

**TOWNSHIP OF BLANDFORD-
BLENHEIM COUNCIL MEETING**

AGENDA - AMENDED

Wednesday, April 6th, 2022

Watch via Live Stream on Township's YouTube:
<https://www.youtube.com/channel/UCdKRV0GAEuFaGbwhRPzoEXA>

4:00 p.m.

1. Welcome

2. Call to Order

3. Approval of the Agenda

Recommendation:

That the agenda for the April 6th, 2022 Regular Meeting of Council be adopted.

4. Disclosure of Pecuniary Interest

5. Minutes

a. [March 16th, 2021 Minutes of Council](#)

Recommendation:

That the minutes of the March 16th, 2021 Meeting of Council be adopted, as printed and circulated.

6. Business Arising from the Minutes

7. Public Meetings

a. Public Meeting Under the Planning Act

[i. Application for Zone Change – ZN-21-11 \(Laycrest Farms Ltd.\)](#)

Recommendation:

That the Council of the Township of Blandford-Blenheim approve-in-principle Zone Change Application ZN 1-21-11 submitted by Laycrest Farms Ltd., whereby the lands described as Queen Street, Plan 33, W of Nith River, Township of Blandford-Blenheim are to be rezoned from 'General Agricultural Zone (A2)' to 'Residential Existing Lot Zone (RE)' to recognize the use of the lands for non-farm rural residential purposes.

b. Public Meeting Under the Planning Act, Committee of Adjustment

[Township of Blandford-Blenheim Website](#)

i. Minutes

i. November 17th, 2021 Meeting of the Committee of Adjustment

ii. Applications

i. MVA-01-22 CW Highpoint Inc. 927695 Oxford Road 8

Recommendation:

That the Township of Blandford-Blenheim Committee of Adjustment approve Application File A01-22, submitted by CW Highpoint Ltd. for lands described as Part Lot 2, Concession 13 (Blenheim), in the Township of Blandford-Blenheim as it relates to:

1. Relief from the provisions of Section 7.2.5 Number of Accessory Dwellings and Garden Suites Per Lot; to permit the establishment of a second accessory single detached dwelling.

a. The requested relief shall apply to permit the construction of a single detached dwelling that is generally consistent with the location and size shown on Plate 3 of Report No. 2022-105; and,

b. The granting of this application in no way sanctions the future severance of either residence by the County of Oxford Land Division Committee.

As the proposed variance is considered to be:

i) in keeping with the general intent and purpose of the County's Official Plan;

ii) a minor variance from the provisions of the Township of Blandford-Blenheim Zoning By-Law No. 1360-2002;

iii) desirable for the appropriate development or use of the land, building or structure; and,

iv) in keeping with the general intent and purpose of the Township of Blandford-Blenheim Zoning By-Law No.1360-2002.

8. Delegations / Presentations

a. Dick Mair, Resident, Re: Ukrainian Refugees

9. Correspondence

a. Specific

i. Association of the Municipalities of Ontario, Re: Firefighter Certification

Recommendation:

That Council of the Township of Blandford-Blenheim supports the position of the Association of Municipalities of Ontario as outlined in their letter of February 25, 2022 to The Honourable Sylvia Jones, Solicitor General of Ontario concerning the draft regulations regarding firefighter certification.

b. General

- i. [Police Services Board, Blandford Blenheim Township, Re: November 24th, 2021 Minutes](#)
- ii. [Oxford County, Director of Public Works, Re: 2021 Annual Waste Management Reports](#)
- iii. [Oxford County Council, Re: Draft Thames Valley District School Board's Rural Education Task Force Report](#)
- iv. [Oxford County, Director of Public Works, Re: 2018-2020 Transportation Network Service Delivery Review – Overview](#)
- v. [Oxford County, Director of Public Works, Re: 2018-2020 Water Distribution and Wastewater Collection Service Delivery Review – Overview](#)
- vi. [Brock Murray, 4SSRH Organization, Re: Roller Hockey on the Princeton Multi-Purpose Pad](#)

Recommendation:

That the general correspondence items be received as information.

10. Staff Reports

a. Jim Harmer – Drainage Superintendent

- i. [DS-22-07 – March Monthly Report](#)

Recommendation:

That Report DS-22-07 be received as information.

b. Trevor Baer – Manager of Community Services

- i. [CS-22-05 – March Monthly Report](#)

Recommendation:

That Report CS-22-05 be received as information.

c. Jim Borton – Director of Public Works

i. PW-22-06 – 2022 Surface Treatment Tender Results

Recommendation:

That Report PW-22-06 be received as information;

And further that Council accept the Surface Treatment tender submitted by Walker Construction (formally NorJohn Contracting), Niagara Falls, ON.

ii. PW-22-07 – Pickup Truck Tender Process

Recommendation:

That Report PW-22-07 be received as information;

And further that Council allow staff to purchase a new 1500 Pickup Truck off the lot rather than through the normal tender process.

And further that Council give the Director of Public Works the authority to purchase a new 1500 Pickup Truck off the lot without first having to seek Council permission.

iii. PW-22-08 - March Monthly Report

Recommendation:

That Report PW-22-08 be received as information.

iv. PW-22-09 – 2022 Gravel Tender Results

Recommendation:

That Report PW-22-09 be received as information;

And further that Council accept the tender submitted by Ross Roth Sand & Gravel Inc. for the supply, crushing and placement of approximately 24,000 Tonnes of granular “A” at a unit price of \$11.92/tonne.

d. Rick Richardson – Chief of Protective Services

i. FC-22-08 – Princeton Fire Station

Recommendation:

That Report FC-22-08 be received; and,

That a committee be established to investigate the possible replacement or renovation to the Princeton Fire Station consisting of:

Fire Chief Rick Richardson

Princeton Station Chief Drew Davidson

CAO/Clerk Rodger Mordue

Council Representative _____

Council Representative _____

e. Denise Krug – Director of Finance

i. [TR-22-07 – 2021 Development Charges Annual Report](#)

Recommendation:

That Report TR-22-07 be received as information, and is posted on the website for public information.

f. Rodger Mordue – Chief Administrative Officer / Clerk

i. [CAO-22-05 – ROEDC Board Representation](#)

Recommendation:

That Report CAO-22-05 be received; and,

That Council direct staff to initiate a process to recruit one member to represent the Township of Blandford-Blenheim on the ROEDC Board.

ii. [CAO-22-06 – Request to Close and Transfer Opened Road Allowance](#)

Recommendation:

That Report CA0-22-06 be received; and,

That a portion of the Township Road 2 road allowance in Part Lot 4 and 5, Concession 1 west of Canning Road be declared surplus; and ,

That staff be instructed to begin the process of closing the road allowance and transferring the property provided that all costs associated with the conveyance be borne by the party receiving the land.

11. Reports from Council Members

12. Unfinished Business

- a. March 16, 2020 Oxford County presentation to Township Council Re: Speed Management & Road Safety on Oxford Road 2 & Oxford Road 3 Princeton and Oxford Road 8, Plattsville

Recommendation:

That Whereas at the March 16, 2022 meeting of Council the presentation from the County of Oxford regarding Speed Management & Road Safety on Oxford Road 2 & Oxford Road 3 Princeton and Oxford Road 8, Plattsville was received;

Be It Resolved that Council concurs with the recommendations as presented regarding Oxford Road 3 Princeton and Oxford Road 8 Plattsville; and,

That Council supports the installation of electronic speed feedback signs but does not support the recommendations for speed limit and zone adjustments on Oxford Road 2 Princeton.

