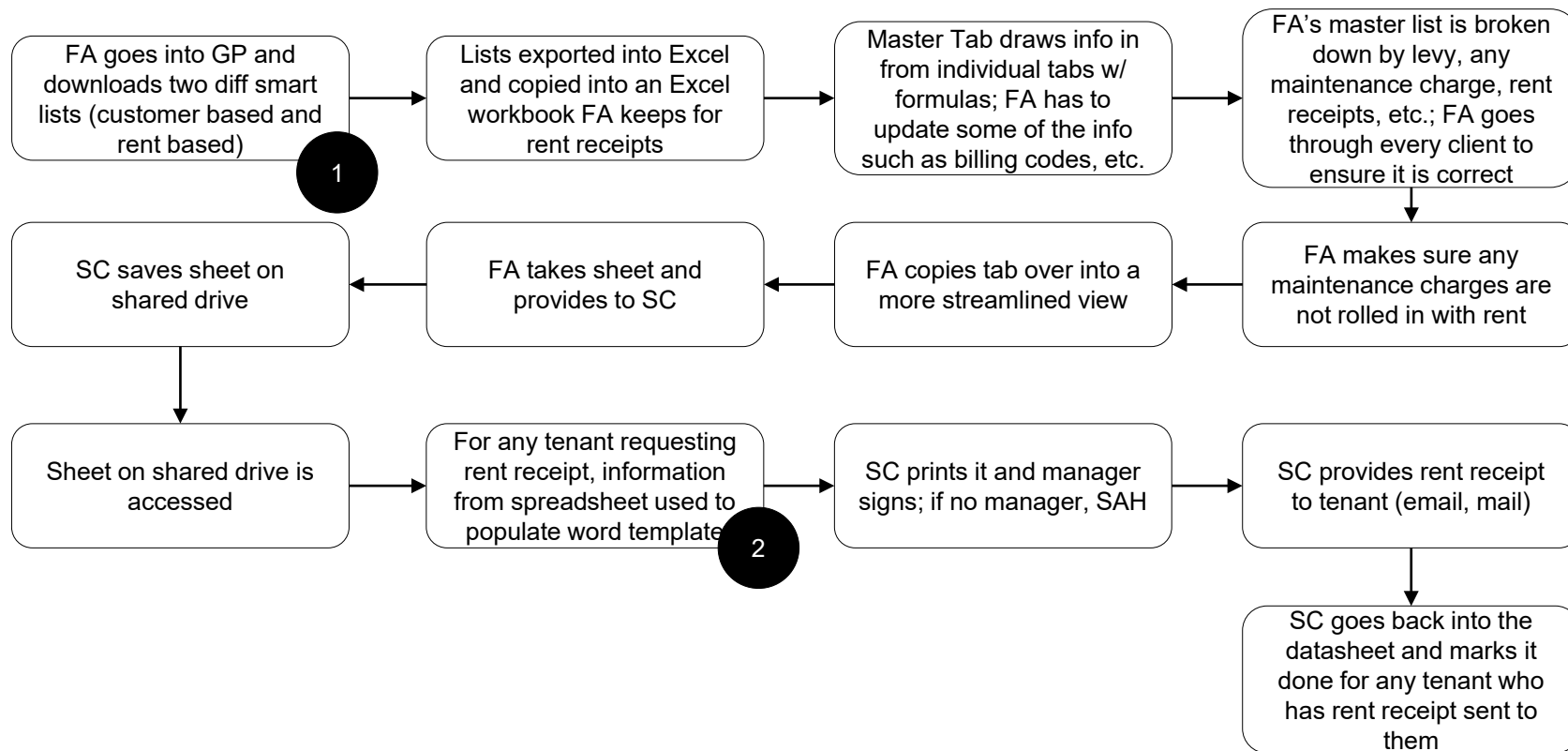
Rent Supplements



Rent Supplements – Potential Courses of Action

Issue	Potential Course of Action
<p>1</p> <p>This process relies on the review and confirmation of accuracy of SAH and clerks via email. This is time consuming and can lead to delays in the process. There is also no level of review on the batch before it is posted – giving the opportunity for fraudulent payments to be included.</p>	<p>Consider the use of an automated workflow to track and speed up approvals from SAH. The batch should be reviewed prior to posting to ensure payments being made in aggregate are appropriate.</p>
<p>2</p> <p>The County uses Notes in GP (which are in Notepad) to track important information that isn't captured in other fields. There is a risk that this information could be inappropriately deleted or modified with no trail.</p>	<p>The use of a property management system would allow for data to be input into the proper fields that are needed and eliminate the risk of important information being deleted or edited inappropriately.</p>

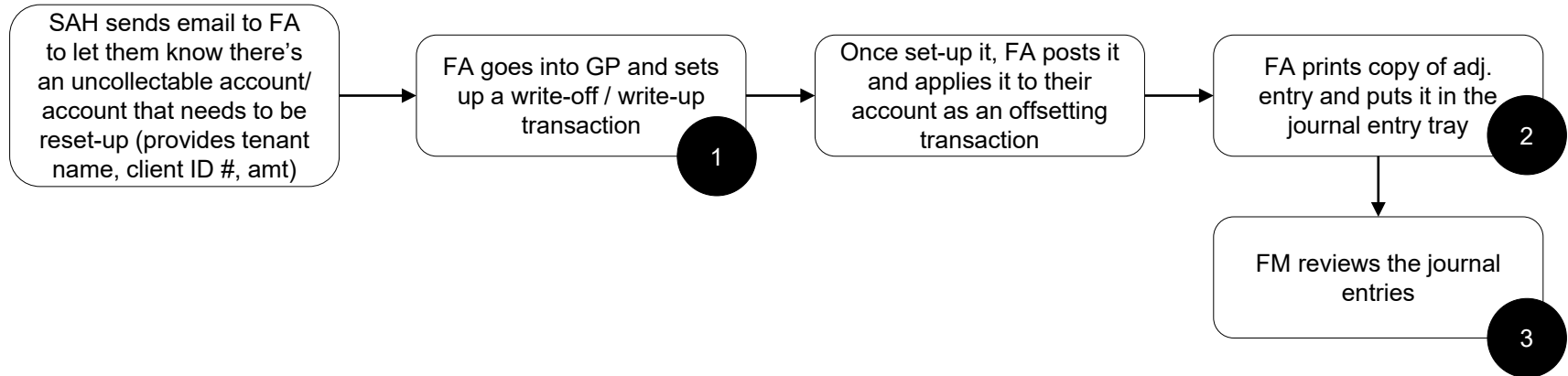
Year-End Rent Receipts



Year-End Rent Receipts – Potential Courses of Action

Issue	Potential Course of Action
<p>1 This is a very manual process which consumes much of the FA's time. Client by client reconciliations are done and receipts are tracked manually through a shared data sheet. Reconciliations are done for every tenant even though receipts are only issued to tenants on request.</p>	<p>The use of a property management system would allow for the automation of this process whereby rent receipts could be calculated and generated automatically by the system.</p>
<p>2 A Word document is being used as a template for rent receipts. This provides an opportunity for receipts to be modified and/or inappropriate receipts issued using template.</p>	<p>The use of a property management system would allow for rent receipts to be system generated with appropriate controls in place to prevent error and/or inappropriate use.</p>

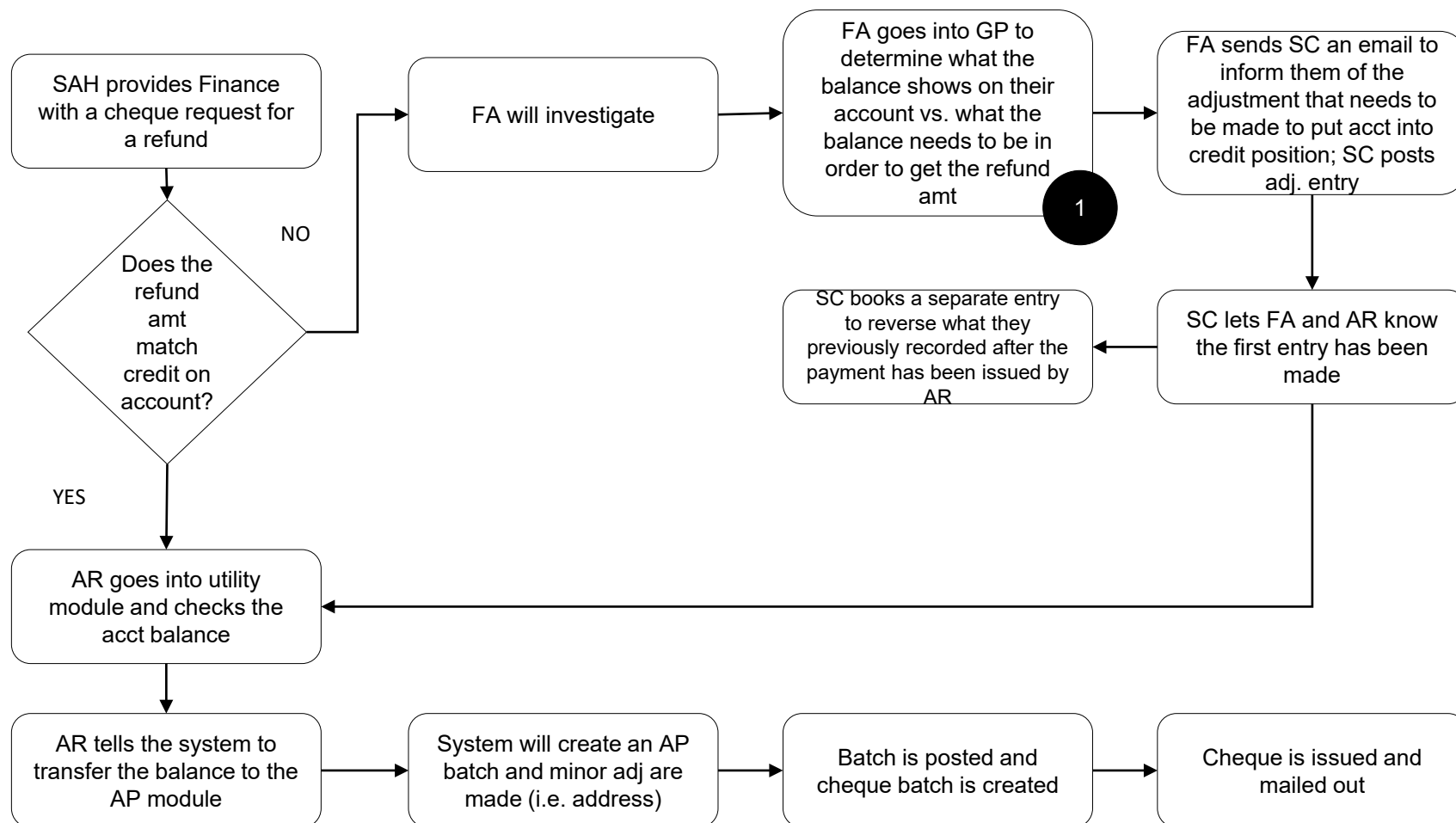
Write-Offs and Write-Ups



Write-Offs and Write-Ups – Potential Courses of Action

Issue	Potential Course of Action
<p>1 Process to adjust for write offs and write ups is very manual. Multiple manual journal entries need to be entered to properly record these transactions.</p>	<p>Consider whether there is a way to automate these entries once an account has been identified as collectible or recoverable.</p>
<p>2 Paper reports are generated and physically sent to FA. The use of paper causes inefficiencies as it adds time to the process and there is a risk of loss and utilization of costly resources.</p>	<p>Consider digitizing this process whereby reports can be printed to PDF and saved on a shared folder so that FA can access them digitally to complete their part of the process.</p>
<p>3 There is no formal process in place to review AR on a regular basis. This could result in inaccurate financial reporting if there are balances that are known to be uncollectible that are not written off.</p>	<p>The County should implement a process whereby AR balances over a certain threshold are reviewed on a quarterly basis and adjusted for if they are determined to be uncollectible.</p>

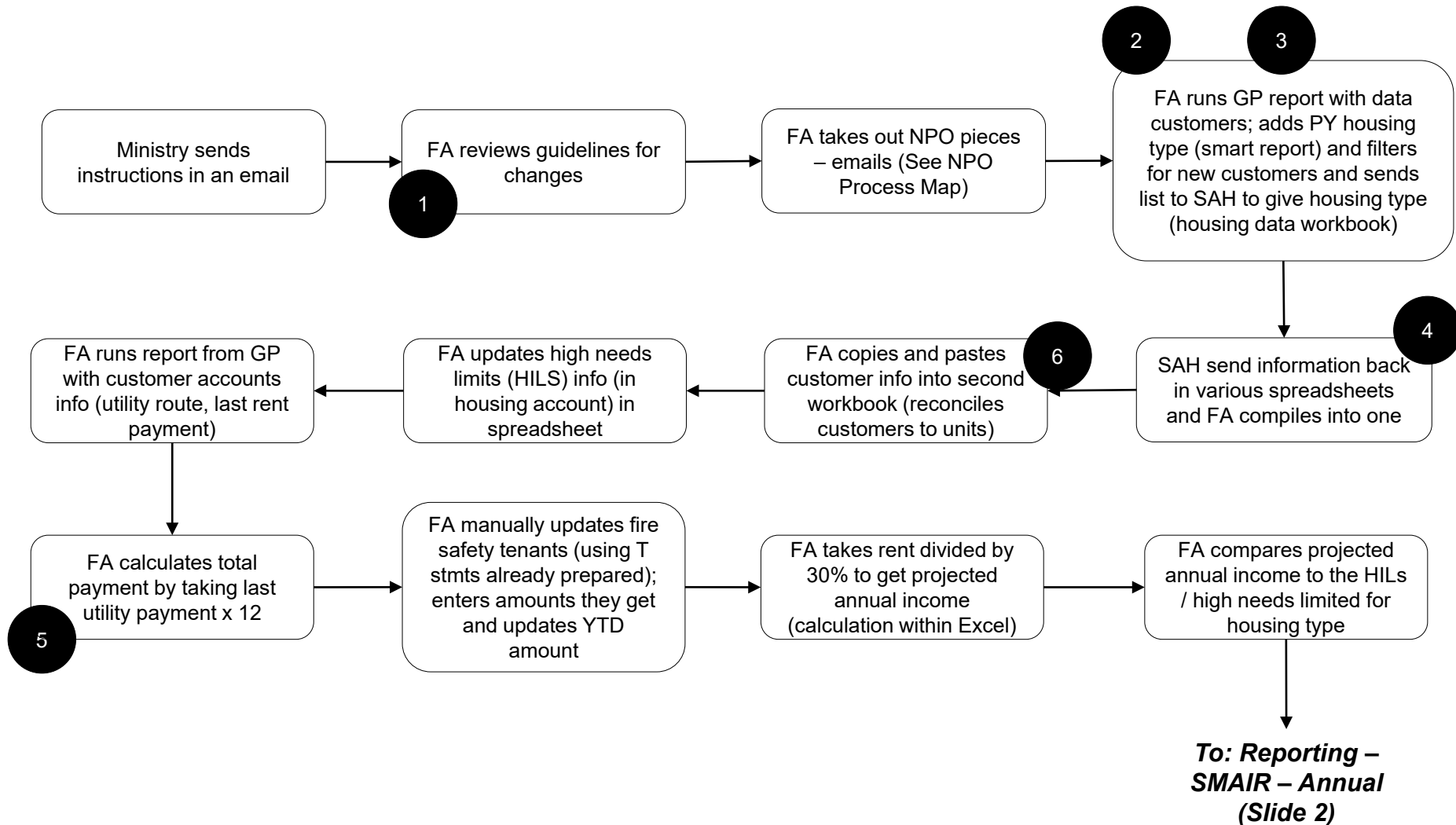
Refund Cheques



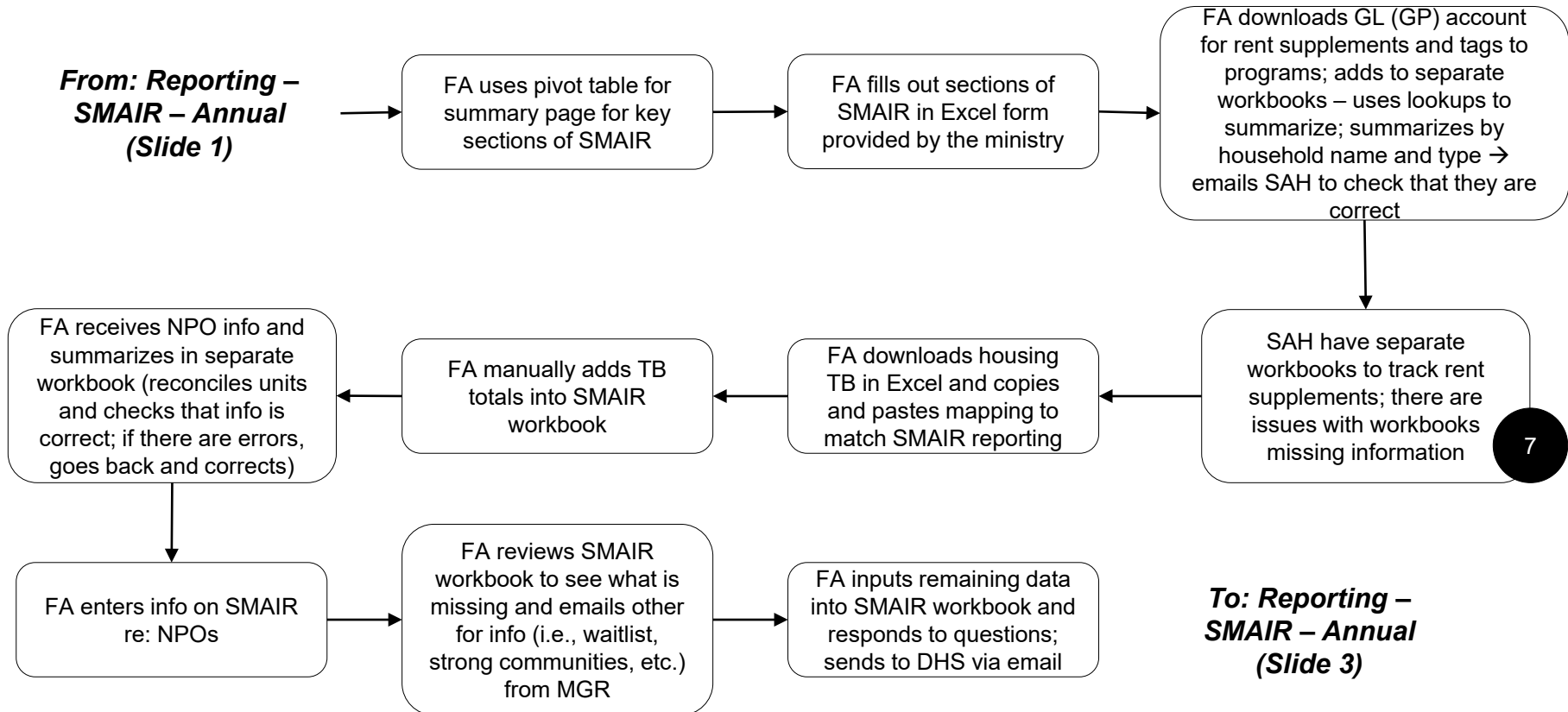
Refund Cheques – Potential Courses of Action