13. Motions and Notices of Motion

14. New Business

15. Closed Session

None.

16. By-laws

- a. 2295-2022, Being a by-law to establish the Corporation of the Township of Blandford-Blenheim Fees and Charges;
- b. 2296-2022, Being a By-law to assume lands as a public highway; and,
- c. 2297-2022, Being a By-law to confirm the proceedings of Council.

Recommendation:

That the following By-laws be now read a first and second time: 2295-2022, 2296-2022 & 2297-2022.

Recommendation:

That the following By-laws be now given a third and final reading: 2295-2022, 2296-2022 & 2297-2022.

17. Other

18. Adjournment and Next Meeting

Wednesday, April 20th, 2022

Recommendation:

That Whereas business before Council has been completed at _____ pm;

That Council adjourn to meet again on Wednesday, April 20th, 2022 at 4:00 p.m.

[Township of Blandford-Blenheim Website](#)

MINUTES

Council met at 4:00 p.m. for their second Regular Meeting of the month.

Present: Mayor Peterson, Councillors Banbury and Demarest. Councillor Balzer attended virtually.

Staff: Baer, Borton, Harmer, Krug, Matheson, Mordue, Scherer and Richardson.

Regrets: Councillor Read

Mayor Peterson in the Chair.

1. Welcome

2. Call to Order

3. Approval of the Agenda

RESOLUTION #1

Moved by – Councillor Banbury

Seconded by – Councillor Demarest

Be it hereby resolved that the amended agenda for the March 16th, 2022 Regular Meeting of Council be adopted with addition of an item under section 14.

.Carried

4. Disclosure of Pecuniary Interest

None.

5. Adoption of Minutes

a. March 2nd, 2022 Minutes of Council

RESOLUTION #2

Moved by – Councillor Banbury

Seconded by – Councillor Demarest

Be it hereby resolved that the Minutes of the March 2nd, 2022 Meeting of Council be adopted, as printed and circulated.

.Carried

6. Business Arising from the Minutes

None.

7. Public Meeting

None.

8. Delegations / Presentations

- a. Frank Gross, Manager of Transportation & Waste Management Services, Shawn Vanacker, Supervisor of Transportation and David Simpson, Director of Public Works, Oxford County Re: Speed Management & Road Safety on Oxford Road 2 & Oxford Road 2 Princeton and Oxford Road 8, Plattsville

Gross and Vanacker presented their findings. Council asked questions and staff answered.

RESOLUTION #3

Moved by – Councillor Banbury

Seconded by – Councillor Demarest

Be it hereby resolved that the Presentation from Frank Gross, Manager of Transportation & Waste Management Services, Shawn Vanacker, Supervisor of Transportation and David Simpson, Director of Public Works be received as information.

.Carried

9. Correspondence

a. Specific

- i. Ronda Stewart, Rural Oxford Economic Development, Re: 2021 Year in Review.

RESOLUTION #4

Moved by – Councillor Banbury

Seconded by – Councillor Demarest

That the 2021 Year in Review from Rural Oxford Economic Development be received as information.

.Carried

b. General

- i. Paul Michiels, Manager of Planning Policy, Oxford County, Re: 2021 Census Data Release and Related Growth Updates
- ii. Pamela Antonio, Supervisor of Waste Management, Oxford County Re: Proposed Federal Government Single-Use Plastics Ban
- iii. David Simpson, Director of Public Works, Oxford County Re: 2024 Transportation Master Plan Municipal Class Environmental Assessment Study – Phase 1 & 2 Notice of Study Commencement
- iv. David Simpson, Director of Public Works, Oxford County Re: 2024 Oxford County Water and Wastewater Master Plan Municipal Class Environmental Assessment Study – Notice of Study Commencement
- v. Don Ford, Manager of Water and Wastewater Services, Oxford County Re: 2021 Annual Drinking Water System Summary Report

RESOLUTION #5

Moved by – Councillor Banbury
Seconded by – Councillor Demarest

That the general correspondence items be received as information.

.Carried

10. Staff Reports

a. Rick Richardson – Director of Protective Services

- i. FC-22-06 – February Monthly Report

RESOLUTION #6

Moved by – Councillor Banbury
Seconded by – Councillor Demarest

That Report FC-22-06 be received as information.

.Carried

- ii. FC-22-07 – Firefighter Training Courses

RESOLUTION #7

Moved by – Councillor Banbury
Seconded by – Councillor Demarest

That Report FC-22-07 be received as information.

.Carried

b. John Scherer – Chief Building Official

i. CBO-22-02 – Monthly Report to Council

RESOLUTION #8

Moved by – Councillor Banbury

Seconded by – Councillor Demarest

Be it hereby resolved that Report CBO-22-02 be received as information.

.Carried

ii. CBO-22-03 – Building By-law Revisions

RESOLUTION #9

Moved by – Councillor Banbury

Seconded by – Councillor Demarest

Be it hereby resolved that Report CBO-22-03 be received as information; and,

That Council direct staff to bring forward a by-law to amend by-law 2081-2018.

.Carried

c. Denise Krug – Director of Finance

i. TR-22-05 – Ontario Regulation 284-09

RESOLUTION #10

Moved by – Councillor Banbury

Seconded by – Councillor Demarest

Be it hereby resolved that Report TR-22-05 with respect to Ontario Regulation 284/09 for the budget year 2022, be adopted.

.Carried

ii. TR-22-06 – Statement issued with Respect to 2021 Salaries, Benefits & Expenses

RESOLUTION #11

Moved by – Councillor Banbury

Seconded by – Councillor Demarest

Be it hereby resolved that Report TR-22-06 be received as information.

.Carried

d. Rodger Mordue – Chief Administrative Officer / Clerk

i. CAO-22-02 – Roper Street Property Sale

RESOLUTION #12

Moved by – Councillor Demarest
Seconded by – Councillor Banbury

Be it hereby resolved that Report CAO-22-02 be received; and,

That the Mayor and Clerk be authorized to execute any and all documents required for the sale of the property located in Princeton being the unopened road allowances of Lister Street, Fox Street, Palmer Street, Murray Street, King Street and part of McQueen Street to Spencer Lee Howes and Vera Mary Howes.

.Carried

ii. CAO-22-04 – Municipal Code of Conduct

RESOLUTION #13

Moved by – Councillor Demarest
Seconded by – Councillor Banbury

Be it hereby resolved that Report CAO-22-04 be received; and,

That Council extend the time period within which to receive a written report from the Integrity Commissioner to May 18, 2022.

.Carried

11. Reports from Council Members

Mayor Peterson noted the Drumbo Lions Club will be having their Auction in April on Friday April 15th. Mayor Peterson then brought up the MPAC Assessment issues with the Toyota Reassessment. The issue is now with Dylan Kocsis, Policy Advisor to the Minister of Finance. Peterson noted he thinks the process is flawed.

12. Unfinished Business

None.

13. Motions and Notices of Motion

None.

14. New Business

None.

15. Closed Session

- i. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose

Re: Review of correspondence received and comment from Township solicitor

RESOLUTION #16

Moved by – Councillor Demarest
Seconded by – Councillor Banbury

Be it hereby resolved that Council move into Closed Session under the authority of section 239 of the Municipal Act at 5:21 p.m. to discuss:

- i. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose

Re: Review of correspondence received and comment from Township solicitor

.Carried

RESOLUTION #17

Moved by – Councillor Demarest
Seconded by – Councillor Banbury

Be it hereby resolved that Council does now adjourn from Closed Session and resume into Open Session at 6:13 p.m.

.Carried

16. By-laws

- a. 2292-2022, Being a By-law to amend Zoning By-Law Number 1360-2002, as amended;
- b. 2293-2022, Being a By-law to Being a By-law to provide for the closure and sale of property located in Princeton being the unopened road allowances of Lister Street, Fox Street, Palmer Street, Murray Street, King Street and part of McQueen Street to Spencer Lee Howes and Vera Mary Howes. More particularly described as Plan 41R10275 Parts 11 – 18; and,
- c. 2294-2022, Being a By-law to amend By-law 2081-2018 respecting Construction, Demolition, Change of Use, Conditional Permits and Inspections.
- d. 2295-2022, Being a By-law to confirm the proceedings of Council.

RESOLUTION #14

Moved by – Councillor Demarest
Seconded by – Councillor Banbury

Be it hereby resolved that the following By-laws be now read a first and second time: 2292-2022, 2293-2022, 2294-2022, & 2295-2022.

.Carried

RESOLUTION #15

Moved by – Councillor Demarest
Seconded by – Councillor Banbury

Be it hereby resolved that the following By-laws be now read a third and final reading: 2292-2022, 2293-2022, 2294-2022, & 2295-2022

.Carried

17. Other Business

None.

18. Adjournment and Next Meeting

RESOLUTION #18

Moved by – Councillor Demarest
Seconded by – Councillor Banbury

Whereas business before Council has been completed 6:14 p.m.;

Be it hereby resolved that Council does now adjourn to meet again on Wednesday, April 6th, 2022 at 4:00 p.m.

.Carried

Mark Peterson, Mayor
Township of Blandford-Blenheim

Rodger Mordue CAO / Clerk
Township of Blandford-Blenheim

To: Mayor and Members of Township of Blandford-Blenheim Council

From: Dustin Robson, Development Planner, Community Planning

Applications for Zone Change ZN 1-21-11 – Laycrest Farms Ltd.

REPORT HIGHLIGHTS

- Zone Change Application ZN 1-21-11 proposes to rezone the severed lot resulting from Severance Application B21-86-1 from 'General Agricultural Zone (A2)' to 'Residential Existing Lot Zone (RE)' to recognize the use of the subject lands for non-farm rural residential purposes. The related severance application was approved by the Oxford County Land Division Committee on February 10, 2022. The Zone Change Application is required to fulfill a condition of the consent.
- Planning staff are recommending support of the proposal as it is generally consistent with the Provincial Policy Statement and the County Official Plan respecting minor boundary adjustments.

DISCUSSION

Background

OWNERS: Laycrest Farms Ltd.
P.O. Box 422, Plattsville, ON N0J 1S0

APPLICANT: Barry Scully & Sharon Boppre
P.O. Box 33 2 Queen Street, Plattsville, ON N0J 1S0

LOCATION:

The subject lands are described as Queen Street, Plan 33, W of Nith River. The lands are on the east side of Tecumseth Street, south of Township Road 13. The subject lands do not have an assigned municipal address.

COUNTY OF OXFORD OFFICIAL PLAN:

Schedule "B-1"	Township of Blandford-Blenheim Land Use Plan	'Agricultural Reserve' & 'Open Space'
----------------	---	--

TOWNSHIP OF BLANDFORD-BLENHEIM ZONING BY-LAW:

Existing Zoning: 'General Agricultural Zone (A2)'

Proposed Zoning: 'Residential Existing Lot Zone (RE)'

PROPOSAL:

Severance Application B21-86-1 was approved at the February 10, 2022 Land Division Committee Meeting, along with B21-87-1, to permit two (2) lot boundary adjustments. The lands to be severed by B21-86-2 are to be conveyed to the existing non-farm rural residential lot municipally known as 926644 Township Road 13 to the immediate north. The purpose of the lot boundary adjustment approved through B21-86-1 is to add additional amenity space and to rectify a boundary encroachment issue.

Zone Change Application ZN1-21-11 proposes to rezone the severed lands resulting from Severance Application B21-86-1 from 'General Agricultural Zone (A2)' to 'Residential Existing Lot Zone (RE)' in order to match the existing zoning of 926644 Township Road 13.

The subject lands that are proposed to be rezoned through ZN1-21-11 are approximately 1,214 m² (13,067.3 ft²) in size. Currently, the subject lands contain two (2) accessory buildings. Surrounding land uses are primarily existing agricultural operations with two (2) non-farm rural residential lots to the north of the lands.

Plate 1A, Existing Zoning & Location Map (B21-86-1 & ZN1-21-11), indicates the location of the severed, retained, and enlarged lands as well as the existing zoning in the immediate vicinity.

Plate 1B, Existing Zoning & Location Map (B21-87-1), indicates the location of the severed retained, and enlarged lands as well as the existing zoning in the immediate vicinity.

Plate 2A, Existing Zoning & Aerial Map (B21-86-1 & ZN1-21-11), provides an aerial view of the subject lands.

Plate 2B, Existing Zoning & Aerial Map (B21-87-1), provides an aerial view of the subject lands.

Plates 3A, Applicant's Sketch (B21-86-1 & ZN1-21-11), provides the configuration and dimensions of the proposed severed, retained, and enlarged lands in greater detail.

Plates 3B, Applicant's Sketch (B21-87-1), provides the configuration and dimensions of the proposed severed, retained, and enlarged lands in greater detail.

Application Review

2020 PROVINCIAL POLICY STATEMENT (PPS)

Section 2.3 (Agriculture) of the PPS directs that prime agricultural areas shall be protected for long term agricultural use.

Further, Section 2.3.4 (Lot Creation and Lot Adjustments) discourages the creation of new lots in prime agricultural areas and provides only four instances where such lot creation may be permitted, as summarized below:

- for agricultural uses, provided the lots are of a sufficient size for the type of production common in the area and are sufficiently large enough to maintain flexibility in adapting the operation in the future;
- for agricultural-related uses;
- for a surplus farm residence resulting from a farm consolidation; and,
- for infrastructure facilities and corridors in lieu of an easement or right-of-way.

The policies of the PPS also state that lot adjustments in prime agricultural areas may be permitted for legal or technical reasons, which are defined to mean severances for the purpose of easements, corrections of deeds, quit claims and minor boundary adjustments that do not result in the creation of a new lot.

OFFICIAL PLAN:

The majority of the subject lands to be severed are located within the Agricultural Reserve designation in the County of Oxford Official Plan. A relatively minor portion of the lands are located in the Open Space designation. In the Agricultural Reserve designation, lands are to be developed for a wide variety of agricultural land uses, including general farming, animal or poultry operations, regulated livestock farms, cash crop farms and specialty crop farms together with farm buildings and structures necessary to the farming operation, and accessory residential uses required for the farm. The Open Space designation is generally used to identify lands with natural environmental constraints, such as a floodplain (in this instance).