Issue	Potential Course of Action
<p>1</p> <p>There is a limitation in GP in that refund cheques cannot be issued unless the refund balance matches the credit balance in a tenant account. The County has created a very manual, time consuming workaround as there are often instances where refunds should rightfully be issued even though the total tenant account does not show a credit balance.</p>	<p>Consider the functionality of a new property management system and its ability to allow for refund cheques to be issued in order to eliminate the workaround process and thereby save time and effort of County staff.</p>

Reporting – SMAIR – Annual

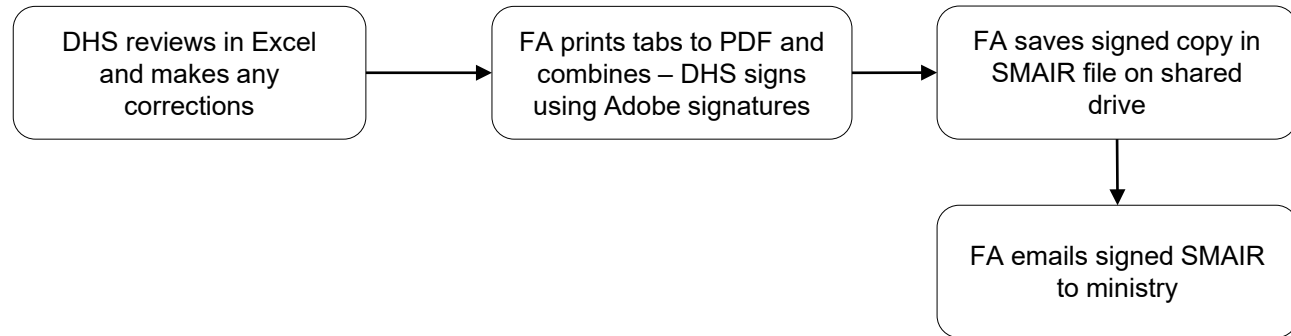


Reporting – SMAIR – Annual – Continued



Reporting – SMAIR – Annual – Continued



**From: Reporting –
SMAIR – Annual
(Slide 2)**



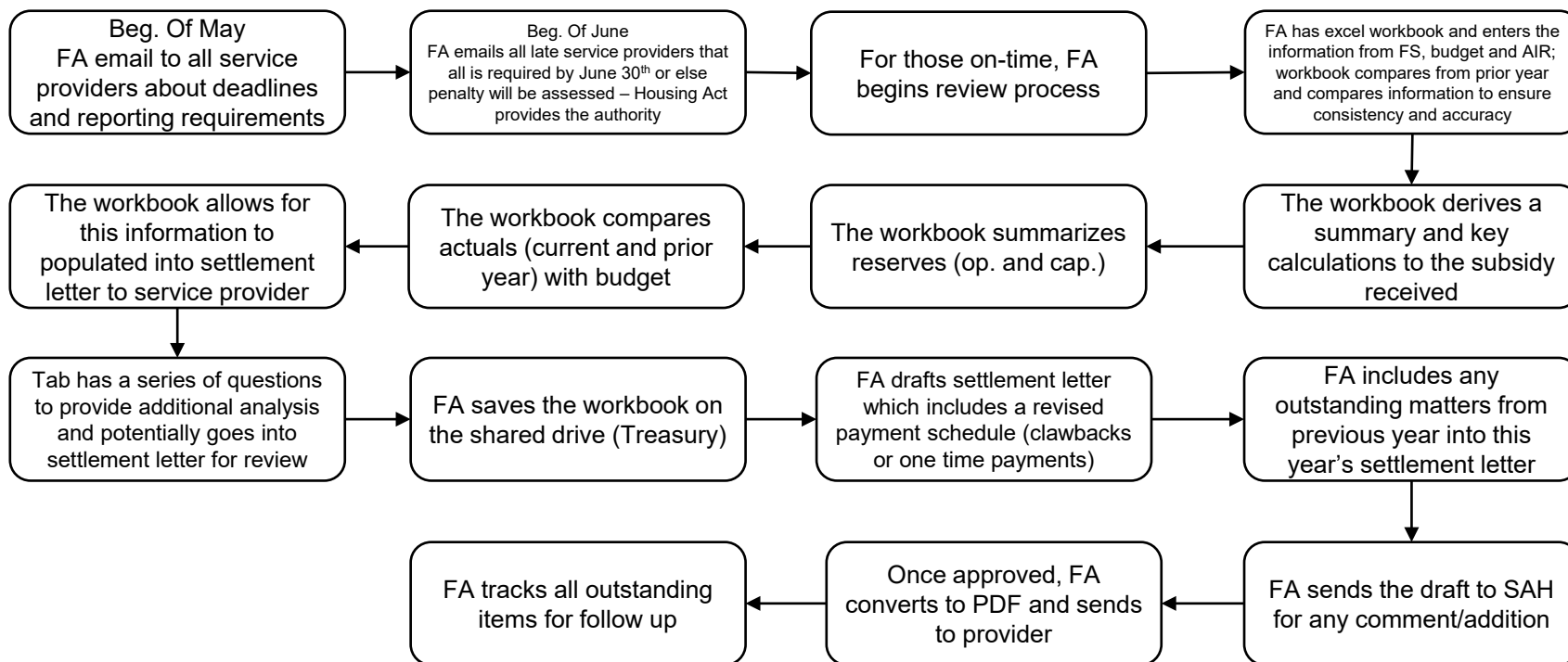
Reporting - SMAIR - Annual - Potential Courses of Action

Issue	Potential Course of Action
<p>1 Financial Analyst performs the entire process and doesn't have all the relevant information. Inefficiencies in the process relating to manual information gathering from others, leading to extra waiting time and compiling of information being required.</p>	<p>The use of a property management system would allow the relevant data points to be tracked in one place that the FA would have access to, therefore reducing the reliance on others' spreadsheets etc. in order to obtain the information needed for this reporting.</p>
<p>2 The customer housing type is not readily available in the system and has to be entered into a spreadsheet as part of this process. There is also no formality in tracking the unit numbers that the Division manages. The utility functionality in GP system is being used, which is not property management oriented and therefore doesn't have a place to easily include the required relevant information for housing.</p>	<p>The use of a property management system such as Yardi would allow for housing type and unit numbers to be tracked within the system, reducing the need for manual and error prone inputting of data and wasted time waiting for data to be sent back and forth between individuals.</p>
<p>3 Entering the housing type is a manual process and therefore could result in errors.</p>	<p>Utilizing a system which would track housing type would allow for a report to be exported from the system rather than relying on manual inputting of data.</p>
<p>4 The Financial Analyst has to compile multiple spreadsheets from supervisors which results in inefficiencies</p>	<p>The use of a system with the required data which could generate reports for this purpose would alleviate the need to track data in multiple spreadsheets managed by multiple people and therefore reduce time and error.</p>
<p>5 The total payment is determined to be the last utility payment x 12. This is considered an estimate rather than an exact amount and could lead to errors. The County does not have a formal rent roll. This could lead to errors and inefficiencies as rent data is not consistently maintained and accessible.</p>	<p>The use of a system which could track payments by tenant could generate a report with the required data which would lead to more accurate financial reporting. A formal rent roll will also help with this process to determine how much rent should be received by unit on an annual basis.</p>

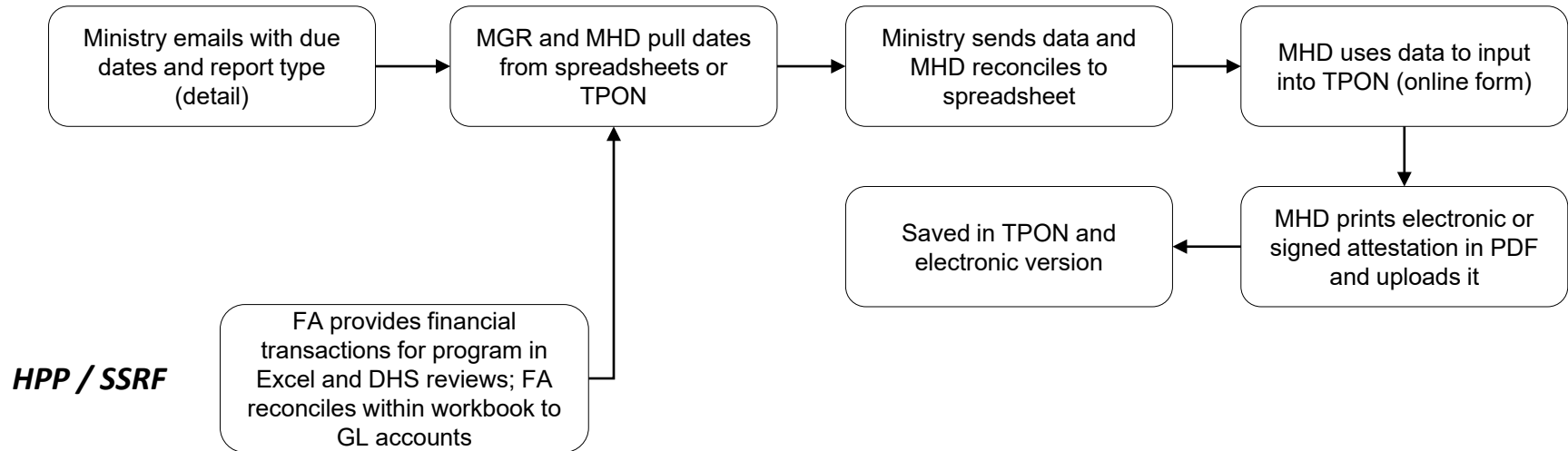
Reporting – SMAIR – Annual – Potential Courses of Action

Issue	Potential Course of Action
 <p>The overall process is done in Excel and / or is manual in nature which can lead to errors and is more time consuming.</p>	<p>The use of a system to track information will eliminate the need for many of the Excel workbooks currently being used in this process.</p>
 <p>Issues have been noted in the workbooks such that information is missing.</p>	<p>The manual process of tracking information in various spreadsheets increases the risk of error and the time it takes to ensure all required data is provided. The use of a system to track relevant data points and generate reports will reduce this risk of error.</p>

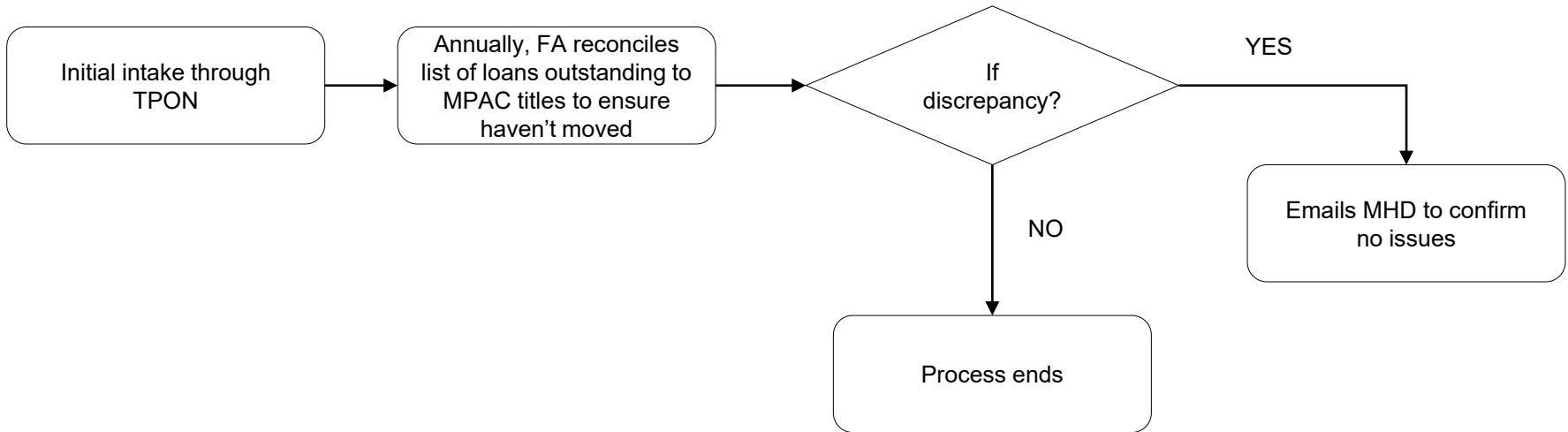
Reporting - AIR - Annual



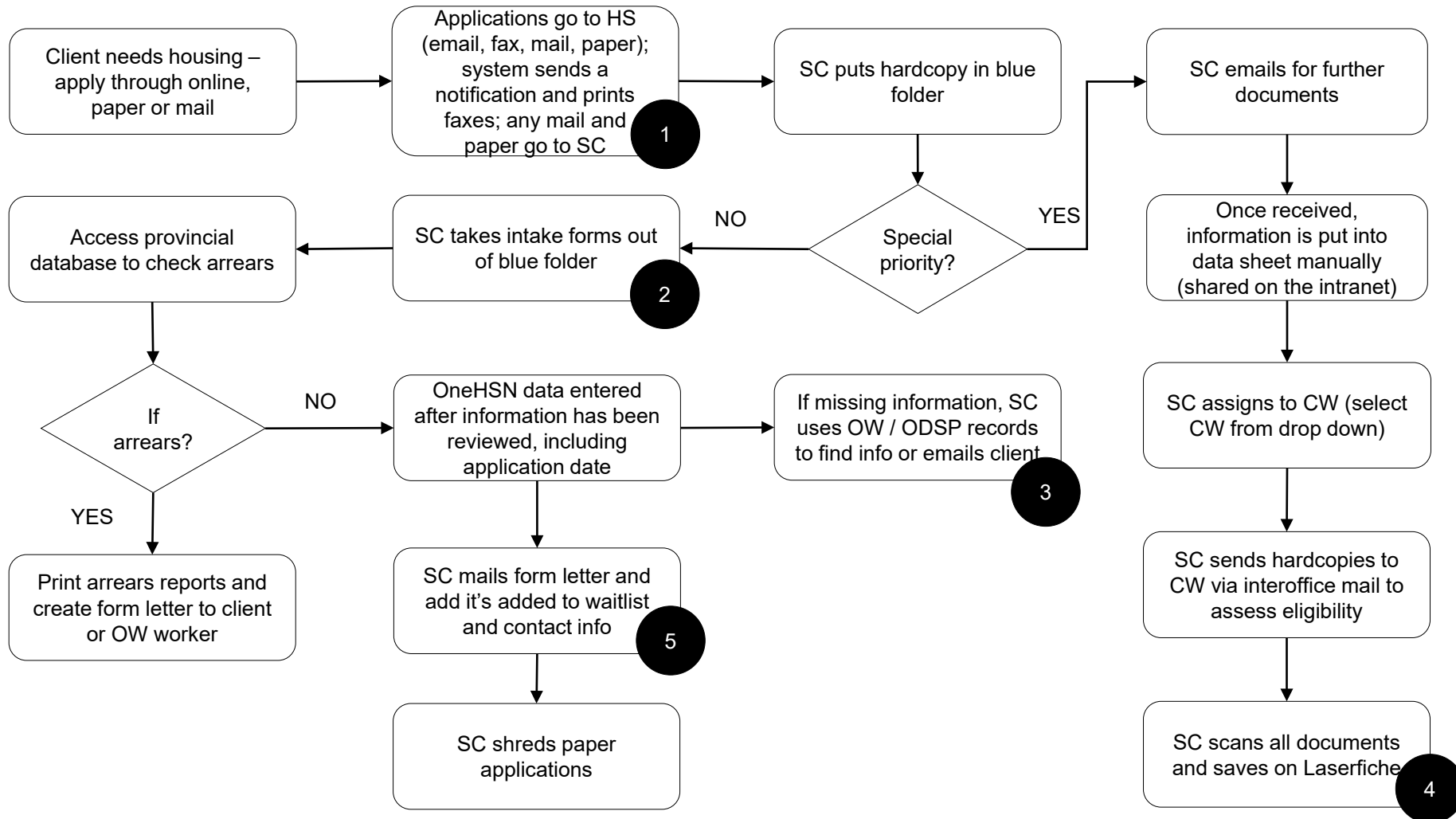
Reporting – TPON (IAH, COHB, COCHI, OPHI, and HPP/SSRF) - Quarterly



Reporting - TPON - Home Ownership Program



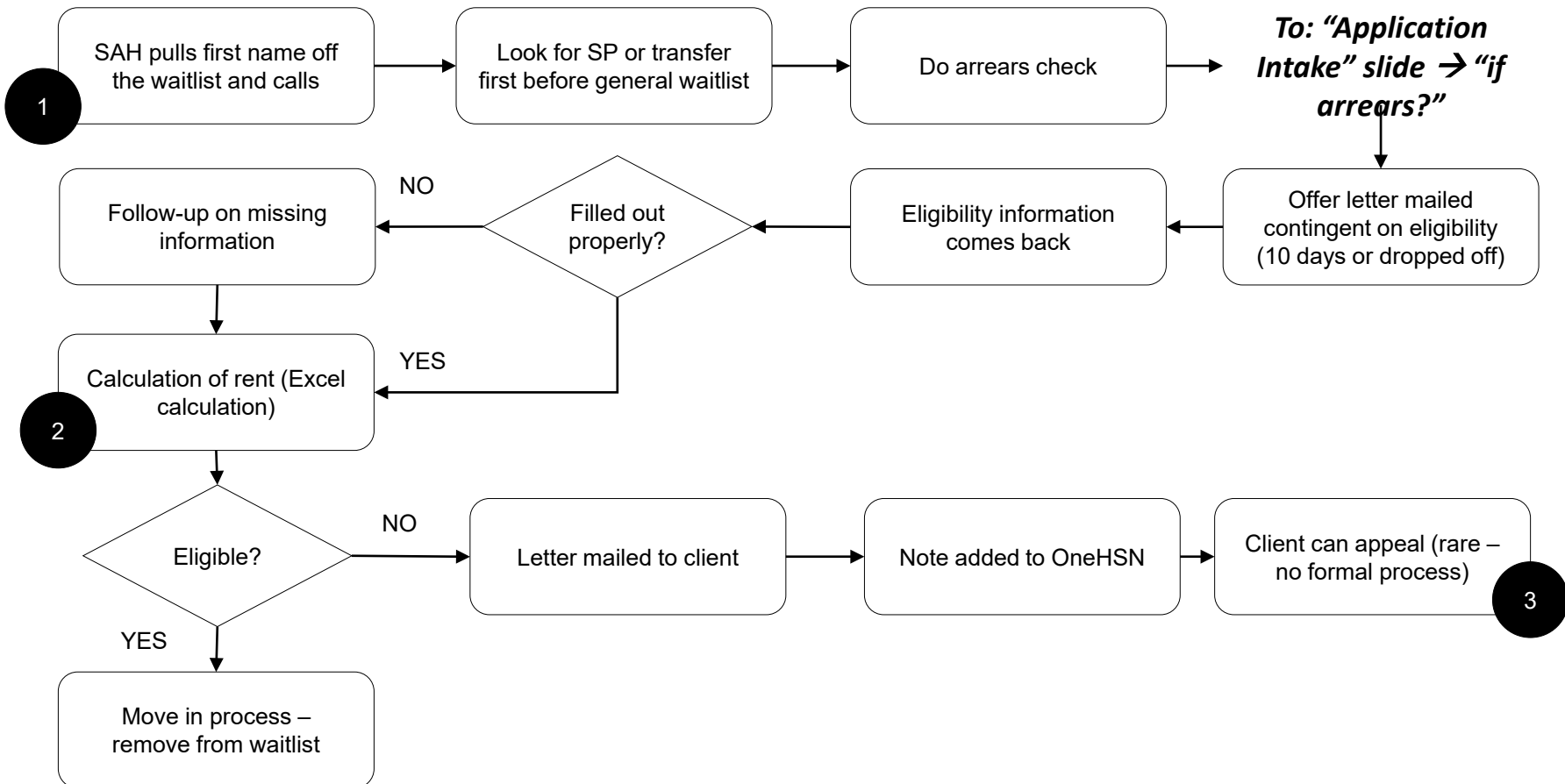
Application Intake



Application Intake - Potential Courses of Action

Issue	Potential Course of Action
<p>1 This process involves paper forms which can come into the County through various points. With the movement of paper there is the risk that documents could get lost.</p>	<p>Consider digitizing the process such that any paper forms would be scanned and saved digitally to allow for ease of access as well as prevention of lost documents.</p>
<p>2 Given the length of the housing waitlist, applications are entered into the waitlist on an ad hoc basis when the SC has time to enter them. This could mean the housing waitlist is not up to date or complete at any given time.</p>	<p>The County should utilize software as well as electronic intake forms to build efficiency into this process as well as help maintain the accuracy of the housing waitlist.</p>
<p>3 Forms often contain errors or incomplete information, leading to delays in inputting data as well as time for staff to try to obtain the correct information.</p>	<p>The County should adopt the use of fillable electronic forms that have drop down choices for input fields as well as alerts that notify the user when information is incorrect or incomplete.</p>
<p>4 The team was uncertain whether documents were being destroyed at the end of this process. If documents are being kept there is a risk that the County is not following requirements regarding destruction of sensitive records.</p>	<p>The County should revisit this process to build in the destruction of records once the client is housed.</p>
<p>5 The County does not have a process in place for waitlist maintenance. Also, financial eligibility for non special priority clients is not done until housing becomes available. This could mean that there are many people on the waitlist who are not eligible or no longer need housing. There is also a risk that legislative requirements such as RGI verification within 7 days is not being met. There is also a risk that decision making regarding housing needs and turnover in the community is not appropriate given there is not accurate housing waitlist information to inform those decisions.</p>	<p>The County should utilize software and implement a formal process for waitlist management, including regular review of waitlist and removal of clients who have been housed.</p>