The policies regarding boundary adjustments in areas designated for agriculture are outlined in Section 3.1.4.4.4 (Easements, Rights-of-Way, Correction of Title and Boundary Adjustments) in the Official Plan. Specifically, these policies permit minor adjustments to the legal boundaries of lots to conform to existing patterns of exclusive use and occupancy or to rectify problems created by the encroachment of buildings, structures, private water supply or private sewage disposal facilities on abutting lots.

Further, Section 3.1.5.4.6 of the Plan states that expanded non-farm rural residential lots will be as small as is practical in order to preserve the County's agricultural land base. Severance proposals to expand lots for non-farm rural residential use will generally not exceed 0.8 ha (2 ac) in size. Proposals seeking to sever or expand parcels larger than this limit will only be permitted where it can be demonstrated that the additional area is required to accommodate a private water supply or on-site sewage facilities, where the topography of the area has limitation for agriculture or where the proposed lots are physically isolated by natural features such as streams.

TOWNSHIP OF BLANDFORD-BLENHEIM ZONING BY-LAW:

The lands to be severed are currently zoned 'General Agricultural Zone (A2)' in the Township of Blandford-Blenheim Zoning By-law. The 'A2' zone establishes the minimum lot frontage and area requirements of 100 m (328.1 ft) and 30 ha (74.1 ac), respectively, and is intended for a wide range of agricultural uses.

It is proposed that following the proposed boundary adjustments the agricultural lot will be 29.68 ha (73.33 ac) with approximately 444.9 m (1,459.7 ft) of frontage on Township Road 13. While the retained agricultural lot will be deficient the required 30 ha (74.1 ac) lot area, Staff note that the lands are currently already deficient at a size of 29.83 ha (73.69 ac). Further, Section 5.9.2 of the Zoning By-law states that A2 zoned lots of at least 16 ha (39.5 ha) held under distinct and separate ownership from abutting lots since at least the passing of the Zoning By-law or created through a boundary adjustment may be built upon provided that all zoning provisions are met. This provision would apply to the retained agricultural lands.

It is proposed that following the boundary adjustment proposed by B21-86-1 that the non-farm rural residential lot located at 926644 Township Road 13 will be 2,177 m² (23,440.1 ft²) with approximately 36.29 m (119.1 ft) of frontage on Tecumseth Street, which is in keeping with the provisions of the 'RE' Zone in the Township of Blandford-Blenheim Zoning By-law.

AGENCY COMMENTS:

The application was circulated to various agencies considered to have an interest in the proposal.

The Township Director of Protective Services, the Township Director of Public Works, the Oxford County Public Works Department, Hydro One, the Township Drainage Superintendent, Bell Canada, and the Grand River Conservation Authority (GRCA) have indicated that they had no objections or concerns with the subject application.

PUBLIC CONSULTATION:

Notice of the consent and zone change applications was provided to the public and surrounding property owners in accordance with the requirements of the *Planning Act*. At the time of writing this report, no comments or concerns had been received from the public.

Planning Analysis

Zone Change Application ZN 1-21-11 proposes to rezone the severed lands from Severance Application B21-86-1 from 'General Agricultural Zone (A2)' to 'Residential Existing Zone (RE)' to match the existing zoning of the lot to be enlarged. Following the conveyance of the lot to be severed to the lot to be enlarged, the lands would have a lot size of 2,117 m² (23, 440.1 ft²), frontage of approximately 36.29 m (1119.1 ft) on Tecumseth Road, and a depth of 59.9 m (196.8 ft) and would comply with the relevant provisions of the Zoning By-law.

The use of the lands for non-farm rural residential and accessory buildings thereto, on an existing non-farm rural residential lot located within a Prime Agricultural Area, are generally consistent with the policy criteria of the Provincial Policy Statement and Official Plan respecting minor boundary adjustments.

Once merged, the lot to be enlarged will be approximately 2,177 m² (23,440.1 ft²) in area, which is in keeping with the policy direction of the Official Plan with respect to lot sizes for non-farm rural residential development. The retained lands will be approximately 29.6 ha (73.3 ac) in size, and will continue to be used for agricultural (grazing) purposes. Staff are satisfied that the conveyance of approximately 1,214 m² (13,067.3 ft²) for non-farm residential purposes will not impact the use of the retained lands for agricultural purposes.

As noted, the purpose of the lot boundary adjustment approved through B21-86-1 is to add additional amenity space and to rectify a boundary encroachment.

In light of the foregoing, it is the opinion of this Office that the application is consistent with the policies of the PPS and maintains the general intent and purpose of the Official Plan. As such, Planning staff are satisfied that the application can be given favourable consideration. The proposed amending Zoning By-Law will be brought forward for Council's consideration once the associated reference plan has been received to generate the appropriate by-law schedules.

RECOMMENDATION

It is recommended that the Council of the Township of Blandford-Blenheim approve-in-principle Zone Change Application ZN 1-21-11 submitted by Laycrest Farms Ltd., whereby the lands described as Queen Street, Plan 33, W of Nith River, Township of Blandford-Blenheim are to be rezoned from 'General Agricultural Zone (A2)' to 'Residential Existing Lot Zone (RE)' to recognize the use of the lands for non-farm rural residential purposes.