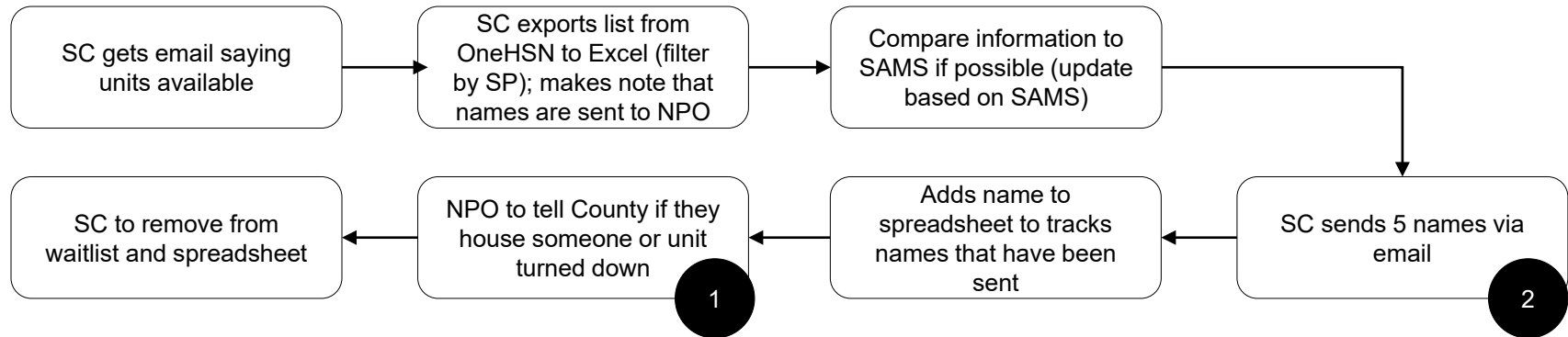
Eligibility - Internal



Eligibility - Internal - Potential Courses of Action

Issue	Potential Course of Action
<p>1 County staff spend excessive time trying to fill units when housing becomes available because they have to reach out to many people to find one who still needs housing given the housing waitlist is not maintained.</p>	<p>The use of software to maintain the waitlist will help make this process more efficient given only those who still need housing should be on the waitlist in the first place.</p>
<p>2 Manual input is needed into this calculator, as well as a knowledge of the legislation.</p>	<p>Staff should work together to refine calculator and ensure areas of judgment are minimized and calculator is processing appropriately. Ideally the use of a property management system may alleviate the need for an internally developed calculator.</p>
<p>3 There is no formal process for this.</p>	<p>The County should develop a formal process to follow in the event that there are appeals.</p>

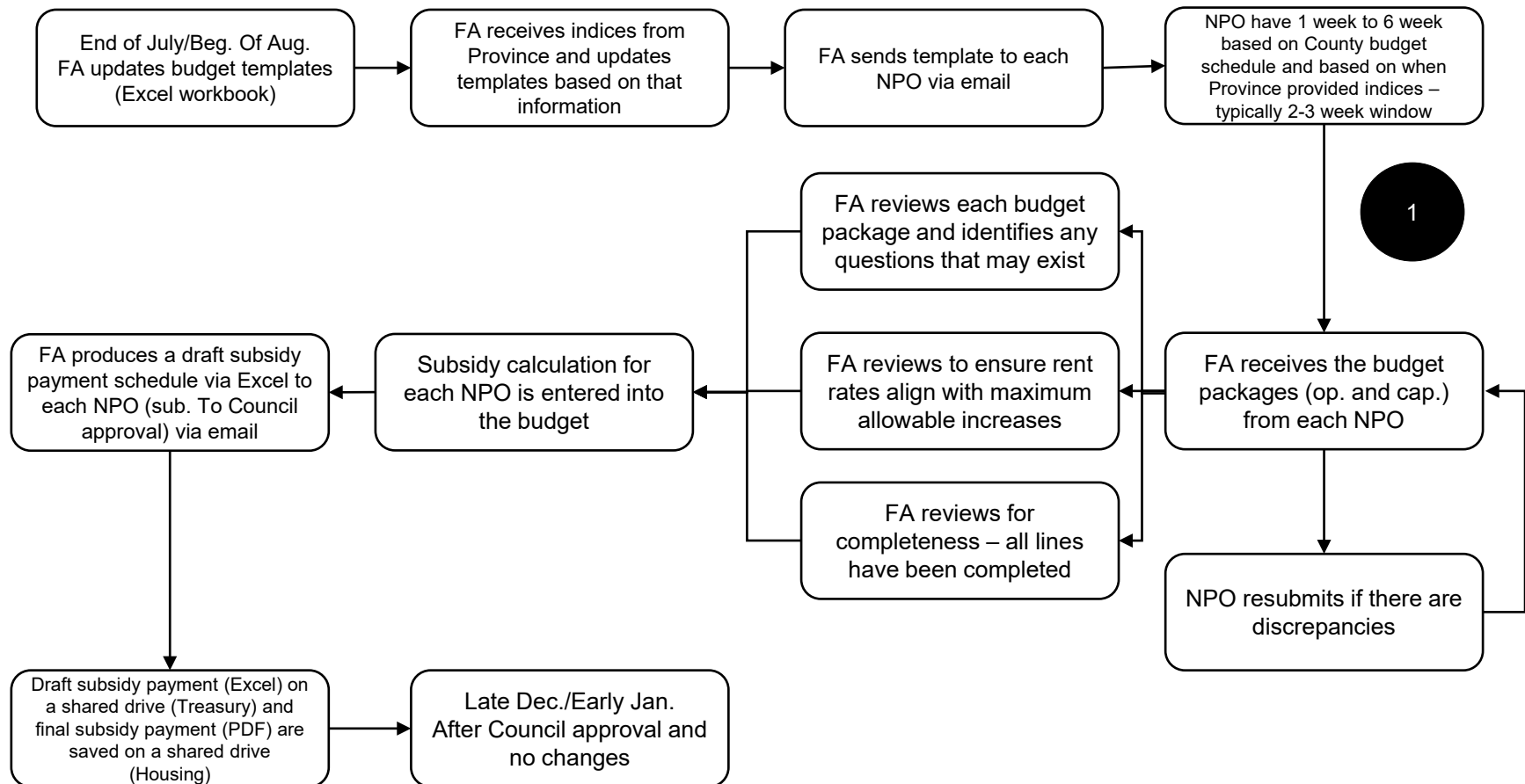
NPO Requests



NPO Requests – Potential Courses of Action

Issue	Potential Course of Action
<p>1 Staff spend time providing names of waitlist clientele to NPO housing providers to help fill available housing. People aren't being taken off the waitlist when they are housed.</p>	<p>The County should consider allowing NPO housing providers read only access to the waitlist so they can evaluate and reach out to clients themselves. NPOs should be required to notify the County when clients should be removed from the waitlist as part of the waitlist maintenance process.</p>
<p>2 There are some inconsistencies in process between the County and its NPO housing providers. There are times when the NPO providers are only using phone and email (and not mail) to offer units to tenants which is not in accordance with the desired process.</p>	<p>The County should consider formal communications to its NPO housing providers with important reminders such as process and communication to ensure the next eligible tenants are being housed in correct order.</p>

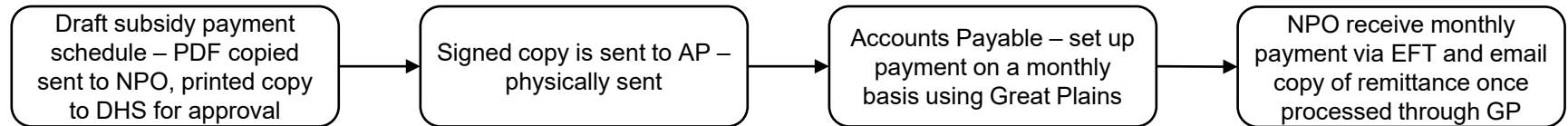
NPO Budgeting and Allocation



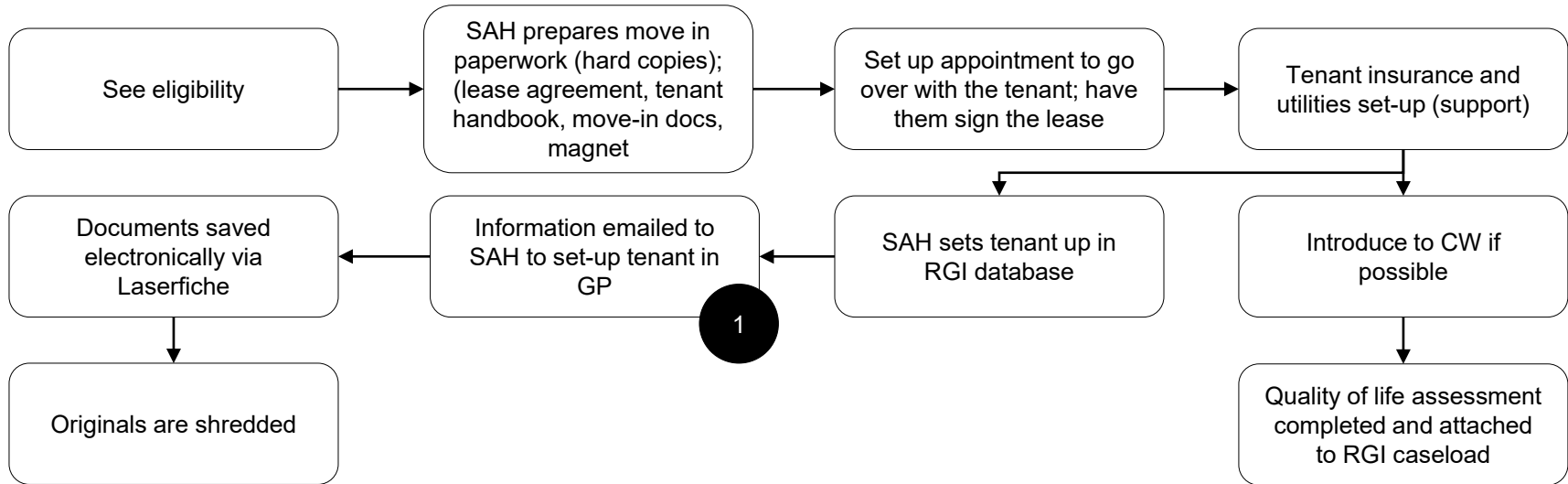
NPO Budgeting and Allocation- Potential Courses of Action

Issue		Potential Course of Action
<div>1</div> <p>NPO housing providers may not meet the deadlines established by the County. In some cases, the challenges are related to capacity challenges faced by the NPO housing providers whereas others are related to technical challenges.</p>		<p>The County should consider hosting an annual workshop with the NPO housing providers to provide an opportunity to discuss the completion of the templates as well as address any other emerging trends/issues within the sector.</p>

NPO Subsidy Payment Process



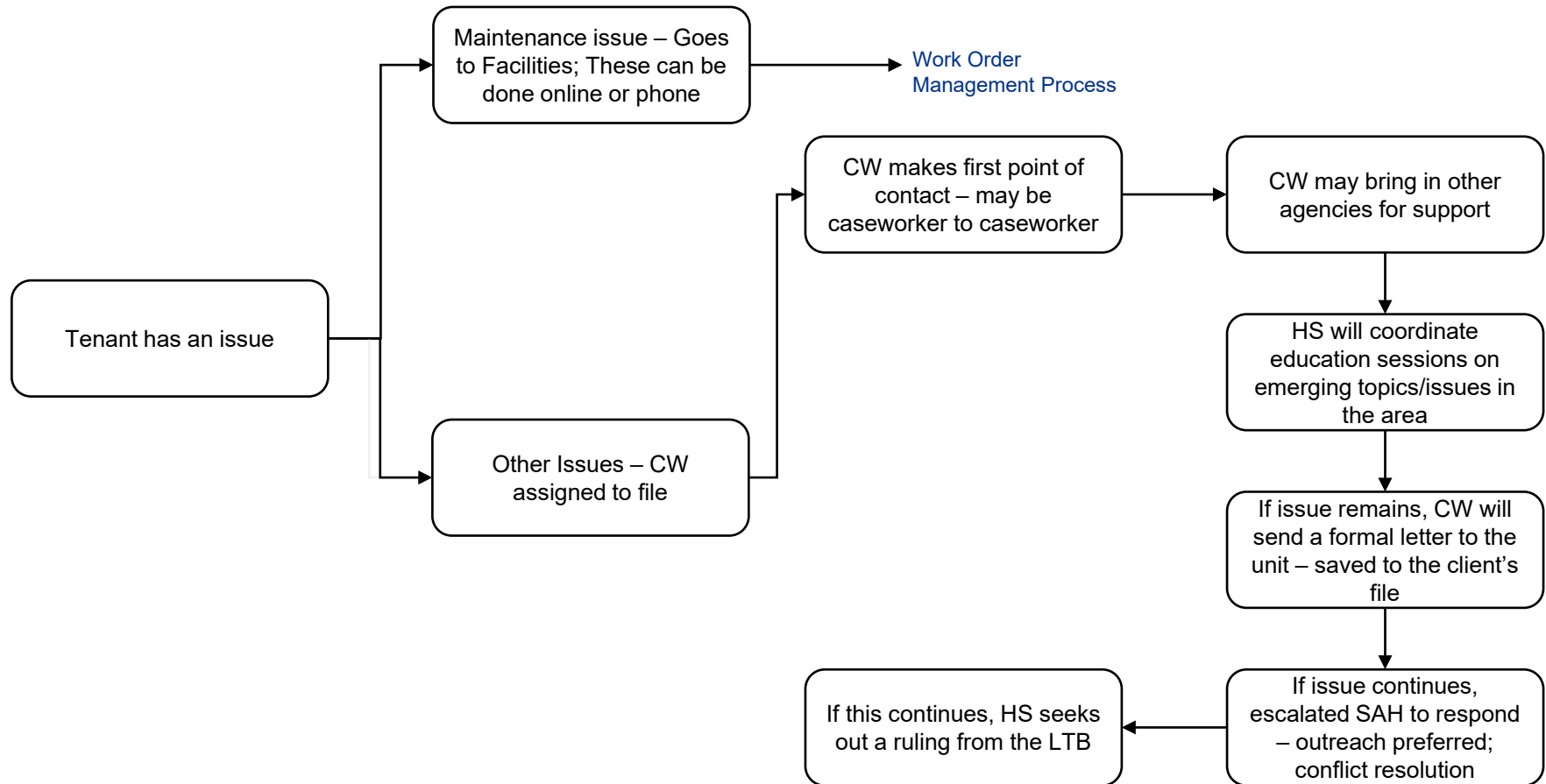
Move-Ins



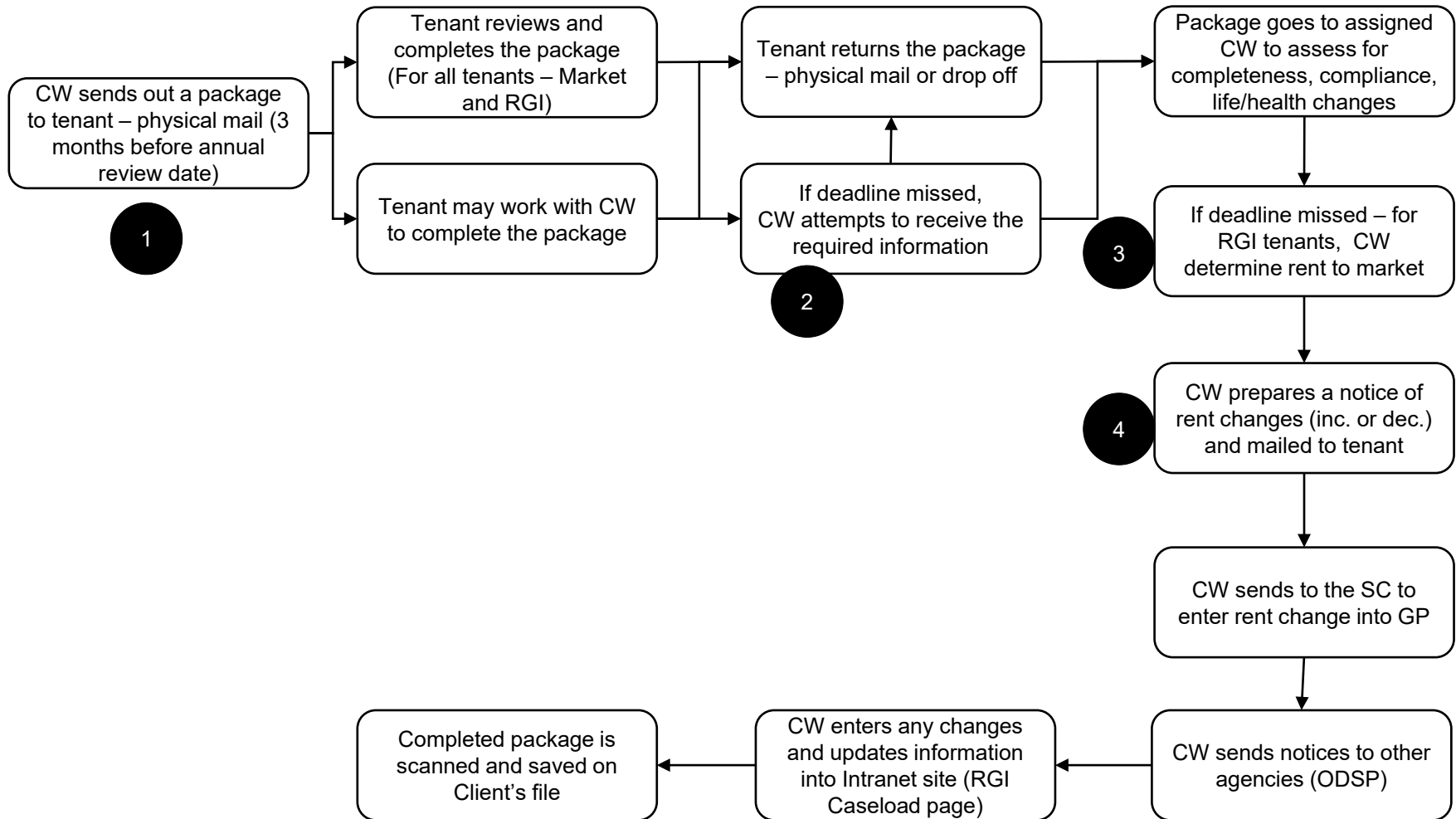
Move-Ins – Potential Courses of Action

Issue	Potential Course of Action
<div data-bbox="88 354 208 465">1</div> <p data-bbox="258 361 1074 546">There are limitations in the GP system that cause extra work for the County staff. This includes the fact that only one tenant can be listed as a payor in GP (even though there may be multiple tenants making payments for a unit), as well as the fact that only the primary tenant can be searched for within the system. So there is a manual process to determine data related to other than primary tenants.</p>	<p data-bbox="1112 361 1827 482">The County should implement a property management software that has the ability to track multiple tenants per unit such that information on each tenant is readily available within the system.</p>

Property Management – Tenant Management



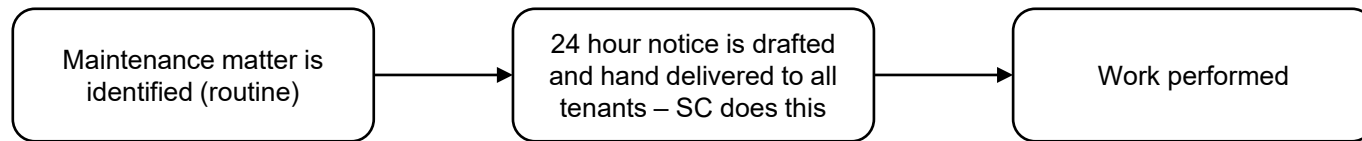
Property Management – Annual Review



Property Management – Annual Review – Potential Courses of Action

Issue	Potential Course of Action
<p>1</p> <p>There appear to be two areas of interest at the onset of this process. First, the package provided by the Caseworker to the tenant may need to be updated. Second and based on information shared, the Caseworker may have limited to no contact with the new tenant.</p>	<p>The County should review the package to ensure that the package still reflects the needs of the County and all information is relevant. Additionally, the County should attempt to have Caseworkers and tenants to interact at this point to establish a relationship.</p>
<p>2</p> <p>The package submissions are manually tracked by Caseworkers with the use of Excel spreadsheets.</p>	<p>The County should explore the potential of tracking late package submissions through the use of technology. In the absence of a technological solution, the County may want to consider standardizing the template to track and establish a process for each Caseworker to follow with respect to tracking.</p>
<p>3</p> <p>If a tenant misses the deadline for submitting the package, the Caseworker has the ability to adjust the tenant's rent from RGI to market rent. This decision appears to be done on a case by case basis without any formal timeline by which would automatically trigger this decision.</p>	<p>The County should explore the potential to establish a policy by which the Caseworker can trigger a shift of rent moving from RGI to market.</p>
<p>4</p> <p>The County has not increased market rent since 2012.</p>	<p>The County should explore the potential of adjusting market rent within the established framework provided by the Province of Ontario.</p>

Property Management – Notice Provision





County of Oxford

Subsidized Housing Operations
Optimization Review

Appendix A –
Comparative Analysis



Comparative Analysis

The primary purpose of the comparative analysis is to bench the Division's financial performance with a group of similar municipalities. To accomplish this, the Human Services Department - Housing Division and KPMG collectively selected five comparator municipalities for the purposes of the review. The following municipalities were used for comparative purposes:

Municipality	Population	Private Dwellings	Designated Service Manager
Oxford	121,781	49,445	County
Chatham-Kent	103,988	46,752	Municipality of Chatham-Kent
Grey	100,905	50,183	County
Huron	61,366	29,455	County
Lambton	128,154	60,322	County
Perth	81,565	34,062	City of Stratford

Source: Statistics Canada – Census Profiles (2021)

The comparative analysis was performed through the collection and analysis of each comparator municipality's 2022 budget. The potential drawbacks to this type of analysis are:

- It is point-in-time analysis; and
- There is an assumption that the other comparator municipalities are doing things 'right.'

Based on the comparative indicators used for the purposes of the review, it would appear that the Human Services Department - Housing Division is consistent with the comparator group and particularly so when a comparator outlier is removed from the analysis. The table on the following page summarizes the analysis.

Comparative Analysis

	Oxford	Chatham-Kent	Grey	Huron	Lambton	Perth	Comparator Average
(1) Service Manager Information							
Population (2021 Census)	121,781	103,988	100,905	61,366	128,154	81,565	
Private Dwellings (2021 Census)	49,445	46,752	50,183	29,455	60,322	34,062	
Designated Service Manager	County	City	County	County	County	City of Stratford	
(2) Statistical Information							
Provincial Service Level Standard (# of units)	1,020	1,365	1,210	526	1,075	993	1,034
Total Low Income Population (LICO) (2021 Census)	2,970	3,385	2,305	1,875	4,210	2,250	2,805
(3) Financial Information							
Budgeted Costs	\$15,026,726	\$14,243,562	\$15,192,800	\$8,267,672	\$17,132,046	\$2,632,150*	\$11,493,646
Budgeted Non-Municipal Revenue	\$6,446,245	\$5,887,566	\$9,263,600	\$5,256,081	\$6,412,447	-	\$5,361,939
Budgeted Municipal Support	\$8,580,481	\$8,355,996	\$5,939,200	\$3,011,591	\$10,719,599	\$2,632,150	\$6,131,707
Budgeted Cost per Household	\$304	\$305	\$303	\$281	\$284	\$77	\$250
Budgeted Cost per Provincial Service Level Standard	\$13,978	\$10,435	\$12,556	\$15,718	\$15,937	\$2,651	\$11,459
Municipal Support - % of Total Costs	57.1%	58.7%	39.1%	36.4%	62.6%	100.0%	59.4%
Municipal Support per Household	\$174	\$179	\$118	\$108	\$178	\$77	\$131

* - County of Perth contributes to the City of Stratford for Housing Services

Source: Municipal Budgets (2022)



kpmg.com/socialmedia

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

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County of Oxford Subsidized Housing Operations Optimization Review

County Council Presentation

—

January 25, 2023



Presentation Agenda

- Introduction
- Objectives of the Review
- Key Findings
- Potential Courses of Action
- Questions

Objectives of the Review

- Documentation of the business and work flow processes of the County's subsidized housing services; and
- Identify potential changes in the Division's business and work flow processes with more detail including exploring the potential for changes to increase efficiency and effectiveness in the County's delivery of subsidized housing services.

Scope of Work

1. Identification of business and work flow processes within the County's subsidized housing services;
2. Process mapping workshops for the identified work flow processes; and
3. Identification of potential opportunities to increase upon operational effectiveness and efficiency

Key Findings

- The need to explore the current systems' ability to provide the desired level of service for Housing Services
- There appears to be a need to refresh and/or develop policies to assist in service delivery
- There are processes within the Division that are very manual in nature

Potential Courses of Action

The following are the key areas for potential courses of action:

- Reduction in manual processes and the production of physical documents through digitization and software solutions
- Elimination of duplicative/unnecessary work steps
- Enhanced communication protocols – internal and external
- Identification of potential gaps in County policies and procedures



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To: Warden and Members of County Council

From: Director of Public Works

477 Griffin Way Lease Agreement

RECOMMENDATIONS

1. That County Council approve a 5-year lease agreement with Griffin Way Developments Inc. to establish warehousing space to support the Paramedic Services Logistics team, as outlined in Report No. PW 2023-02;
2. And further, that the Chief Administrative Officer and the Director of Public Works be authorized to execute all documents related thereto.

REPORT HIGHLIGHTS

- The purpose of this report is to seek County Council authorization to execute a lease agreement for Paramedic Services in order to establish and operate a warehousing facility at 477 Griffin Way in Woodstock.
- The lease agreement is anticipated to begin in July 2023 and will be for a term of five years, with an optional five-year extension, and will allow the Logistics team to expand warehousing services to properly support Paramedic Services across the County.

Implementation Points

Following County Council approval, staff will proceed with executing the lease agreement as outlined in this Report. A lease offer has been accepted by Griffin Way Developments Inc. on a condition of receiving County Council approval no later than January 31st, 2023.

Financial Impact

The proposed lease agreement outlines a lease cost of \$19.00/sq.ft. (excluding HST) which increases by 4% annually over the course of the lease. The 4% increase was determined based on a combination of current market conditions as well as the proposed interior build-out costs to suit the needs of the Logistics team in relation to the term of the lease. For 4,462 square feet, the annual lease value for the first year is \$84,778.

Report No: PW 2023-02
PUBLIC WORKS
Council Date: January 25, 2023

In addition, the County will pay a square-foot rate to cover taxes, maintenance and insurance (TMI). For 2023, this is estimated at \$3.50/sq.ft. (excluding HST) and will be adjusted annually based on actual costs (assumed 2% increase per year). Lastly, the County is responsible for paying utility costs including water, heat and electricity, which is estimated at \$2.24/sq.ft. (excluding HST) for the first year, with an assumed annual increase of 3%. A cost summary is outlined in Table 1.

Table 1 – Estimated Annual Lease Costs

Year	Lease Cost (per sq.ft.)	TMI Cost (per sq.ft.)	Utility Cost (per sq.ft.)	Total Annual Cost (including Non-Refundable HST)
1	\$19.33	\$3.56	\$2.28	\$112,308.54
2	\$20.11	\$3.63	\$2.35	\$116,413.58
3	\$20.91	\$3.70	\$2.42	\$120,607.86
4	\$21.75	\$3.78	\$2.49	\$125,025.24
5	\$22.62	\$3.86	\$2.57	\$129,621.10

The 2023 Business Plan and Budget includes \$110,000 under account 510000 (Paramedic Services) to cover the expenses for 2023, which are assumed to span from July to December. Actual expenses will be coded under Facilities, with Paramedic Services receiving an associated interdepartmental charge for the actual cost.







Based on current funding models, 50% of the expenses related to this lease will be covered through the annual provincial funding which Paramedic Services receives, with the remaining 50% impacting the tax levy. Due to the funding model, expenses will be fully covered with the levy in 2023, with provincial funding being applicable from the second year onward.

In anticipation of approval and as a means of shortening the move-in time, staff has issued a purchase order for \$7,150 to allow the landlord to proactively begin interior design work. This step should shorten the interior build-out time by approximately four weeks by getting an early start on design for construction permits. It has been negotiated that this fee will be reimbursed back to the County upon signing of the lease agreement. If the lease agreement is not approved, the County will be responsible for paying for design expenses incurred to date.

Communications

Upon approval of this report, Facilities staff will communicate with the realtor to get the lease agreement fully executed. Once complete, Facilities staff will continue to work with both the landlord and Paramedic Services to maintain communication during the interior build-out phase and coordinate acceptance of the space as well as move-in activities. The Facilities team will continue to provide support to Paramedic Services on an ongoing basis as needed, in a similar manner to all other facilities that are owned and operated by the County.

Strategic Plan (2020-2022)

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

DISCUSSION

Background

On April 11, 2018, Oxford County Council endorsed in principle the recommendations of the *Comprehensive Master Plan for Oxford County Paramedic Services* as detailed in Council Report **PS 2018-01**. As per the Master Plan roadmap, increases in call volume have driven increases in the number of front-line staff and vehicles that require Logistical support. Recent staffing and vehicle enhancements commensurate with call volume increases have increased staffing and vehicle complements by approximately 15%. Similarly, call volume has increased the need for additional equipment and medical supplies to support the growing operation.

In addition to the expanded operations, logistical support has also been extended to Long Term Care and other County departments with respect to procurement, warehousing and distribution of medical supplies, disinfection products and personal protective equipment, which was amplified during the COVID-19 pandemic.

The increased scope of duties and responsibilities, the support demands of a growing service in the form of additional fleet, staff and equipment to manage, collaborative cross-departmental partnerships and vendor/supply chain management activities have combined to create a need for additional logistics storage beyond the capacity of the current facility at 377 Mill Street in Woodstock.

To date, temporary mitigation measures for supply storage issues have already been implemented including expanding the inventory and support areas to encompass the three operational garage bays located in the lower level of the Mill Street facility; however, utilization of this space comes at the cost of a reduction in secure storage and vehicle accessibility for our operational team.

In addition, staff have utilized a temporary offsite storage solution as an interim measure to house 55 pallets of supplies at a cost of approximately \$611 per month until a consolidated location is finalized. This temporary arrangement does not offer space to properly organize material as pallets are stacked in front of each other making access cumbersome, and there is no room to sort or work with the material. Access to the space is also restricted and advanced notice is needed to pick up or drop off material.

Report No: PW 2023-02
PUBLIC WORKS
Council Date: January 25, 2023

Comments

Since September 2021, Facilities and Paramedic Services have been working together along with a realtor to source a suitable space to support the Logistics team's warehousing and support functions. Despite low inventory, staff were able to find a new-build opportunity in Woodstock that will be available in 2023. A Woodstock location is ideal as it is a central location for efficient distribution to the various service locations, and a new build offers an opportunity to customize the space for the desired use in the most optimal manner.

The building is planned to be complete in early 2023, and the lease would include two out of the available three units, totaling 4,462 square feet of leasable space. As part of the lease negotiations, the lease rates include interior build out to suit the needs of the Logistics group which will be completed by the landlord. The build out will include additional overhead doors for improved access and material transport, HVAC systems to maintain interior temperatures in a manner that aligns with product storage requirements, two enclosed offices, a washroom, a kitchen area and an open cubicle area.

The agreement is anticipated to begin in July of 2023 and includes a primary five-year term ending in 2028, with an optional extension for one additional term of five years. If an extension is required, the lease rate will be negotiated at that time based on current market conditions. The proposed five-year term with the optional extension should be well suited for the County's current needs as Paramedic Services completes its service review to determine how it needs to evolve in future years. This longer-term planning will ultimately determine how the logistics warehousing requirements will be handled in the future, and if the strategy will be to continue to lease a third-party facility or bring this into a County-owned facility.

Report No: PW 2023-02
PUBLIC WORKS
Council Date: January 25, 2023

Conclusions

In order to support the expanding function of the Paramedic Services Logistics program, staff recommend that the County enter into a five year lease agreement for two available units at 477 Griffin Way in Woodstock. The location and proposed build out will accommodate needed material storage as well as additional workstations for support staff, and will be an efficient hub as it is centrally located within the County. This lease will not only allow for improved operations, but at the same time, will provide an interim measure while a long-term solution is investigated.

SIGNATURES

Report Author:

Original signed by

Mike Amy, FMP, SFP
Supervisor of Facilities

Departmental Approval:

Original signed by

David Simpson, P.Eng., PMP
Director of Public Works

Approved for submission:

Original signed by

Benjamin R. Addley
Interim Chief Administrative Officer

To: Warden and Members of County Council

From: Director of Public Works

Request for Project Approval and Transfer of Funds – Bobolink Drive Watermain Upgrades, Town of Tillsonburg

RECOMMENDATIONS

1. That County Council approve the Bobolink Drive Watermain Upgrades project (Tillsonburg) as part of the 2023 Capital Budget;
2. And further, that County Council authorize the transfer of \$350,000 from the Water – Tillsonburg Reserve to fund the planned design and construction works.

REPORT HIGHLIGHTS

- The purpose of this report is to obtain County Council approval to include the Bobolink Drive Watermain Upgrades project as part of the 2023 Capital Budget, including accompanying funding in accordance with the County purchasing policy.
- The Bobolink Drive watermain upgrade will serve to address the forthcoming water demands that have resulted from significant development growth which is planned for this area of Tillsonburg.
- Tentatively, design/tender for the Bobolink Drive Watermain Upgrade is planned for Q1 2023, with construction planned for spring/summer of 2023.

Implementation Points

Upon Council approval, Public Works Staff will retain a consulting engineering firm to undertake the detailed design, and issue bid documents on *Bids&Tenders* to obtain pricing for the proposed construction work. Following the review of submissions, staff will execute a contract with the lowest bidder.

Report No: PW 2023-03
PUBLIC WORKS
Council Date: January 25, 2023

Financial Impact

The Bobolink Drive Watermain Upgrade project is being driven by growth needs. While the project was not identified in the 2019 Development Charges (DC) Background Study, staff plan to include this project in the County's 2024 DC Background Study to determine its eligibility for DC funding.

As shown in Table 1, a detailed cost estimate has been completed for the project and the estimated cost for design and construction is \$330,000. It is further anticipated that approximately \$20,000 will be required for non-refundable HST, contract administration, quality assurance and staff time.

Table 1: Funding Summary for Bobolink Drive Watermain Upgrades

Budget Summary Account / Description	Amount (excluding HST)
960249 Tillsonburg – Town Project Oversizing (Estimated construction cost)	\$275,000
Estimated design cost	27,500
10% contingency	27,500
County staff time (incl. contract admin and quality assurance)	14,192
Non refundable HST (1.76%)	5,808
TOTAL ESTIMATED EXPENDITURES:	\$350,000

This project was not included in the 2023 Capital Budget as the requirement to oversize the existing pipe was only recently made known to staff. The 2023 budgeted closing balance for the Water – Tillsonburg Reserve is approximately \$4.9 million, which is sufficient to fund the additional project.

Communications







Communication with the Town of Tillsonburg's Engineering and Planning departments has commenced and further communication is planned prior to and during construction. Prior to the start of construction, a construction advisory notice will be issued to directly-affected residences adjacent to the project area (no businesses to be impacted), providing open lines of communication to allow residents to discuss construction details with the project team. Temporary water service connections will be provided to residences and there will be no impact to water services during construction.

Report No: PW 2023-03
PUBLIC WORKS
Council Date: January 25, 2023

Staff will continue to work with key internal stakeholders (County Management staff, Transportation staff, Waste Management staff and Water/Wastewater staff) and external stakeholders, including the Town of Tillsonburg and Tillsonburg residents. This will take place throughout the planning and implementation stages of this project as required to ensure the appropriate level of communication and outreach is maintained, and further ensuring all parties involved are updated on project status and outcomes as needed. This could include, but is not limited to, notices to residents affected by construction, web updates, news releases and social media.

At the west end of Bobolink Drive, temporary road closures are expected; however, access to residential properties will be maintained during construction and any interruptions will be communicated in advance. As construction begins, residents will be informed about road closures and progress through the Oxford County construction projects web page, *Speak Up, Oxford!* and through social media. If needed, expanded advertising may also be considered.

Strategic Plan (2020-2022)

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

DISCUSSION

Background

Tillsonburg continues to experience significant development growth at the north end of the town.

An existing watermain (200mm diameter ductile iron pipe) was originally installed in 1995. The existing watermain is required to be upsized to 300mm diameter (PVC pipe) in order to service the increased number of units associated with this upcoming development and to deliver adequate fire flow in an emergency situation within this service area.

Comments

This watermain upgrade is required to provide adequate fire flows to existing and forthcoming plan of subdivision lands currently titled: Northcrest Phase 2, Rolling Meadows and Lindprop Phases 1/2/3. This watermain upsizing requirement has recently been identified (Q4 of 2022) by means of hydraulic water modelling to allow the aforementioned development lands to safely proceed.