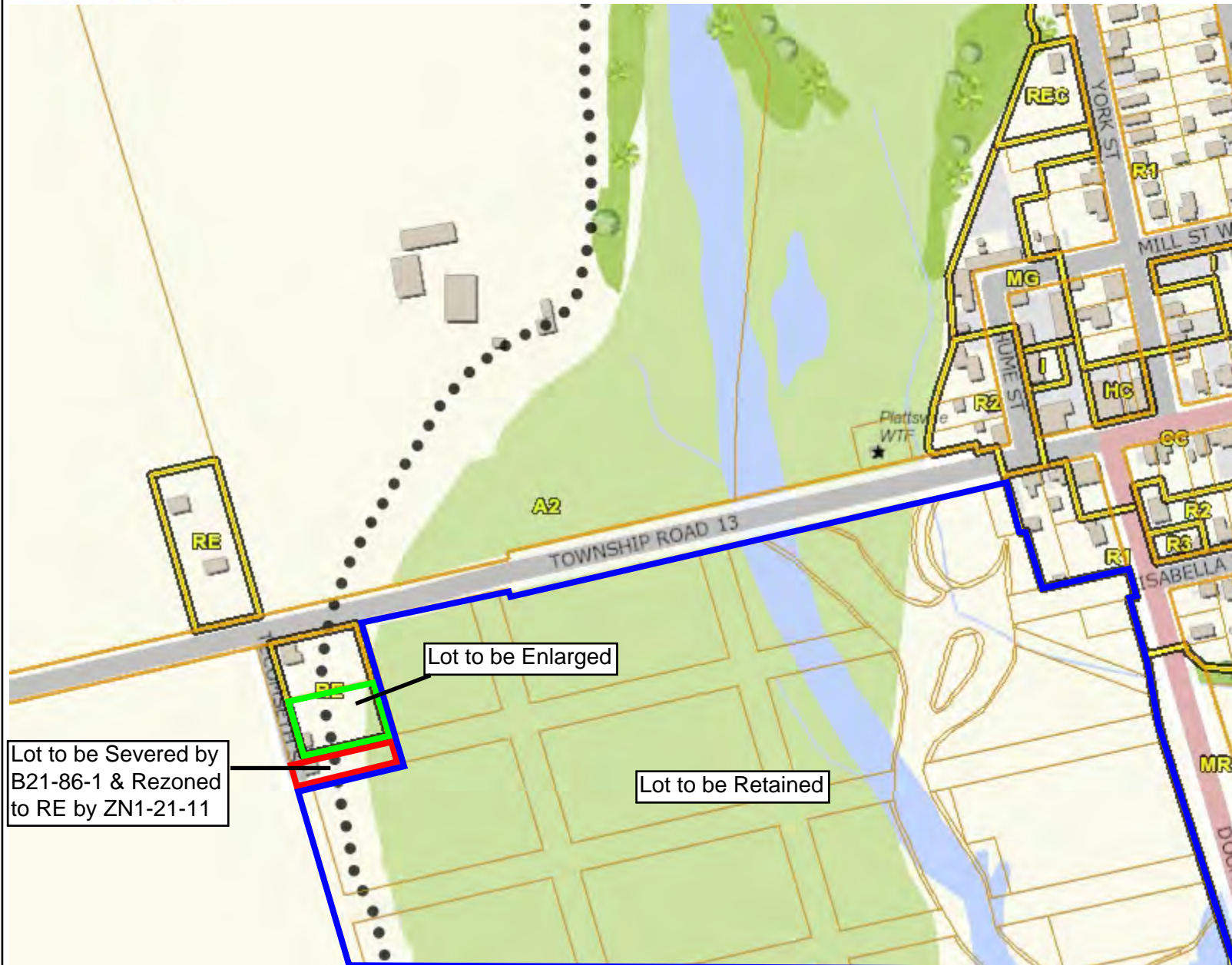
SIGNATURES

Authored by: *'original signed by'*

Dustin Robson, MCIP, RPP
Development Planner

Approved for submission by: *'original signed by'*

Eric Gilbert, MCIP, RPP
Senior Planner



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



0 102 205 Meters

NAD_1983_UTM_Zone_17N



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

November 23, 2021



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



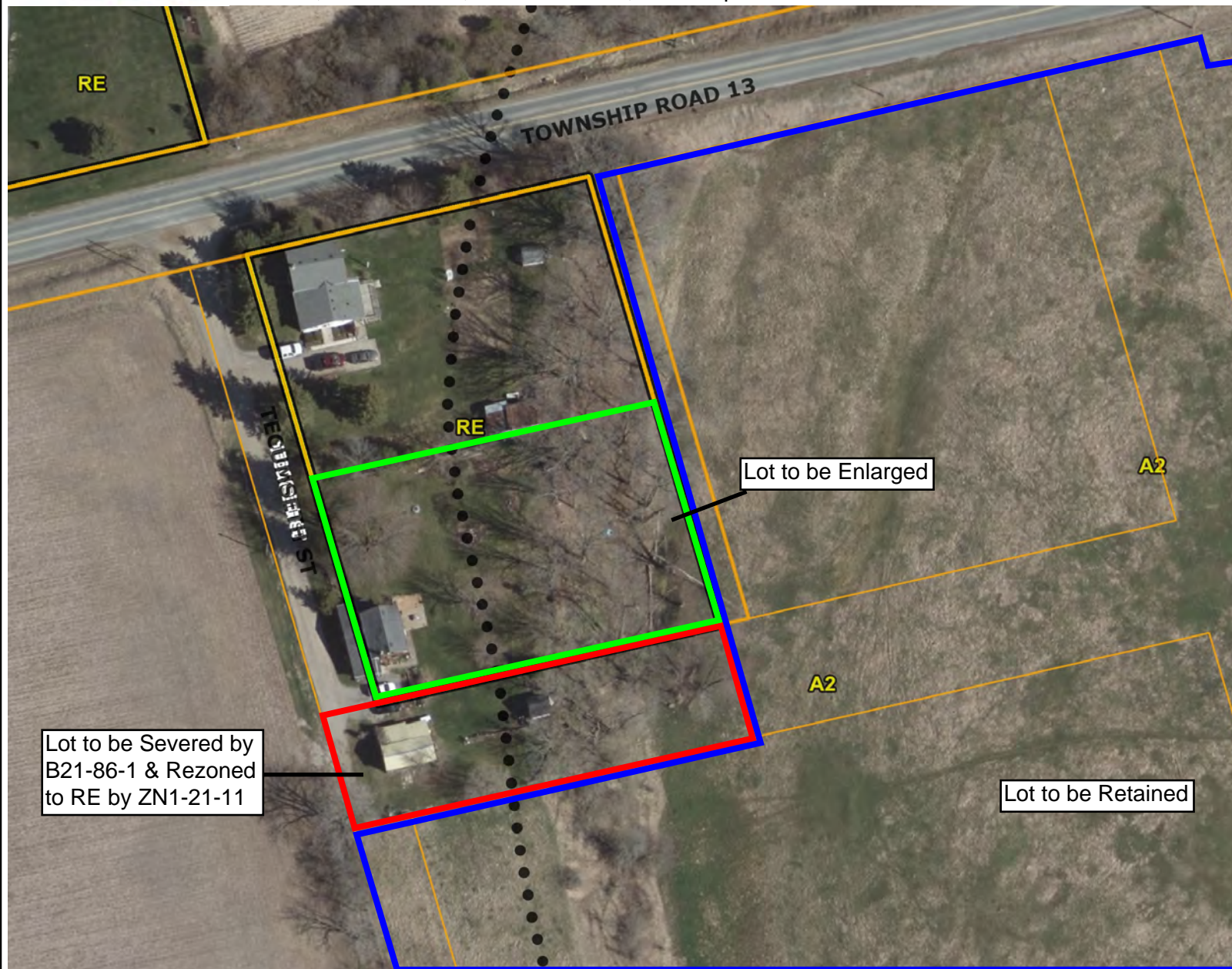
0 102 205 Meters

NAD_1983_UTM_Zone_17N



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

November 23, 2021



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 26 51 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

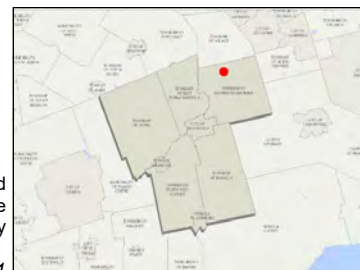
December 23, 2021



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 26 51 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

December 23, 2021

Legend

Notes



0 25 51 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 23, 2021

Township of Blandford-Blenheim
Committee of Adjustment
Princeton Centennial Hall, 35 Main St. S. Princeton
Streamed to Township's YouTube
Wednesday, November 17th, 2021
5:19 p.m.

COMMITTEE OF ADJUSTMENT MINUTES

The Township of Blandford-Blenheim Committee of Adjustment met at 5:19 p.m.

Present: Mayor Peterson, Members Balzer, Banbury, Demarest and Read

Staff: Baer, Borton, Harmer, Krug, Matheson, Mordue, and Richardson.

Others: Dustin Robson, Planner, Oxford County.

Mayor Peterson in the Chair

Disclosure of Pecuniary Interest

None.

Minutes

i. November 3rd, 2021 Meeting of the Committee of Adjustment

Verbal adoption of the Minutes of the Meeting of the Committee of Adjustment.

Moved by – Randy Balzer

Seconded by – Justin Read

Applications

i. Application for Minor Variance A09-21, Martin & Mary Mason at 747710 Township Road 4

The Planner presented the report, recommending denial. The applicant was present and spoke in favour if the application explaining the reason for the location chosen. No one in attendance spoke further for or against the application. Council stated they weren't against the application as it stands.

For application A09-21 the decision was signed as approved.

ii. Application for Minor Variance A10-21 Valerie and Gary Fawcett at 90 Main St. N.

The Planner presented the report, recommending approval. The applicant was not present. No one in attendance spoke further for or against the application.

For application A10-21 the decision was signed as approved.

iii. Application for Minor Variance A11-21, Adam and Ashlyn Crake at 35 Albert St. E.

The Planner presented the report, recommending approval. The applicant was present. No one in attendance spoke further for or against the application.

For application A11-21 the decision was signed as approved.

The Committee adjourned at 5:36 p.m. and the Open Council meeting resumed.

Community Planning

P. O. Box 1614, 21 Reeve Street

Woodstock Ontario N4S 7Y3

Phone: 519-539-9800 • Fax: 519-421-4712

Web site: www.oxfordcounty.ca

Our File: **A01-22**

APPLICATION FOR MINOR VARIANCE

TO: Township of Blandford-Blenheim Committee of Adjustment
MEETING: April 6, 2022
REPORT NUMBER: 2022-105

OWNERS: CW Highpoint Inc.
2129 Queen Street, St. Petersburg, ON N0B 2H0

AGENT: Travis Schmidt
87 Gerber Meadows Drive, Wellesley, ON N0B 2T0

VARIANCE REQUESTED:

1. Relief from the provisions of **Section 7.2.5 Number of Accessory Dwellings and Garden Suites Per Lot**; to permit the establishment of a second accessory single detached dwelling.

LOCATION:

The subject property is legally described as Part Lot 2, Concession 13 (Blenheim), Township of Blandford-Blenheim. The property is located on the north side of Oxford Road 8, lying between Trussler Road and Blenheim Road, and is municipally known as 927695 Oxford Road 8.

BACKGROUND INFORMATION:

COUNTY OF OXFORD OFFICIAL PLAN:

Schedule 'B-1'	Township of Blandford-Blenheim Land Use Plan	Agricultural Reserve
----------------	---	----------------------

TOWNSHIP OF BLANDFORD-BLENHEIM ZONING BY-LAW:

General Agricultural Zone (A2)

COMMENTS:**(a) Purpose of the Application:**

The applicants are requesting relief from the above-noted provisions of the Township Zoning By-law to permit the construction of a second, permanent single detached dwelling, accessory to an existing cash crop and horse boarding operation. The existing single detached dwelling on the lands is to be occupied by the landowners while the proposed second single detached dwelling would be occupied by the landowners' son and his family, whom are involved with the on-going farm operations.

The current farming operation on the subject lands consists of horse boarding, cash cropping, horse sales, and a livestock bedding business. The horse boarding portion is currently at full capacity (36 boarders) with a waitlist while 70 acres of land are used for growing hay.

The subject lands are approximately 40.4 ha (100 ac) in area, with approximately 595 m (1,952.1 ft) of frontage along Oxford Road 8. The subject lands contain a shed, a horse barn, and a single detached dwelling accessory to the farm operation. Surrounding uses are generally agricultural in nature, with a livestock operation to the immediate west.

Plate 1, Existing Zoning & Location Map, shows the location of the subject property and existing zoning in the vicinity.

Plate 2A, Existing Zoning & Aerial Map, provides an aerial view of the subject lands.

Plate 2B, Existing Zoning & Aerial Map (Zoomed In), provides a zoomed in aerial view of the subject lands.

Plate 3, Applicants' Sketch, shows the details of the existing and proposed buildings on the subject lands, as provided by the applicants.

(b) Agency Comments

This application was circulated to those agencies considered to have an interest in the proposal. The following comment was received.

The Township Director of Protective Services, the Township Drainage Superintendent, the Township Director of Public Works, the Oxford County Public Works Department, and Southwestern Public Health have indicated they have no comments or concerns with the proposal.

(c) Public Comments

Public Notice was mailed to surrounding property owners in accordance with the Planning Act. At the time of writing this report, no comments or concerns had been received from the public.

(d) Intent and Purpose of the Official Plan:

The subject lands are designated as Agricultural Reserve, according to the Land Use Plan for the Township of Blandford-Blenheim, as contained in the County Official Plan.

Within the Agricultural Reserve designation, lands are to be developed for a wide variety of agricultural land uses, including general farming and cash crop farms, together with farm buildings

and structures necessary to the farming operation, including accessory residential uses required for the farm.

It is an objective of the Official Plan to permit the development of on-farm dwellings only where they are required to support the farm activity and to ensure that new dwellings will only be established for people associated with the farm activity.

The Official Plan does permit additional residential units associated with a farm operation in the form of temporary dwellings (such as mobile or modular homes) and permanent detached dwellings, provided they satisfy a number of criteria outlined in Section 3.1.4.5 of the Plan.

Specifically, this Section provides that Township Council shall be satisfied of the following;

- The type of farm warrants the need for an additional dwelling unit in terms of requiring close proximity for farm personnel for the farm operations;
- The size and scale of the farm unit in terms of land area and livestock or poultry currently warrants the need for an additional dwelling unit;
- The size of the farm parcel is in keeping with the policies of the Official Plan and the provisions of the Township Zoning By-law;
- The number of existing farm-related dwellings already on the farm unit cannot adequately serve the needs of the farm operation;
- The principal farm dwelling unit is occupied by the farmer, a retired farmer, or hired help or family members directly involved with the farming activity, and;
- The additional dwelling unit is demonstrated to be necessary for hired help or family members directly involved with the farming activity or is required for farm retirees.

The Plan further states that where a proposed additional farm dwelling is intended to be a permanent dwelling unit, the new dwelling will be located in close proximity to the existing dwelling unit and farm buildings, and will be encouraged to use the existing driveway for access, except in instances where farm safety issues would be better addressed by a separate access. Further, permanent dwellings are required to satisfy the Minimum Distance Separation I (MDS I) requirement.

The subject lands are currently in agricultural production (cash crop) and contain a horse boarding operation that boards 36 horses. Planning staff are of the opinion that the current farm operation (type, size, and scale) appears to have a legitimate need for the second accessory single detached dwelling. The size of the farm (40.4 ha (100 ac)) and the number and type of livestock (horses) appear to warrant additional resources for farming help.

It is the opinion of Planning staff that the application generally complies with the criteria outlined in Section 3.1.4.5 of the Official Plan as the applicants have demonstrated that the farming operation warrants a second dwelling, the proposed dwelling will be occupied by a family member involved with the farming operation, and the proposed dwelling will be located in close proximity to the existing buildings on the property and will be accessed by a shared driveway. Given this, staff are of the opinion that the proposal is in keeping with the policy direction of the Official Plan.