Report No: PW 2023-03
PUBLIC WORKS
Council Date: January 25, 2023

The construction limits are from the west end of Bobolink Drive to Woodcock Drive (approximately 65m) as shown in Attachment 1. The scope of work generally includes the following:

- Installation of temporary watermain and services to existing residents;
- Removal of existing 200mm diameter Ductile watermain;
- Supply and installation of new 300mm diameter PVC watermain;
- Supply and installation of new water services;
- Road restoration and asphalt paving; and
- Boulevard and right-of-way restoration.

Detailed design is scheduled to be completed by end of February 2023, so that the tender can be issued in March 2023, pending Council's approval of this report.

Report No: PW 2023-03
PUBLIC WORKS
Council Date: January 25, 2023

Conclusions

It is recommended that Council approve the above-noted project and funding in order to complete the Bobolink Drive Watermain Upgrade project in 2023 in order to meet future growth needs.

SIGNATURES

Report Author:

Original signed by

Kevin Lukawiecki, P.Eng.
Development Review Engineer

Departmental Approval:

Original signed by

David Simpson, P.Eng., PMP
Director of Public Works

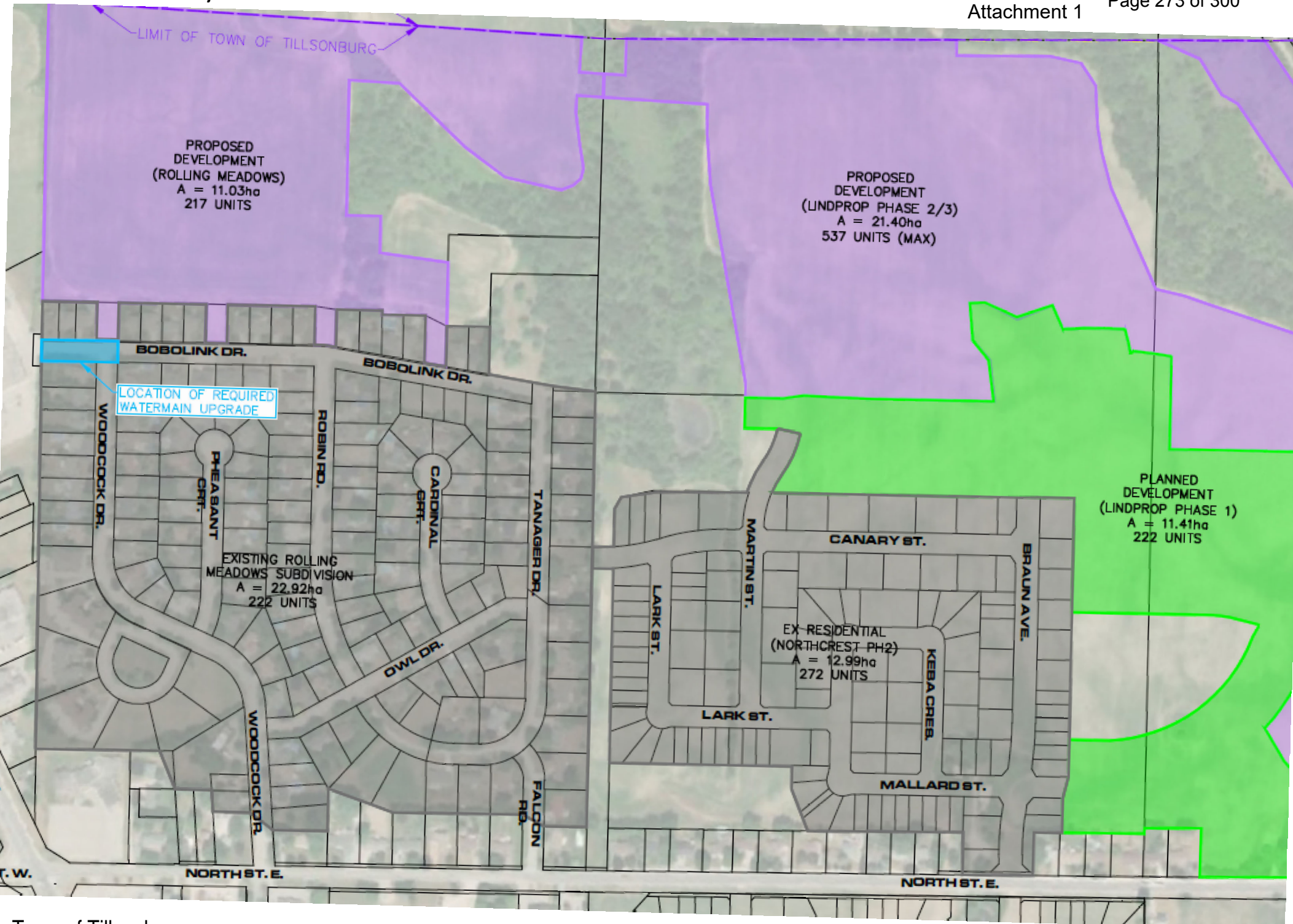
Approved for submission:

Original signed by

Benjamin R. Addley
Interim Chief Administrative Officer

ATTACHMENT

Attachment 1 – Project Location Plan



PENDING ITEMS

Copied for Council Meeting of January 25, 2023

Council Meeting Date	Issue	Pending Action	Lead Dept.	Time Frame
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
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
13-Oct-21	Correspondence from Blandford-Blenheim re Medical Tiered Response	Paramedic Services to prepare a follow up report	PS	TBA
11-May	Motion by Councillor Ryan re increased density	Whereas Oxford County recognizes that there is a need for increased quantity, variety, and attainability of housing, and; Whereas Oxford County is a prudent manager of its finances and intends to make the most effective and efficient use of municipal infrastructure in the long term, and; Whereas Oxford County values its prime agricultural land and its natural spaces, and; Whereas Oxford County values sustainability in the delivery of all services, and; Whereas Oxford County strives to create complete communities providing opportunities for all to work, live, play, and learn; Therefore be it resolved that staff be directed to bring a report to County Council to provide further information and options that could be considered by the County and Area Municipalities to better accommodate their projected residential growth through increased density within fully serviced settlement areas and minimize the need for settlement area boundary expansions.	CP	TBA
22-Jun	Delegation by Chris Eby and Carol Johnson re food gap store	Report to be prepared regarding feasibility of a food gap store	HS	TBA
26-Oct	CP 2022-371 - Supplemental Report re Proposed Official Plan Amendment (OP 22-16-9) - Additional Residential Units in Rural Areas	Resolved that the recommendations contained in Report No. CP 2022-371, titled "Supplemental Report re Proposed Official Plan Amendment (OP 22-16-9) - Additional Residential Units in Rural Areas", be deferred pending further information.	CP	Q4
26-Oct	CP 2022-397 - Potential Options for Increasing Residential Density	Resolved that Report No. CP 2022-397, titled "Potential Options for Increasing Residential Density", be adopted; And further, that staff arrange a workshop to be held February 8, 2023 for council to explore in more detail the options and opportunities to enhance density in all areas of the county.	CP	2/8/2023

COUNTY OF OXFORD

BY-LAW NO. **6501-2023**

BEING a By-Law to adopt Amendment Number 289 to the County of Oxford Official Plan.

WHEREAS, Amendment Number 289 to the County of Oxford Official Plan has been recommended by resolution of the Council of the Town of Ingersoll and the County of Oxford has held a public hearing and has recommended the Amendment for adoption.

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

1. That Amendment Number 289 to the County of Oxford Official Plan, being the attached text and schedules, is hereby adopted.
2. This By-Law shall come into force and take effect on the day of the final passing thereof.

READ a first and second time this 25th day of January, 2023.

READ a third time and finally passed this 25th day of January, 2023.

MARCUS RYAN, WARDEN

CHLOÉ SENIOR, CLERK

AMENDMENT NUMBER 289
TO THE COUNTY OF OXFORD OFFICIAL PLAN

The following schedules attached hereto, constitute
Amendment Number 289 to the County of Oxford Official Plan.

1.0 PURPOSE OF THE AMENDMENT

The purpose of this amendment is to implement and integrate policies and land use designations on certain lands in the Town of Ingersoll in the County of Oxford Official Plan, primarily to address future land needs for employment growth on lands that were incorporated into the Town of Ingersoll from the Township of South-West Oxford on January 1, 2021, as part of a larger boundary adjustment area.

In particular, this amendment is re-designates the subject lands from 'Agricultural Reserve' to 'Industrial' to facilitate the development of an industrial draft plan of subdivision comprising 4 industrial blocks, a sanitary pumping station block, a stormwater management block, an open space block as well as a new municipal road to provide access to the industrial blocks.

A portion of the lands are also designated 'Environmental Protection', which will remain in place subject to minor adjustments as determined appropriate through an Environmental Impact Study. Other lands will be designated Open Space to reflect a stormwater management block associated with a proposed industrial plan of subdivision. Additionally, the proposed re-designation will be shown on Schedule "I-1" (Town of Ingersoll - Land Use Plan) as contained in the Official Plan and the inclusion of the lands as part of the Town of Ingersoll "Large Urban Centre" will be reflected on Schedule "C-3" (County of Oxford - Settlement Strategy Plan").

2.0 LOCATION OF LANDS AFFECTED

The subject lands are described as Part Lot 25, Concession 1 (West Oxford), in the Town of Ingersoll. The lands are located on the northwest corner of Wallace Line and Robinson Road, and are known municipally as 274171 Wallace Line.

3.0 BASIS FOR THE AMENDMENT

The lands were incorporated into the Town of Ingersoll from the Township of South-West Oxford in January 2021 via a municipal boundary adjustment.

The designation of the lands for employment purposes maintains both the Town of Ingersoll and County's strategic goals of ensuring orderly development and providing for an adequate supply of employment lands to accommodate the anticipated demand for a broad range of industrial development over the planning horizon. The amendment also protects significant natural features by retaining those areas so identified as 'Environmental Protection'. A number of reports generated in support of the application to amend the Official Plan, and subsequent review of these reports by the Town, County and other agencies having an interest in the proposal, provide a comprehensive development concept and servicing strategy for the lands described above and facilitates the designation of the lands for employment purposes.

The re-designation of the subject lands for employment purposes is acceptable with respect to the County's agricultural goals. The subject lands represent a logical extension of the Ingersoll settlement area as well as a logical extension of the other existing industrial uses in the immediate area and is considered to be appropriate for future urban-type development.

Council is also satisfied that there are no reasonable alternative areas for Ingersoll's growth or alternative locations of less agricultural capability. Further, it was also noted that there are no reasonable alternative locations for the proposed development within the currently designated areas of the Town of Ingersoll.

The subject lands comprise prime agricultural lands which are identified predominantly of Class 1 and Class 2 soils. These lands are cultivated for agricultural purposes with common field crops. No specialty crop lands were identified within the study area. The agricultural assessment further noted that the agricultural land within and surrounding the Town is nearly all Class 1 and 2 land and as such are identified as prime agricultural lands as per the PPS. As there are no lands within the Town limits or in the immediate surroundings that have lower soil capability for agriculture, there are no reasonable alternatives for future expansion that would avoid prime agricultural land and no alternatives on prime agricultural land of a lower soil capability rating.

Further, in view of the availability of existing or planned municipal services and infrastructure it Council is satisfied that the subject lands can be suitably serviced and, through detailed servicing design, the development of the lands will not impact the logical extension of servicing with respect to the lands recently added to the Town's municipal limits via boundary adjustment.

Council is further satisfied that the re-designation addresses an immediate need for employment lands, as identified in the County of Oxford's Phase I Comprehensive Review, adopted by Council in 2020 that identified a need for additional employment lands in the Town of Ingersoll to meet its projected 25-year land needs supply.

In light of the foregoing, Council is satisfied that the proposed amendment to the Official Plan is consistent with the policies of the Provincial Policy Statement and supports the strategic initiatives and objectives of the County Official Plan.

4.0 DETAILS OF THE AMENDMENT

- 4.1 Schedule "C-3" – *County of Oxford Settlement Strategy Plan*, as amended, is hereby further amended by designating those lands identified as 'ITEM 1' on Schedule "A" attached hereto as "Large Urban Centre".
- 4.2 Schedule "I-1" – *Town of Ingersoll Land Use Plan*, as amended, is hereby further amended by designating those lands identified as 'ITEM 1' on Schedule "A" attached hereto to as "Industrial"; designating those lands identified as 'ITEM 2' as "Environmental Protection" and designating those lands identified as 'ITEM 3' as "Open Space".
- 4.3 Schedule "I-2" – *Town of Ingersoll Residential Density Plan*, as amended, is hereby further amended by designating those lands identified as 'ITEM 1' on Schedule "A" attached hereto as "Environmental Protection" and designating those lands identified as 'ITEM 2' as "Open Space".
- 4.4 Schedule "I-3" – *Town of Ingersoll Leisure Resources and School Facilities Plan*, as amended, is hereby further amended by designating those lands identified as 'ITEM 1' on Schedule "A" attached hereto as "Environmental Protection" and designating those lands identified as 'ITEM 2' as "Open Space".

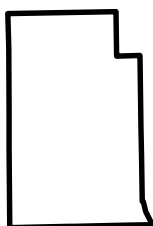
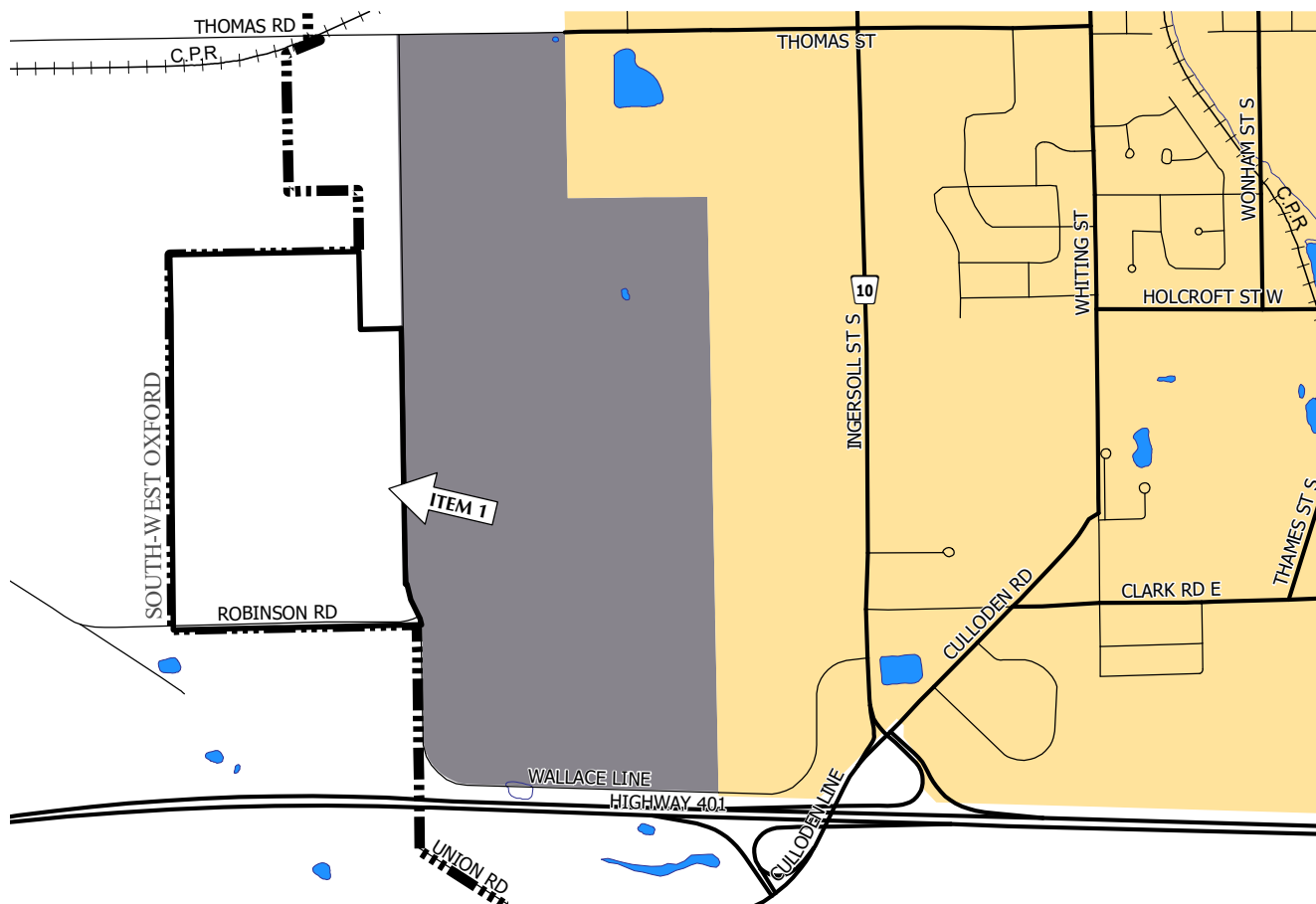
5.0 IMPLEMENTATION

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. 289
TO THE
**COUNTY OF OXFORD
OFFICIAL PLAN**
SCHEDULE "C-3"
**COUNTY OF OXFORD
SETTLEMENT STRATEGY PLAN**



- AREA OF THIS AMENDMENT
ITEM 1 - ADD TO LARGE URBAN CENTRE

**SETTLEMENT STRATEGY PLAN
LEGEND**

- LARGE URBAN CENTRE
- FUTURE URBAN GROWTH

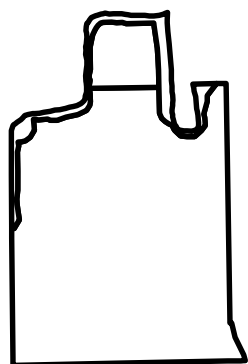
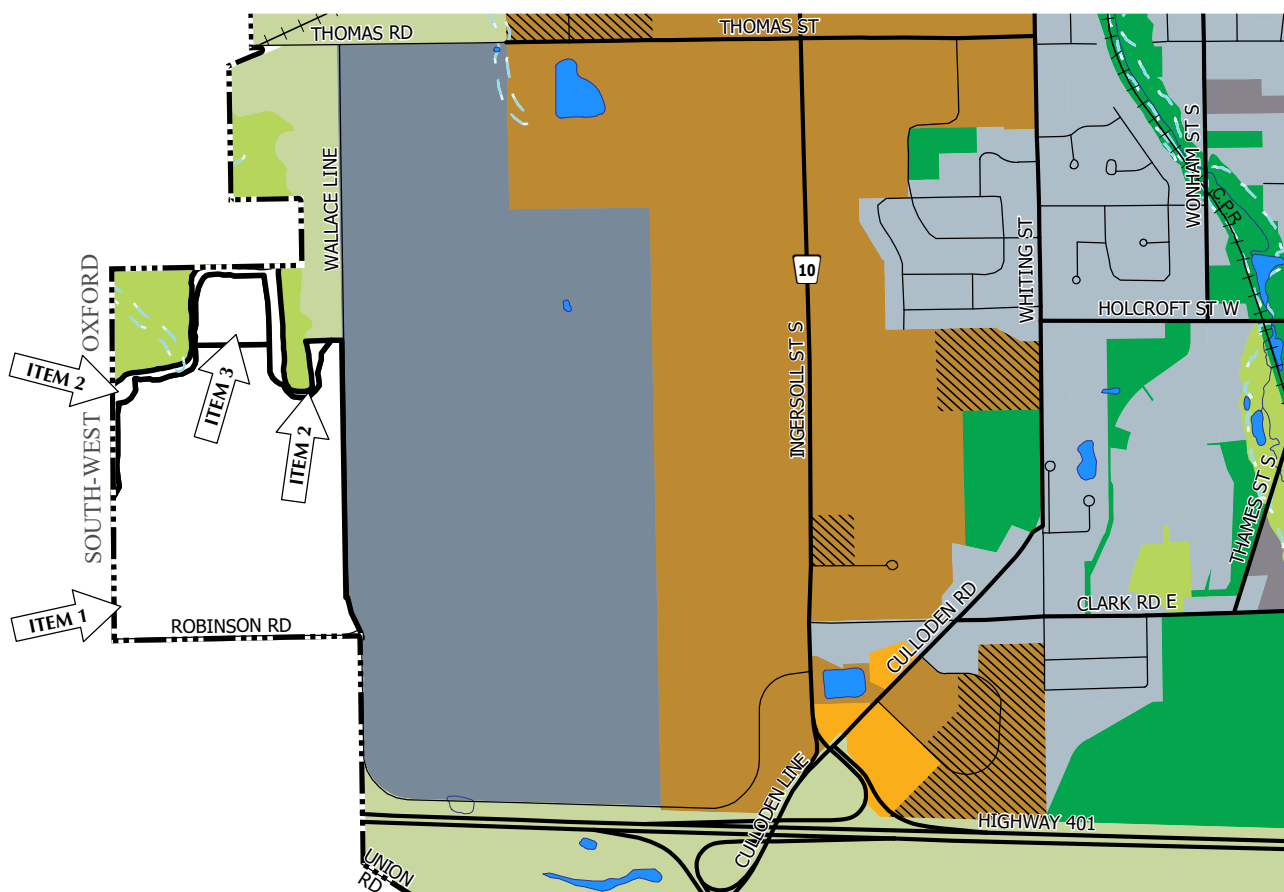
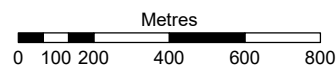
SCHEDULE "A"
AMENDMENT No. 289