(e) Intent and Purpose of the Zoning By-law:

The subject lands are zoned 'General Agricultural Zone (A2)' in the Township of Blandford-Blenheim Zoning By-Law. The 'A2' zone permits a range of agricultural uses, including livestock and regulated farm operations, as well as buildings and structures accessory thereto.

Section 7.2.5 of the Zoning By-Law states that a maximum of one (1) single detached dwelling is permitted on an 'A2' zone, except that a maximum of two (2) accessory single detached dwellings may be permitted on a farm or regulated farm, subject to approval of the Committee of Adjustment. The intent of this provision is to ensure that dwellings located on a farm or regulated farm are necessary for the scale and type of operation and will be directly associated with the farming operation.

As the proposed dwelling will be occupied by a family member that is directly involved in the farming operation and the scale and size of the farming operation warrants a second dwelling, Staff believe that the proposal complies with the intent of the Zoning By-law in this regard.

In addition, Section 7.2.7 Location of New or Enlarged Farm Dwellings, ensures that new farm dwellings, including temporary dwellings, shall be required to satisfy the Minimum Distance Separation requirements as determined through the application of the Minimum Distance Separation Formula I (MDS I). It is the intent of these regulations to reduce potential conflicts with livestock operations, wherever possible. The Township Chief Building Official has reviewed the proposal and has not indicated any concerns regarding the second dwelling's location in relation to MDS I.

Planning staff are generally of the opinion that approval of the applicants' request to construct a new single detached dwelling is not anticipated to create additional land use conflicts, beyond what currently exists in the immediate vicinity, and as such the application is in keeping with the overall intent of the Township Zoning By-law

(f) Desirable Development:

The Official Plan provides in Section 10.3.6 that the Committee of Adjustment shall take the following into account when considering if a variance is desirable;

- whether constraints and/or restrictions to meeting the requirements of the Zoning By-law due to the physical or inherent conditions of the site are involved;
- whether alternative designs of the proposal which would be in conformity with the relevant By-law are clearly not feasible or appropriate for the site;
- the concerns of the effect on adjacent owners, residents and community in general have been considered;
- the approval of the minor variance would not create an undesirable precedent, and;
- that compliance with the standards of the relevant By-law would be unreasonable or impossible and would impose an undue hardship on the applicant.

Staff believe that the existing dwelling on-site is insufficient to fulfill the needs of the current agricultural operation. Given the size of the operation, as outlined by the applicants, Staff believe that a case has been made for the legitimate need for additional farm help. As such, additional dwelling space will be required to facilitate the additional farm help required and the proposed second permanent single detached dwelling would provide the needed dwelling space.

In light of the foregoing, Planning staff are satisfied that requested relief to permit a second permanent single detached dwelling is in-keeping with the general intent and purpose of the County Official Plan and Township Zoning By-Law, is minor in nature, is desirable for the development of the land, and can be given favourable consideration.

RECOMMENDATION:

That the Township of Blandford-Blenheim Committee of Adjustment **approve** Application File A01-22, submitted by CW Highpoint Ltd. for lands described as Part Lot 2, Concession 13 (Blenheim), in the Township of Blandford-Blenheim as it relates to:

1. Relief from the provisions of **Section 7.2.5 Number of Accessory Dwellings and Garden Suites Per Lot**; to permit the establishment of a second accessory single detached dwelling.
 - a. The requested relief shall apply to permit the construction of a single detached dwelling that is generally consistent with the location and size shown on Plate 3 of Report No. 2022-105; and,
 - b. The granting of this application in no way sanctions the future severance of either residence by the County of Oxford Land Division Committee.

As the proposed variance is considered to be:

- i) in keeping with the general intent and purpose of the County's Official Plan;
- ii) a minor variance from the provisions of the Township of Blandford-Blenheim Zoning By-Law No. 1360-2002;
- iii) desirable for the appropriate development or use of the land, building or structure; and,
- iv) in keeping with the general intent and purpose of the Township of Blandford-Blenheim Zoning By-Law No.1360-2002