TO THE

**COUNTY OF OXFORD
OFFICIAL PLAN**

SCHEDULE "I-1"

**TOWN OF INGERSOLL
LAND USE PLAN**



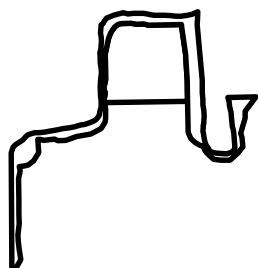
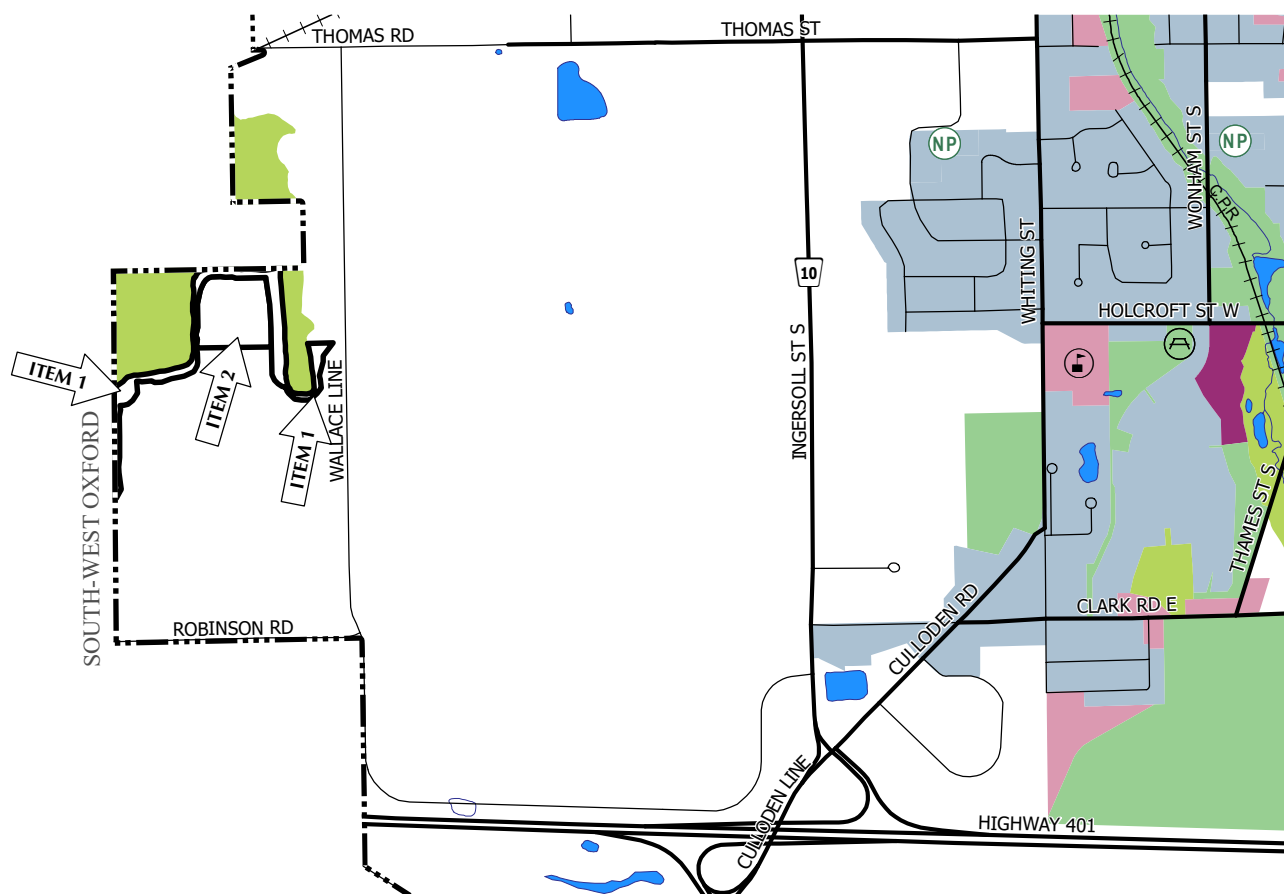
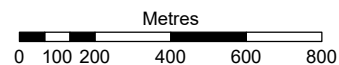
- AREA OF THIS AMENDMENT

- ITEM 1 - CHANGE FROM AGRICULTURAL RESERVE TO INDUSTRIAL
- ITEM 2 - CHANGE FROM AGRICULTURAL RESERVE TO ENVIRONMENTAL PROTECTION
- ITEM 3 - CHANGE FROM AGRICULTURAL RESERVE TO OPEN SPACE

**LAND USE PLAN
LEGEND**

	Agricultural Reserve		Environmental Protection
	Residential		Future Urban Growth
	Entrepreneurial District		Industrial
	Service Commercial		Industrial Site Specific Policy Area See Section 9.3.4.5
	Community Facility		Floodline
	Open Space		

SCHEDULE "A"
AMENDMENT No. 289
TO THE
**COUNTY OF OXFORD
OFFICIAL PLAN**
SCHEDULE "I-2"
**TOWN OF INGERSOLL
RESIDENTIAL DENSITY PLAN**



- AREA OF THIS AMENDMENT

ITEM 1 - ADD TO ENVIRONMENTAL PROTECTION

ITEM 2 - ADD TO OPEN SPACE

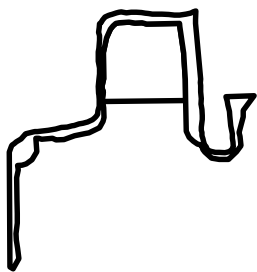
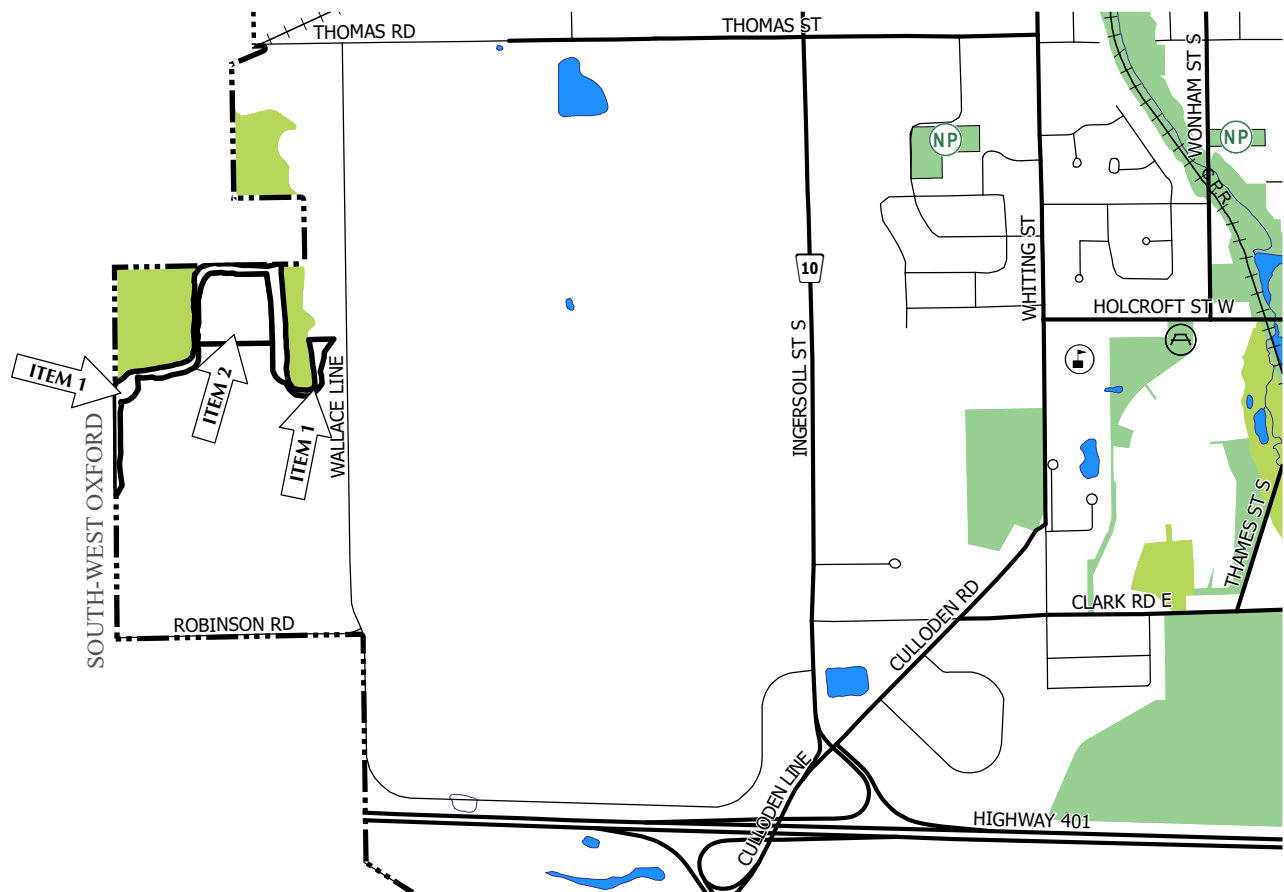
RESIDENTIAL DENSITY PLAN

- Low Density Residential
- Medium Density Residential
- High Density Residential
- Open Space
- Environmental Protection
- Neighbourhood Park
- Proposed Park
- Proposed School

SCHEDULE "A"
 AMENDMENT No. 289
 TO THE
COUNTY OF OXFORD
OFFICIAL PLAN
 SCHEDULE "I-3"
TOWN OF INGERSOLL
LEISURE RESOURCES AND SCHOOL FACILITIES
PLAN



Metres
 0 100 200 400 600 800



- AREA OF THIS AMENDMENT

ITEM 1 - ADD TO ENVIRONMENTAL PROTECTION

ITEM 2 - ADD TO OPEN SPACE

**LEISURE RESOURCES AND SCHOOL FACILITIES PLAN
 LEGEND**

- OPEN SPACE
- ENVIRONMENTAL PROTECTION
- ELEMENTARY SCHOOL
- P PROPOSED PARK
- S PROPOSED SCHOOL
- NP NEIGHBOURHOOD PARK
- N TOWN NATURAL PARK

COUNTY OF OXFORD**BY-LAW NO. 6502-2023**

BEING a by-law to adopt the estimated expenditure for the year 2023.

WHEREAS Section 289 of the *Municipal Act, 2001*, directs County Council in each year to prepare and adopt estimates of all sums required during the year for the purposes of the County;

AND WHEREAS Section 401 of the *Municipal Act, 2001*, provides that a municipality may incur debt for municipal purposes, whether by borrowing money or in any other way, and may issue debentures and prescribed financial instruments and enter prescribed financial agreements for, or in relation to, the debt;

AND WHEREAS the total taxable assessment according to the 2023 Assessment Roll as returned, has been received.

THEREFORE THE COUNCIL OF THE COUNTY OF OXFORD ENACTS AS FOLLOWS:

1. That the Budget Summary, attached as Schedule "A", including a General Levy in the amount of \$70,759,302, be adopted.
2. That the General Levy be raised by all lower tier municipalities within the County of Oxford.
3. That the Budget Summary, attached as Schedule "B", including a Library Levy in the amount of \$4,288,199 be adopted.
4. That the Library Levy be raised by the following lower tier municipalities within the County of Oxford:
 - Township of Blandford-Blenheim;
 - Township of East-Zorra-Tavistock;
 - Township of Norwich;
 - Township of South-West Oxford;
 - Township of Zorra;
 - Town of Ingersoll; and
 - Town of Tillsonburg.
5. That a Woodstock Police Services Court Security and Prisoner Transportation Grant Levy in the amount of \$10,276 be adopted.

6. That the Woodstock Police Services Court Security and Prisoner Transportation Grant Levy be raised by the following lower tier municipalities within the County of Oxford:
- Township of Blandford-Blenheim;
 - Township of East-Zorra-Tavistock;
 - Township of Norwich;
 - Township of South-West Oxford;
 - Township of Zorra;
 - Town of Ingersoll; and
 - Town of Tillsonburg.
7. That the Capital Plan, attached as Schedule “C”, be undertaken and shall be financed in accordance with the plan, which includes incurring prescribed long-term debt up to a maximum of \$8,688,000 plus any unfinanced capital projects carried over from prior years as set out in the audited financial statements.

READ a first and second time this 25th day of January, 2023.

READ a third time and finally passed in this 25th day of January, 2023.

MARCUS RYAN, WARDEN

CHLOE J. SENIOR, CLERK

By-law No. 6502-2023
Schedule A

**COUNTY OF OXFORD GENERAL LEVY INCLUDING WATER AND WASTEWATER
2023 BUDGET REPORT**

	2022 APPROVED BUDGET	2023 APPROVED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES				
PROPERTY TAXATION	(1,787,900)	(2,187,300)	(399,400)	22.3%
GENERAL REVENUES	(127,387,144)	(138,988,720)	(11,601,576)	9.1%
OTHER REVENUES	(11,453,833)	(7,130,381)	4,323,452	(37.7%)
INTERDEPARTMENTAL RECOVERIES	(18,246,173)	(20,948,100)	(2,701,927)	14.8%
CAPITAL REVENUES	(63,576,768)	(83,910,186)	(20,333,418)	32.0%
TOTAL REVENUES	(222,451,818)	(253,164,687)	(30,712,869)	13.8%
EXPENSES				
SALARIES AND BENEFITS	66,937,298	70,856,825	3,919,527	5.9%
OPERATING EXPENSES	95,628,244	103,494,582	7,866,338	8.2%
DEBT REPAYMENT	14,581,235	13,699,751	(881,484)	(6.0%)
CAPITAL EXPENSES	63,675,668	84,007,786	20,332,118	31.9%
RESERVE TRANSFERS	31,039,980	32,259,444	1,219,464	3.9%
INTERDEPARTMENTAL CHARGES	17,141,961	19,605,601	2,463,640	14.4%
TOTAL EXPENSES	289,004,386	323,923,989	34,919,603	12.1%
TOTAL County of Oxford	66,552,568	70,759,302	4,206,734	6.3%

County of Oxford (General Levy including Water and Wastewater)
2023 BUDGET FOR PSAB

	2023 APPROVED BUDGET	PRINCIPAL DEBT REPAYMENT (1)	LOCAL AREA MUNICIPAL DEBT REPAYMENTS (2)	CAPITAL	DEBENTURE PROCEEDS	TRANSFERS TO/FROM SURPLUS (3)	AMORTIZATION (4)	2023 PSAB BUDGET
REVENUES								
PROPERTY TAXATION	(2,187,300)	-	-	-	-	-	-	(2,187,300)
GENERAL REVENUES	(138,988,720)	-	6,554,484	-	-	(5,599,144)	-	(138,033,380)
OTHER REVENUES	(7,130,381)	-	-	-	-	(2,008,350)	-	(9,138,731)
INTERDEPARTMENTAL RECOVERIES	(20,948,100)	-	-	-	-	-	-	(20,948,100)
CAPITAL REVENUES	(83,910,186)	-	-	-	8,688,000	59,890,280	-	(15,331,906)
TOTAL REVENUES	(253,164,687)	-	6,554,484	-	8,688,000	52,282,786	-	(185,639,417)
EXPENSES								
SALARIES AND BENEFITS	70,856,825	-	-	-	-	-	-	70,856,825
OPERATING EXPENSES	103,494,582	-	-	-	-	-	-	103,494,582
DEBT REPAYMENT	13,699,751	(6,075,779)	(6,554,484)	-	-	-	-	1,069,488
CAPITAL EXPENSES	84,007,786	-	-	(81,253,096)	-	(2,754,690)	21,419,410	21,419,410
RESERVE TRANSFERS	32,259,444	-	-	-	-	(32,259,444)	-	-
INTERDEPARTMENTAL CHARGES	19,605,601	-	-	-	-	-	-	19,605,601
TOTAL EXPENSES	323,923,989	(6,075,779)	(6,554,484)	(81,253,096)	-	(35,014,134)	21,419,410	216,445,906
TOTAL	70,759,302	(6,075,779)	-	(81,253,096)	8,688,000	17,268,652	21,419,410	30,806,489

1. Principal debt repayment for County debt

2. This represents the repayment of the local area municipalities debt

3. This represents the transfers to and from Reserves and Reserve Funds (excluding gas tax and development charge reserves)

4. Estimated based on 2021 actual amortization

By-law No. 6502-2023
Schedule B

LIBRARY
2023 BUDGET REPORT

	2022 APPROVED BUDGET	2023 APPROVED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES				
GENERAL REVENUES	(168,619)	(156,104)	12,515	(7.4%)
OTHER REVENUES	(488,631)	(720,415)	(231,784)	47.4%
CAPITAL REVENUES	(162,000)	(53,400)	108,600	(67.0%)
TOTAL REVENUES	(819,250)	(929,919)	(110,669)	13.5%
EXPENSES				
SALARIES AND BENEFITS	2,710,039	2,831,380	121,341	4.5%
OPERATING EXPENSES	653,985	764,087	110,102	16.8%
DEBT REPAYMENT	115,020	84,730	(30,290)	(26.3%)
CAPITAL EXPENSES	194,000	73,400	(120,600)	(62.2%)
RESERVE TRANSFERS	103,000	122,000	19,000	18.4%
INTERDEPARTMENTAL CHARGES	1,104,209	1,342,521	238,312	21.6%
TOTAL EXPENSES	4,880,253	5,218,118	337,865	6.9%
TOTAL LIBRARY	4,061,003	4,288,199	227,196	5.6%

By-law No. 6502-2023
Schedule B-1

LIBRARY 2023 BUDGET FOR PSAB								
	2023 APPROVED BUDGET	PRINCIPAL DEBT REPAYMENT (1)	LOCAL AREA MUNICIPAL DEBT REPAYMENTS (2)	CAPITAL	DEBENTURE PROCEEDS	TRANSFERS TO/FROM SURPLUS (3)	AMORTIZATION (4)	2023 PSAB BUDGET
REVENUES								
GENERAL REVENUES	(156,104)	-	-	-	-	-	-	(156,104)
OTHER REVENUES	(720,415)	-	-	-	-	426,454	-	(293,961)
CAPITAL REVENUES	(53,400)	-	-	-	-	53,400	-	-
TOTAL REVENUES	(929,919)	-	-	-	-	479,854	-	(450,065)
EXPENSES								
SALARIES AND BENEFITS	2,831,380	-	-	-	-	-	-	2,831,380
OPERATING EXPENSES	764,087	-	-	(216,000)	-	-	-	548,087
DEBT REPAYMENT	84,730	(83,500)	-	-	-	-	-	1,230
CAPITAL EXPENSES	73,400	-	-	(73,400)	-	-	422,646	422,646
RESERVE TRANSFERS	122,000	-	-	-	-	(122,000)	-	-
INTERDEPARTMENTAL CHARGES	1,342,521	-	-	-	-	-	-	1,342,521
TOTAL EXPENSES	5,218,118	(83,500)	-	(289,400)	-	(122,000)	422,646	5,145,864
TOTAL LIBRARY	4,288,199	(83,500)	-	(289,400)	-	357,854	422,646	4,695,799

1. Principal debt repayment for County debt

2. This represents the repayment of the local area municipalities debt

3. This represents the transfers to and from Reserves and Reserve Funds (excluding gas tax and development charge reserves)

4. Estimated based on 2021 actual amortization

2023 CAPITAL PLAN BUDGET

DESCRIPTION	CARRY FORWARD BUDGET (2)	2023 REQUESTED BUDGET (3)	2023 CAPITAL BUDGET	UNFINANCED CAPITAL (1)	2023 FINANCED CAPITAL	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES
HUMAN RESOURCES												
HUMAN RESOURCES												
GENERAL												
112000 HUMAN RESOURCES	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
TOTAL GENERAL	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
TOTAL HUMAN RESOURCES	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
TOTAL HUMAN RESOURCES	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
CORPORATE SERVICES												
CORPORATE SERVICES												
GENERAL												
120000 FINANCE	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
120100 CAPITAL PLANNING	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
123000 INFORMATION TECHNOLOGY	-	421,105	421,105	-	421,105	-	-	421,105	-	-	-	-
900050 ASSET MGMT SYSTEMS ENHANCEMENT	328,000	-	328,000	-	328,000	-	151,136	176,864	-	-	-	-
TOTAL GENERAL	328,000	425,105	753,105	-	753,105	4,000	151,136	597,969	-	-	-	-
TOTAL CORPORATE SERVICES	328,000	425,105	753,105	-	753,105	4,000	151,136	597,969	-	-	-	-
TOTAL CORPORATE SERVICES	328,000	425,105	753,105	-	753,105	4,000	151,136	597,969	-	-	-	-
PUBLIC WORKS												
ENGINEERING AND CONSTRUCTION												
GENERAL												
290000 CAPITAL ADMIN	-	24,000	24,000	-	24,000	24,000	-	-	-	-	-	-
900031 INFRASTRUCTURE DESIGN GUIDELNS	130,000	50,000	180,000	-	180,000	-	80,000	100,000	-	-	-	-
TOTAL GENERAL	130,000	74,000	204,000	-	204,000	24,000	80,000	100,000	-	-	-	-
TOTAL ENGINEERING AND CONSTRUCTION	130,000	74,000	204,000	-	204,000	24,000	80,000	100,000	-	-	-	-
FACILITIES												
GREEN INITIATIVES												
911006 GREEN INITIATIVES FACILITIES	-	264,600	264,600	-	264,600	-	-	264,600	-	-	-	-
911012 EV CHARGERS	-	1,405,000	1,405,000	-	1,405,000	-	60,000	1,345,000	-	-	-	-
911900 FACILITIES RENEWABLE ENERGY	-	1,326,000	1,326,000	(759,000)	567,000	-	-	21,000	-	-	546,000	-
TOTAL GREEN INITIATIVES	-	2,995,600	2,995,600	(759,000)	2,236,600	-	60,000	1,630,600	-	-	546,000	-
ADMINISTRATION BUILDINGS												
210000 FACILITIES ADMIN	-	16,500	16,500	-	16,500	-	-	16,500	-	-	-	-
210010 ADMIN BUILDING (21 REEVE)	-	84,620	84,620	-	84,620	-	-	84,620	-	-	-	-
210030 ARCHIVES (82 LIGHT)	-	16,200	16,200	-	16,200	-	-	16,200	-	-	-	-
210110 COIN TOWERS	-	57,750	57,750	-	57,750	-	-	57,750	-	-	-	-
215000 410 BULLER	-	17,500	17,500	-	17,500	-	-	17,500	-	-	-	-

1. Unfinanced Capital: Projects financed in a different year than expenses incurred.
2. Carry Forward Budget: Prior year's approved budget not spent.
3. New Requested Budget: Additional or new project budget requested.

2023 CAPITAL PLAN BUDGET

DESCRIPTION	CARRY FORWARD BUDGET (2)	2023 REQUESTED BUDGET (3)	2023 CAPITAL BUDGET	UNFINANCED CAPITAL (1)	2023 FINANCED CAPITAL	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES
911002 COURTHOUSE RENOVATIONS	30,000	17,250	47,250	-	47,250	-	-	47,250	-	-	-	-
915000 BOH - Facility	-	1,150,000	1,150,000	-	1,150,000	-	-	1,150,000	-	-	-	-
TOTAL ADMINISTRATION BUILDINGS	30,000	1,359,820	1,389,820	-	1,389,820	-	-	1,389,820	-	-	-	-
TOTAL FACILITIES	30,000	4,355,420	4,385,420	(759,000)	3,626,420	-	60,000	3,020,420	-	-	546,000	-
FLEET												
FLEET												
220110 F - VAN	-	68,200	68,200	-	68,200	-	-	68,200	-	-	-	-
220326 R - H - PICKUP	59,500	-	59,500	-	59,500	-	-	59,500	-	-	-	-
220335 R - H - TRUCK	73,300	-	73,300	-	73,300	-	-	73,300	-	-	-	-
220338 R - W - PICKUP	59,500	-	59,500	-	59,500	-	-	59,500	-	-	-	-
220339 R - S - PICKUP	-	84,600	84,600	-	84,600	-	-	84,600	-	-	-	-
220344 R - S - TRUCK	73,300	-	73,300	-	73,300	-	-	73,300	-	-	-	-
220346 R - D - TRUCK	73,300	-	73,300	-	73,300	-	-	73,300	-	-	-	-
220350 R - D - PICKUP	59,500	-	59,500	-	59,500	-	-	59,500	-	-	-	-
220351 R - W - TRUCK	73,300	-	73,300	-	73,300	-	-	73,300	-	-	-	-
220360 R - H - TANDEM	-	425,500	425,500	-	425,500	-	-	425,500	-	-	-	-
220374 R - H - TANDEM	401,000	-	401,000	-	401,000	-	-	401,000	-	-	-	-
220386 R - S - TANDEM	-	425,550	425,550	-	425,550	-	-	425,550	-	-	-	-
220391 R - W - TANDEM	420,000	-	420,000	-	420,000	-	-	420,000	-	-	-	-
220522 WW - PICKUP	59,300	-	59,300	-	59,300	-	-	59,300	-	-	-	-
220523 WW - PICKUP	59,300	-	59,300	-	59,300	-	-	59,300	-	-	-	-
220570 WW - VAN	-	78,900	78,900	-	78,900	-	-	78,900	-	-	-	-
220637 W - PICKUP	-	120,000	120,000	-	120,000	-	-	120,000	-	-	-	-
220638 W - PICKUP	-	110,000	110,000	-	110,000	-	-	110,000	-	-	-	-
220655 W - PICKUP	-	85,500	85,500	-	85,500	-	-	85,500	-	-	-	-
220656 W - PICKUP	-	85,900	85,900	-	85,900	-	-	85,900	-	-	-	-
220723 L - COMPACTOR 826h	-	50,000	50,000	-	50,000	-	-	50,000	-	-	-	-
220744 L - TRUCK	199,000	-	199,000	-	199,000	-	-	199,000	-	-	-	-
220752 L - PICKUP	-	37,700	37,700	-	37,700	-	-	37,700	-	-	-	-
TOTAL FLEET	1,610,300	1,571,850	3,182,150	-	3,182,150	-	-	3,182,150	-	-	-	-
TOTAL FLEET	1,610,300	1,571,850	3,182,150	-	3,182,150	-	-	3,182,150	-	-	-	-
TRANSPORTATION SERVICES												
GENERAL												
230000 ROADS ADMIN	-	1,500	1,500	-	1,500	-	-	1,500	-	-	-	-
TOTAL GENERAL	-	1,500	1,500	-	1,500	-	-	1,500	-	-	-	-
FACILITIES												

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213010 HIGHLAND YARD FAC	-	86,200	86,200	-	86,200	-	-	86,200	-	-	-	-
213020 SPRINGFORD YARD FAC	50,000	200,000	250,000	-	250,000	-	-	250,000	-	-	-	-
213030 WOODSTOCK YARD FAC	21,000	-	21,000	-	21,000	-	-	21,000	-	-	-	-
TOTAL FACILITIES	71,000	286,200	357,200	-	357,200	-	-	357,200	-	-	-	-
ROAD NETWORK												
930000 TRANSPORTATION MASTER PLAN	-	130,000	130,000	-	130,000	-	-	32,500	97,500	-	-	-
930004 CR 4	15,000	15,000	30,000	-	30,000	-	-	-	30,000	-	-	-
930008 CR 8	-	225,000	225,000	-	225,000	-	-	-	225,000	-	-	-
930009 CR 9	75,000	-	75,000	-	75,000	-	-	75,000	-	-	-	-
930015 CR 15	-	20,000	20,000	-	20,000	-	-	20,000	-	-	-	-
930016 CR 16	50,000	-	50,000	-	50,000	-	-	25,000	25,000	-	-	-
930019 CR 19	34,000	500,000	534,000	-	534,000	-	-	534,000	-	-	-	-
930029 CR 29	-	2,000,000	2,000,000	-	2,000,000	-	-	100,000	-	1,900,000	-	-
930035 CR 35	-	100,000	100,000	-	100,000	-	-	100,000	-	-	-	-
930054 CR 54	-	300,000	300,000	-	300,000	-	-	300,000	-	-	-	-
930059 CR 59	-	2,410,000	2,410,000	-	2,410,000	-	-	125,000	-	2,185,000	-	100,000
930070 GUIDE RAILS	-	320,000	320,000	-	320,000	-	-	320,000	-	-	-	-
930073 DC TECHNICAL STUDY RDS	-	75,000	75,000	-	75,000	-	-	-	75,000	-	-	-
930076 PEDESTRIAN CROSSINGS	-	250,000	250,000	-	250,000	-	-	250,000	-	-	-	-
930077 INTERSECTION UPGRADES	-	495,000	495,000	-	495,000	-	-	495,000	-	-	-	-
930078 INTERSECTION ILLUMINATION	-	55,000	55,000	-	55,000	-	-	55,000	-	-	-	-
930079 CYCLING INFRASTRUCTURE	-	50,000	50,000	-	50,000	-	-	50,000	-	-	-	-
930080 RETAINING WALLS	-	30,000	30,000	-	30,000	-	-	30,000	-	-	-	-
930099 REHAB & RESURFACING	-	4,800,000	4,800,000	-	4,800,000	-	-	2,850,000	-	950,000	-	1,000,000
930102 CRACK SEALING	-	200,000	200,000	-	200,000	-	-	100,000	-	-	-	100,000
930150 URBANIZATION	-	100,000	100,000	-	100,000	-	-	50,000	50,000	-	-	-
930300 TRAFFIC SIGNALS	20,000	1,295,000	1,315,000	-	1,315,000	-	-	1,065,000	250,000	-	-	-
930301 TRAFFIC - TRAFFIC CALMING	-	150,000	150,000	-	150,000	-	-	150,000	-	-	-	-
TOTAL ROAD NETWORK	194,000	13,520,000	13,714,000	-	13,714,000	-	-	6,726,500	752,500	5,035,000	-	1,200,000
STORM NETWORK												
930115 DRAIN IMPROV	-	200,000	200,000	-	200,000	-	-	200,000	-	-	-	-
930116 PRINCETON DRAIN	500,000	750,000	1,250,000	-	1,250,000	-	-	1,250,000	-	-	-	-
930197 STRIK DRAIN	-	85,000	85,000	-	85,000	-	-	85,000	-	-	-	-
930198 URBAN STORM SEWER	-	460,000	460,000	-	460,000	-	-	460,000	-	-	-	-
930199 RURAL STORM SEWER	-	3,110,000	3,110,000	-	3,110,000	-	-	1,377,000	-	1,733,000	-	-
TOTAL STORM NETWORK	500,000	4,605,000	5,105,000	-	5,105,000	-	-	3,372,000	-	1,733,000	-	-

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TRAILS												
900014 TRAILS	81,000	-	81,000	-	81,000	-	-	81,000	-	-	-	-
900027 CORRIDOR FENCING	32,000	-	32,000	-	32,000	-	-	32,000	-	-	-	-
TOTAL TRAILS	113,000	-	113,000	-	113,000	-	-	113,000	-	-	-	-
BRIDGES AND CULVERTS												
930200 BRIDGE REHAB	250,000	6,080,000	6,330,000	-	6,330,000	-	-	3,430,000	-	1,900,000	-	1,000,000
TOTAL BRIDGES AND CULVERTS	250,000	6,080,000	6,330,000	-	6,330,000	-	-	3,430,000	-	1,900,000	-	1,000,000
TOTAL TRANSPORTATION SERVICES	1,128,000	24,492,700	25,620,700	-	25,620,700	-	-	14,000,200	752,500	8,668,000	-	2,200,000
WASTE MANAGEMENT												
GENERAL												
280000 WASTE MGMT	-	126,100	126,100	-	126,100	7,600	-	118,500	-	-	-	-
283000 WASTE MGMT - TILLSONBURG	-	50,500	50,500	-	50,500	-	-	50,500	-	-	-	-
918700 LANDFILL SOUTH OPERATING AREA	-	10,000	10,000	-	10,000	-	-	10,000	-	-	-	-
TOTAL GENERAL	-	186,600	186,600	-	186,600	7,600	-	179,000	-	-	-	-
FACILITIES												
218700 SALFORD LF BLDGS	-	10,500	10,500	-	10,500	-	-	10,500	-	-	-	-
911800 SALFORD LANDFILL FACILITIES	180,000	1,501,500	1,681,500	-	1,681,500	-	-	1,681,500	-	-	-	-
TOTAL FACILITIES	180,000	1,512,000	1,692,000	-	1,692,000	-	-	1,692,000	-	-	-	-
TOTAL WASTE MANAGEMENT	180,000	1,698,600	1,878,600	-	1,878,600	7,600	-	1,871,000	-	-	-	-
TOTAL PUBLIC WORKS	3,078,300	32,192,570	35,270,870	(759,000)	34,511,870	31,600	140,000	22,173,770	752,500	8,668,000	546,000	2,200,000
WOODINGFORD LODGE												
WOODINGFORD LODGE												
GENERAL												
391000 WFL - WOODSTOCK	-	828,265	828,265	-	828,265	28,000	-	778,925	-	21,340	-	-
392000 WFL - INGERSOLL	-	328,328	328,328	-	328,328	11,500	-	302,450	-	14,378	-	-
393000 WFL - TILLSONBURG	-	371,324	371,324	-	371,324	11,500	-	345,446	-	14,378	-	-
TOTAL GENERAL	-	1,527,917	1,527,917	-	1,527,917	51,000	-	1,426,821	-	50,096	-	-
TOTAL WOODINGFORD LODGE	-	1,527,917	1,527,917	-	1,527,917	51,000	-	1,426,821	-	50,096	-	-
TOTAL WOODINGFORD LODGE	-	1,527,917	1,527,917	-	1,527,917	51,000	-	1,426,821	-	50,096	-	-
HUMAN SERVICES												
HOUSING												
SOCIAL HOUSING FACILITIES												
360000 H.S.I. SHELTER	-	35,400	35,400	-	35,400	-	-	35,400	-	-	-	-
360425 HSG - 16 GEORGE	-	15,750	15,750	-	15,750	-	-	15,750	-	-	-	-
360440 HSG - 111 BROCK	-	25,200	25,200	-	25,200	-	-	25,200	-	-	-	-
360451 HSG - 235 THAMES	-	126,500	126,500	-	126,500	-	-	126,500	-	-	-	-

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360454 HSG - 178 EARL	-	670,000	670,000	-	670,000	-	-	670,000	-	-	-	-
360455 HSG - 135 CARROLL	42,000	227,000	269,000	-	269,000	-	-	269,000	-	-	-	-
360462 HSG - 174 LISGAR	-	73,500	73,500	-	73,500	-	-	73,500	-	-	-	-
360463 HSG - 215 LISGAR	30,000	1,500	31,500	-	31,500	-	-	31,500	-	-	-	-
360464 HSG - EARLE	32,000	48,850	80,850	-	80,850	-	-	80,850	-	-	-	-
360465 HSG - VERNA	-	94,500	94,500	-	94,500	-	-	94,500	-	-	-	-
360470 HSG - PAVEY/ALICE	-	15,750	15,750	-	15,750	-	-	15,750	-	-	-	-
360471 HSG - JAMES	-	126,000	126,000	-	126,000	-	-	126,000	-	-	-	-
360472 HSG - 816 ALICE	-	61,950	61,950	-	61,950	-	-	61,950	-	-	-	-
360473 HSG - CROSS PL	-	26,250	26,250	-	26,250	-	-	26,250	-	-	-	-
360474 HSG - KARN	-	63,000	63,000	-	63,000	-	-	63,000	-	-	-	-
360475 HSG - 742 PAVEY	-	40,425	40,425	-	40,425	-	-	40,425	-	-	-	-
360476 HSG - 82 FINKLE	-	20,600	20,600	-	20,600	-	-	20,600	-	-	-	-
360477 HSG - 161 FYFE	-	219,660	219,660	-	219,660	-	-	219,660	-	-	-	-
360478 HSG - 738 PARKINSON	25,000	45,200	70,200	-	70,200	-	-	70,200	-	-	-	-
361050 AHP - 385/387 DUNDAS ST	-	63,050	63,050	-	63,050	-	-	63,050	-	-	-	-
TOTAL SOCIAL HOUSING FACILITIES	129,000	2,000,085	2,129,085	-	2,129,085	-	-	2,129,085	-	-	-	-
TOTAL HOUSING	129,000	2,000,085	2,129,085	-	2,129,085	-	-	2,129,085	-	-	-	-
TOTAL HUMAN SERVICES	129,000	2,000,085	2,129,085	-	2,129,085	-	-	2,129,085	-	-	-	-
PARAMEDIC SERVICES												
PARAMEDIC SERVICES												
GENERAL												
510000 PARAMEDIC SERVICES	651,600	1,187,179	1,838,779	-	1,838,779	5,000	-	1,833,779	-	-	-	-
TOTAL GENERAL	651,600	1,187,179	1,838,779	-	1,838,779	5,000	-	1,833,779	-	-	-	-
FACILITIES												
915010 EMS MILL ST	-	14,000	14,000	-	14,000	-	-	14,000	-	-	-	-
915030 EMS 162 CARNEGIE ING	-	15,750	15,750	-	15,750	-	-	15,750	-	-	-	-
915040 EMS 81 KING TBURG	-	21,000	21,000	-	21,000	-	-	21,000	-	-	-	-
TOTAL FACILITIES	-	50,750	50,750	-	50,750	-	-	50,750	-	-	-	-
TOTAL PARAMEDIC SERVICES	651,600	1,237,929	1,889,529	-	1,889,529	5,000	-	1,884,529	-	-	-	-
TOTAL PARAMEDIC SERVICES	651,600	1,237,929	1,889,529	-	1,889,529	5,000	-	1,884,529	-	-	-	-
PLANNING												
PLANNING												
GENERAL												
400000 PLANNING	-	4,000	4,000	-	4,000	4,000	-	-	-	-	-	-
TOTAL GENERAL	-	4,000	4,000	-	4,000	4,000	-	-	-	-	-	-

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TOTAL PLANNING	-	4,000	4,000	-	4,000	4,000	-	-	-	-	-	-
TOTAL PLANNING	-	4,000	4,000	-	4,000	4,000	-	-	-	-	-	-
LIBRARY												
LIBRARY												
GENERAL												
600000 LIBRARY ADMINISTRATION	-	20,000	20,000	-	20,000	20,000	-	-	-	-	-	-
610000 SPECIAL PROGRAMS	-	24,000	24,000	-	24,000	-	-	24,000	-	-	-	-
TOTAL GENERAL	-	44,000	44,000	-	44,000	20,000	-	24,000	-	-	-	-
FACILITIES												
916040 OCL ING	-	5,250	5,250	-	5,250	-	-	5,250	-	-	-	-
916060 Norwich Library	-	24,150	24,150	-	24,150	-	-	24,150	-	-	-	-
TOTAL FACILITIES	-	29,400	29,400	-	29,400	-	-	29,400	-	-	-	-
TOTAL LIBRARY	-	73,400	73,400	-	73,400	20,000	-	53,400	-	-	-	-
TOTAL LIBRARY	-	73,400	73,400	-	73,400	20,000	-	53,400	-	-	-	-
WATER & WASTEWATER												
WATER & WASTEWATER GENERAL												
GREEN INITIATIVES												
911008 GREEN INITIATIVES WASTEWATER	-	20,000	20,000	-	20,000	-	20,000	-	-	-	-	-
TOTAL GREEN INITIATIVES	-	20,000	20,000	-	20,000	-	20,000	-	-	-	-	-
GENERAL												
250000 WW GENERAL	-	157,250	157,250	-	157,250	-	157,250	-	-	-	-	-
260000 WATER GENERAL	-	136,000	136,000	-	136,000	-	136,000	-	-	-	-	-
900016 SCADA MASTER PLAN	-	2,208,000	2,208,000	-	2,208,000	-	1,910,827	-	297,173	-	-	-
900018 WATER MODEL	15,000	-	15,000	-	15,000	-	3,750	-	11,250	-	-	-
900025 WWW MASTER PLAN	-	140,000	140,000	-	140,000	-	34,998	-	105,002	-	-	-
900026 DC TECHNICAL STUDY W/WW	-	75,000	75,000	-	75,000	-	233	-	74,767	-	-	-
900034 WASTEWATER MODEL	-	45,000	45,000	-	45,000	-	45,000	-	-	-	-	-
TOTAL GENERAL	15,000	2,761,250	2,776,250	-	2,776,250	-	2,288,058	-	488,192	-	-	-
TOTAL WATER & WASTEWATER GENERAL	15,000	2,781,250	2,796,250	-	2,796,250	-	2,308,058	-	488,192	-	-	-
WASTEWATER SYSTEMS												
WOODSTOCK - WW												
250100 WW WDSK	-	239,300	239,300	-	239,300	-	239,300	-	-	-	-	-
911280 WDSK - WW FACILITIES - T	-	148,050	148,050	-	148,050	-	148,050	-	-	-	-	-
950151 WDSK - PATTULLO INDUSTRIAL PRK	110,000	2,456,500	2,566,500	(2,278,500)	288,000	-	288,000	-	-	-	-	-
950158 WDSK - CITY PROJECTS	-	2,458,000	2,458,000	-	2,458,000	-	2,458,000	-	-	-	-	-
950163 WDSK - LANSLOWNE PS	155,000	-	155,000	-	155,000	-	-	-	155,000	-	-	-

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950165 WDSTK - SANITARY OVERSIZING	-	60,000	60,000	-	60,000	-	-	-	60,000	-	-	-
950172 WDSTK - N TRUNK SEWER I/I	64,000	15,000	79,000	-	79,000	-	65,866	-	13,134	-	-	-
950174 WDSTK - LINEAR R/R CR PROJ	-	560,000	560,000	-	560,000	-	560,000	-	-	-	-	-
TOTAL WOODSTOCK - WW	329,000	5,936,850	6,265,850	(2,278,500)	3,987,350	-	3,759,216	-	228,134	-	-	-
TILLSONBURG - WW												
250200 WW TBURG	-	45,000	45,000	-	45,000	-	45,000	-	-	-	-	-
911281 TBURG - WW FACILITIES - T	-	45,000	45,000	-	45,000	-	45,000	-	-	-	-	-
950200 TBURG - WWTP PHASE 1 UPGRADE	-	6,415,000	6,415,000	-	6,415,000	-	5,153,169	-	1,261,831	-	-	-
950226 TBURG - TOWN PROJECTS	-	687,000	687,000	-	687,000	-	687,000	-	-	-	-	-
TOTAL TILLSONBURG - WW	-	7,192,000	7,192,000	-	7,192,000	-	5,930,169	-	1,261,831	-	-	-
INGERSOLL - WW												
250300 WW INGERSOLL	-	96,400	96,400	-	96,400	-	96,400	-	-	-	-	-
911282 ING - WW FACILITIES - T	-	115,320	115,320	-	115,320	-	115,320	-	-	-	-	-
950330 ING - TOWN PROJECTS	-	787,000	787,000	-	787,000	-	787,000	-	-	-	-	-
950332 ING-RELINING	-	550,000	550,000	-	550,000	-	550,000	-	-	-	-	-
950336 ING - SW INDUSTRIAL PARK	-	100,000	100,000	-	100,000	-	100,000	-	-	-	-	-
TOTAL INGERSOLL - WW	-	1,648,720	1,648,720	-	1,648,720	-	1,648,720	-	-	-	-	-
NORWICH - WW												
250400 WW NORWICH	-	13,000	13,000	-	13,000	-	13,000	-	-	-	-	-
950412 NOR-LAGOON EXPANSION	595,000	-	595,000	-	595,000	-	-	-	595,000	-	-	-
950450 NOR - SANITARY REPLACEMENTS	-	50,000	50,000	-	50,000	-	50,000	-	-	-	-	-
TOTAL NORWICH - WW	595,000	63,000	658,000	-	658,000	-	63,000	-	595,000	-	-	-
TAVISTOCK - WW												
250500 WW TAVISTOCK	-	95,000	95,000	-	95,000	-	95,000	-	-	-	-	-
950504 TAV - WWTP EXPANSION/UPGRADE	-	250,000	250,000	-	250,000	-	250,000	-	-	-	-	-
950513 TAV - WILLIAM SPS REHAB	100,000	20,000	120,000	-	120,000	-	120,000	-	-	-	-	-
950550 TAV - SANITARY REPLACEMENTS	-	50,000	50,000	-	50,000	-	50,000	-	-	-	-	-
TOTAL TAVISTOCK - WW	100,000	415,000	515,000	-	515,000	-	515,000	-	-	-	-	-
PLATTSVILLE - WW												
250600 WW PLATTSVILLE	-	7,000	7,000	-	7,000	-	7,000	-	-	-	-	-
950607 PLAT - BIOSOLIDS CLEAN-OUT	-	27,000	27,000	-	27,000	-	27,000	-	-	-	-	-
TOTAL PLATTSVILLE - WW	-	34,000	34,000	-	34,000	-	34,000	-	-	-	-	-
THAMESFORD - WW												
250700 WW THAMESFORD	-	27,400	27,400	-	27,400	-	27,400	-	-	-	-	-
911286 THAMES - WW FACILITIES - T	-	3,300	3,300	-	3,300	-	3,300	-	-	-	-	-
950718 THAMES - WWTP PRETREATMENT/SCR	200,000	135,000	335,000	-	335,000	-	335,000	-	-	-	-	-

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2023 CAPITAL PLAN BUDGET

DESCRIPTION	CARRY FORWARD BUDGET (2)	2023 REQUESTED BUDGET (3)	2023 CAPITAL BUDGET	UNFINANCED CAPITAL (1)	2023 FINANCED CAPITAL	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES
TOTAL THAMESFORD - WW	200,000	165,700	365,700	-	365,700	-	365,700	-	-	-	-	-
DRUMBO - WW												
250800 WW DRUMBO	-	10,000	10,000	-	10,000	-	10,000	-	-	-	-	-
950807 DRUMBO - STANDBY POWER	10,000	10,000	20,000	-	20,000	-	20,000	-	-	-	-	-
950810 DRUMBO - WWTP CAPACITY EXP	1,610,000	725,000	2,335,000	(2,257,310)	77,690	-	50,000	-	27,690	-	-	-
TOTAL DRUMBO - WW	1,620,000	745,000	2,365,000	(2,257,310)	107,690	-	80,000	-	27,690	-	-	-
MT ELGIN - WW												
950905 MT ELGIN - WWTP CAPACITY EXP	-	1,200,000	1,200,000	(550,000)	650,000	-	650,000	-	-	-	-	-
TOTAL MT ELGIN - WW	-	1,200,000	1,200,000	(550,000)	650,000	-	650,000	-	-	-	-	-
EMBRO - WW												
951003 EMBRO - SERVICING	-	-	-	62,500	62,500	-	-	-	-	-	-	62,500
TOTAL EMBRO - WW	-	-	-	62,500	62,500	-	-	-	-	-	-	62,500
INNERKIP - WW												
951100 INNERKIP - WW SERVICING	-	-	-	75,000	75,000	-	-	-	-	-	-	75,000
TOTAL INNERKIP - WW	-	-	-	75,000	75,000	-	-	-	-	-	-	75,000
TOTAL WASTEWATER SYSTEMS	2,844,000	17,400,270	20,244,270	(4,948,310)	15,295,960	-	13,045,805	-	2,112,655	-	-	137,500
WATER SYSTEMS												
WOODSTOCK - W												
260100 WATER WOODSTOCK	-	84,000	84,000	-	84,000	-	84,000	-	-	-	-	-
911261 WDSK - WATER FAC - T	-	137,120	137,120	-	137,120	-	137,120	-	-	-	-	-
911265 WDSK - WATER FAC - D	-	27,970	27,970	-	27,970	-	27,970	-	-	-	-	-
960105 WDSK - UV UPGRADE	-	675,000	675,000	-	675,000	-	675,000	-	-	-	-	-
960141 WDSK - CITY PROJECTS	-	2,380,000	2,380,000	-	2,380,000	-	2,380,000	-	-	-	-	-
960149 WDSK - CITY PROJ OVERSIZING	-	395,000	395,000	-	395,000	-	-	-	395,000	-	-	-
960152 WDSK - THORNTON WELLFIELD	-	175,000	175,000	-	175,000	-	175,000	-	-	-	-	-
960153 WDSK - LINEAR R/R CR PROJ	-	800,000	800,000	-	800,000	-	800,000	-	-	-	-	-
960154 WDSK - BOWERHILL BPS	-	250,000	250,000	-	250,000	-	250,000	-	-	-	-	-
960156 WDSK - PATTULLO INDUSTRIAL PRK	90,000	182,000	272,000	-	272,000	-	272,000	-	-	-	-	-
960159 WDSK - THORNTON FEEDERMN REPL	350,000	-	350,000	-	350,000	-	350,000	-	-	-	-	-
960170 WDSK - CR4 & Lansdowne WM	-	-	-	4,462,000	4,462,000	-	-	-	320,000	-	4,142,000	-
960171 WDSK - CR17 WATERMAIN	-	-	-	4,000,000	4,000,000	-	-	-	-	-	4,000,000	-
TOTAL WOODSTOCK - W	440,000	5,106,090	5,546,090	8,462,000	14,008,090	-	5,151,090	-	715,000	-	8,142,000	-
TILLSONBURG - W												
260200 WATER TILLSONBURG	35,000	356,000	391,000	-	391,000	-	391,000	-	-	-	-	-
911262 TBURG - WATER FACILITIES - T	-	12,130	12,130	-	12,130	-	12,130	-	-	-	-	-
960200 TBURG - WELL 7A	65,000	130,000	195,000	-	195,000	-	195,000	-	-	-	-	-

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2023 CAPITAL PLAN BUDGET

DESCRIPTION	CARRY FORWARD BUDGET (2)	2023 REQUESTED BUDGET (3)	2023 CAPITAL BUDGET	UNFINANCED CAPITAL (1)	2023 FINANCED CAPITAL	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES
960201 TBURG - WELL 3 UPGRADE	90,000	25,000	115,000	-	115,000	-	115,000	-	-	-	-	-
960207 TBURG-GRNDWTR MODEL	-	175,000	175,000	-	175,000	-	175,000	-	-	-	-	-
960208 TBURG - UV UPGRADE	-	270,000	270,000	-	270,000	-	270,000	-	-	-	-	-
960214 TBURG - BOOSTED PRESSURE	-	300,000	300,000	-	300,000	-	300,000	-	-	-	-	-
960235 TBURG - TOWN PROJECTS	-	384,000	384,000	-	384,000	-	384,000	-	-	-	-	-
960243 TBURG - STANDBY POWER	-	15,000	15,000	-	15,000	-	15,000	-	-	-	-	-
960249 TBURG - TOWN PROJ OVERSIZING	-	50,000	50,000	-	50,000	-	50,000	-	-	-	-	-
TOTAL TILLSONBURG - W	190,000	1,717,130	1,907,130	-	1,907,130	-	1,907,130	-	-	-	-	-
INGERSOLL - W												
260300 WATER INGERSOLL	150,000	6,000	156,000	-	156,000	-	156,000	-	-	-	-	-
911267 WATER INGERSOLL FACILITIES - D	-	30,000	30,000	-	30,000	-	30,000	-	-	-	-	-
911272 WATER INGERSOLL FACILITIES - T	-	6,300	6,300	-	6,300	-	6,300	-	-	-	-	-
960307 ING - GROUNDWATER MODEL	-	200,000	200,000	-	200,000	-	200,000	-	-	-	-	-
960309 ING - WELL 7 UPGRADE	-	350,000	350,000	-	350,000	-	350,000	-	-	-	-	-
960325 ING - TOWN PROJECTS	-	1,884,000	1,884,000	-	1,884,000	-	1,884,000	-	-	-	-	-
960335 ING - CAST IRON PIPE REPLACE	140,000	1,000,000	1,140,000	-	1,140,000	-	1,140,000	-	-	-	-	-
960341 ING-TOWER PAINT REPAIR	235,000	125,000	360,000	-	360,000	-	360,000	-	-	-	-	-
TOTAL INGERSOLL - W	525,000	3,601,300	4,126,300	-	4,126,300	-	4,126,300	-	-	-	-	-
TOWNSHIPS - W												
260400 WATER TOWNSHIPS	35,000	394,000	429,000	-	429,000	-	429,000	-	-	-	-	-
911264 WATER TOWNSHIP FACILITIES - T	-	39,350	39,350	-	39,350	-	39,350	-	-	-	-	-
911268 WATER TOWNSHIP FACILITIES - D	-	23,200	23,200	-	23,200	-	23,200	-	-	-	-	-
960400 TOWNSHIP DISTRIB REPLACEMENT	-	50,000	50,000	-	50,000	-	50,000	-	-	-	-	-
960402 NEW ASSET SUPPLY/LINEAR	-	50,000	50,000	-	50,000	-	46,037	-	3,963	-	-	-
960413 THAMES - UV UPGRADE	-	200,000	200,000	-	200,000	-	200,000	-	-	-	-	-
960419 TWSP - PRESSURE & LEAK STUDY	-	110,000	110,000	-	110,000	-	110,000	-	-	-	-	-
960422 TWSP - WATER QUALITY IMP	70,000	40,000	110,000	-	110,000	-	110,000	-	-	-	-	-
960437 TAV - WELL 4	-	20,000	20,000	-	20,000	-	5,000	-	15,000	-	-	-
960441 NOR-TOWER PAINT/REPAIR	-	4,025,000	4,025,000	-	4,025,000	-	4,025,000	-	-	-	-	-
TOTAL TOWNSHIPS - W	105,000	4,951,550	5,056,550	-	5,056,550	-	5,037,587	-	18,963	-	-	-
TOTAL WATER SYSTEMS	1,260,000	15,376,070	16,636,070	8,462,000	25,098,070	-	16,222,107	-	733,963	-	8,142,000	-
TOTAL WATER & WASTEWATER	4,119,000	35,557,590	39,676,590	3,513,690	43,190,280	-	31,575,970	-	3,334,810	-	8,142,000	137,500
TOTAL County of Oxford - Capital	8,305,900	73,020,596	81,326,496	2,754,690	84,081,186	117,600	31,867,106	28,265,574	4,087,310	8,718,096	8,688,000	2,337,500

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COUNTY OF OXFORD

BY-LAW NO. 6503-2023

BEING a By-law to repeal By-law No. 5665-2015 and enact a new By-law to appoint members to the Land Division Committee.

WHEREAS, Section 56(1) of the Planning Act, R.S.O. 1990, as amended, provides that County Council may appoint a Land Division Committee for the purposes of granting consents under the Planning Act, R.S.O. 1990, as amended.

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

1. That By-law No. 5665-2015 be and the same is hereby repealed.
2. That the following lay persons be and the same are hereby appointed to the Land Division Committee for the County of Oxford and shall hold office until their successors are appointed:

Gordon Brumby
John Lessif
Larry Martin
Doug Matheson
Dianne Paron
Arend Tenhove
Coen van Haastert
3. That this By-law is deemed to have come into force January 11, 2023.

READ a first and second time this 25th day of January, 2023.

READ a third time and finally passed this 25th day of January, 2023.

MARCUS RYAN, WARDEN

CHLOE J. SENIOR, CLERK

COUNTY OF OXFORD

BY-LAW NO. 6504-2023

BEING a By-law to confirm all actions and proceedings of the Council of the County of Oxford at the meeting at which this By-law is passed.

The Council of the County of Oxford enacts as follows:

1. That all decisions made by Council at the meeting at which this By-law is passed, in respect of each report, resolution or other action passed and taken by the Council at this meeting, are hereby adopted, ratified and confirmed.
2. That the Warden and/or the proper officers of the County are hereby authorized and directed to do all things necessary to give effect to the said decisions referred to in Section 1 of this By-law, to obtain approvals where required, and except where otherwise provided, to execute all necessary documents and the Clerk is hereby authorized and directed to affix the corporate seal where necessary.
3. That nothing in this By-law has the effect of giving to any decision the status of a By-law where any legal prerequisite to the enactment of a specific By-law has not been satisfied.
4. That all decisions, as referred to in Section 1 of this By-law, supersede any prior decisions of Council to the contrary.

READ a first and second time this 25th day of January, 2023.

READ a third time and finally passed this 25th day of January, 2023.

MARCUS RYAN, WARDEN

CHLOÉ J. SENIOR, CLERK