Authored by: *original signed by:*

Dustin Robson, MCIP, RPP
Development Planner

Approved by: *original signed by:*

Eric Gilbert, MCIP, RPP
Senior Planner



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



0 409 818 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

February 28, 2022



Legend

Parcel Lines

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

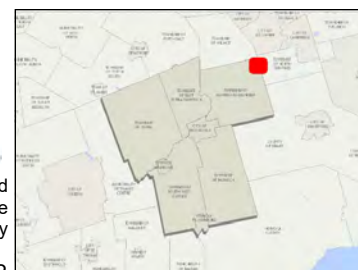
Zoning Floodlines

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



0 409 818 Meters

NAD_1983_UTM_Zone_17N



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

March 2, 2022



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



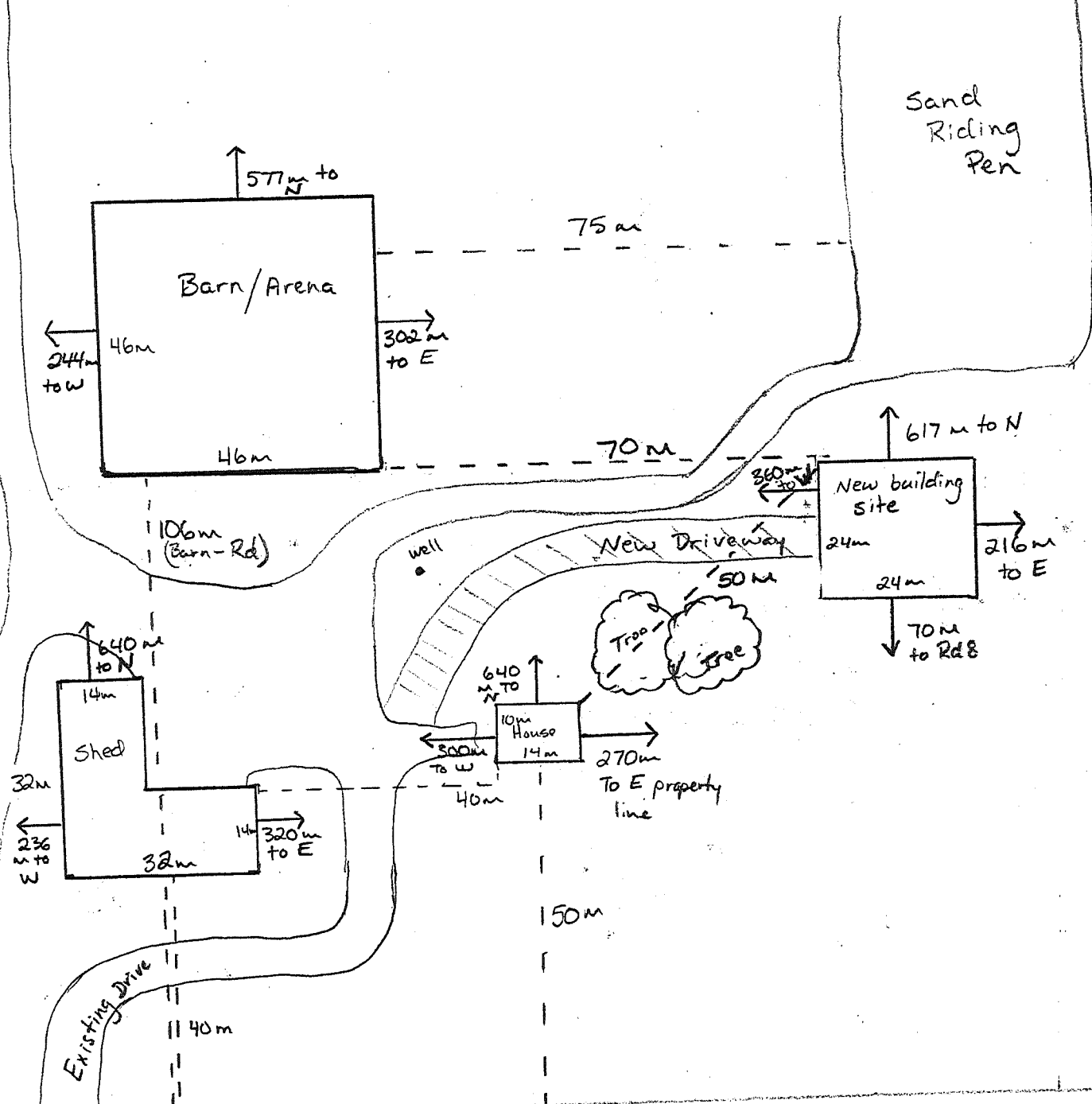
0 102 205 Meters

NAD_1983_UTM_Zone_17N



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

March 2, 2022



Sent via e-mail: sylvia.jones@ontario.ca

February 25, 2022

The Honourable Sylvia Jones
Solicitor General of Ontario
George Drew Building, 18th Floor
25 Grosvenor Street
Toronto, Ontario M7A 1Y6

RE: Firefighter Certification

Dear Solicitor General Jones,

I write to you concerning the draft regulations regarding firefighter certification in response to the posting made on January 28, 2022.

To start, the brevity of the consultation process means that the AMO Board of Directors (and we suspect, the vast majority of municipal councils), have not had a chance to consider or review the proposed regulations in question. The Fire Marshal of Ontario office's distribution of a written presentation to municipal officials, with only three business days to the close of the consultation period, did not facilitate thoughtful municipal review. We would also observe the two technical briefings for municipal officials seemed to be hastily convened. The consultation notice asked for invitations not to be shared. We are concerned that a lack of sharing, and not knowing who was invited, likely contributed to the low municipal participation rates of these sessions.

It is our view that this consultation process is not an example of the type of broad-based municipal engagement necessary for regulations of this scale and scope. As municipal governments are the employers and funders of fire services, we had expected a more comprehensive and transparent consultation with our members.

We believe a more thorough engagement with the municipal sector is necessary for the Ministry to fully appreciate the effects such regulations will have on municipal governments and their fire services. We, therefore, would ask for a two-month extension to afford an appropriate amount of time for the Ministry officials to brief municipal leaders and for councils to be able to thoughtfully reply back on the draft regulations to your Ministry. We understand that the smallest municipalities will be affected the most by these proposed regulations. Ministry outreach must be targeted especially to these communities.

Despite these consultation shortcomings, and without the benefit of broad-based member input, we can offer some preliminary commentary for your consideration. In principle, certification is a step in the right direction. Municipal governments are supportive of efforts to modernize and enhance the professionalism of the fire services that serve Ontario communities. That said, we would ask that the above statement should not be construed or represented as an AMO endorsement of the draft regulations.

AMO understands that the Ontario Seal would provide flexibility based on basic National Fire Protection Association (NFPA) professional qualification standards without requiring NFPA certification. To that end, the Ontario Seal proposed in the current draft is an improved certification approach compared to earlier regulations revoked in 2019.

Legacy provisions are very important to ensure that municipalities are not burdened with unnecessary costs for retraining firefighters who have been adequately trained to the level of service set by Council. We are pleased to see they are included. But such provisions must also include measures which attract and retain volunteer firefighters to serve within their communities. Additional training measures and certification must not serve as an added impediment for those who wish to volunteer as firefighters. Full-time fire fighters simply are not an option for most small, rural, and northern municipalities. The Ministry must propose measures which assist and support volunteer recruitment and composite fire services.

To date, AMO members and fire chiefs have advised that the Ontario certification process will create additional training and new cost pressures on fire services. To that end, it is our request that the Ministry provide some form of financial support during the 4 – 6-year implementation period. The level of support necessary should be based on evidence from fire chiefs and should include the submission of detailed training needs and expected impacts. We urge that fire chiefs be provided with a sufficient period of time to submit detailed fiscal and training impacts to the Ministry and their municipal councils. These training proposals can be used by the Ministry to design a means of providing financial support for small, rural, northern, volunteer, and composite fire services (or any service disproportionately burdened by certification) over the 4 – 6-year implementation period.

We should also point out that there is a distinction between providing local fire services with the support necessary to complete training and the Ministry's support of the Fire Marshal's office to carry out and complete certifications across Ontario. Both need adequate resources to successfully complete certification.

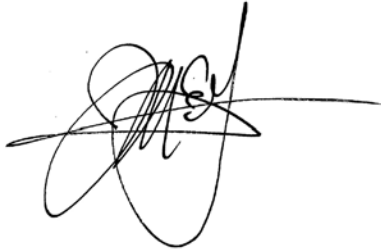
Similarly, the regulatory in-force date (currently July 1, 2022), must be moved well into 2023 or 2024 to fully prevent any in-year municipal budget hits and allow for good municipal financial planning. Of course, the level of multi-year provincial financial support offered to support certification will have a bearing on the in-force date and the adequacy of the lead up period.

As well, the certification process needs to be better aligned with the existing Community Risk Assessments that fire services have been asked to complete by 2025. It seems that the cart is being put in front of the horse. We would ask that these two initiatives be better aligned.

We would also note that the provision of fire services to the unincorporated areas of the province be addressed in an equitable manner to what is expected by municipal governments. Provincial reliance on municipalities to deliver this service, without paying for it, is not right or fair for municipal property taxpayers. This must also be addressed.

I trust these comments will assist the Ministry with its next steps.

Sincerely,



Jamie McGarvey
AMO President and Mayor of Parry Sound

cc: The Honourable Steve Clark, Minister of Municipal Affairs and Housing
Debbie Conrad, Assistant Deputy Minister, Strategic Policy, Research and
Innovation Division, Ministry of the Solicitor General
Jon Pegg, Fire Marshal of Ontario, Ministry of the Solicitor General
Rob Grimwood, President of the Ontario Association of Fire Chiefs (O AFC), and
Deputy Chief, Mississauga Fire and Emergency Services



Blandford-Blenheim Township Police Services Board

47 Wilmot Street South, P. O. Box 100, Drumbo, Ontario N0J 1G0
519-463-5347 or 1-800-410-6882
Secretary: Cretia Brittain 519-458-4865 e-mail @cretia666@gmail.com



Township Office
Drumbo, Ontario
Wednesday, November 24, 2021, 1pm

PSB MINUTES

The Police Services Board Meeting was called to order at 1:02pm by Karen Bartlett.

Present: Karen Bartlett, Bev Beaton, Mark Peterson Staff Inspector Tony Hymers, Rodger Mordue and Cretia Brittain.

Regrets:

Declaration of Pecuniary Interests: None

Agenda: Moved by Bev and seconded by Karen that the PSB Agenda for Sept 22nd be approved. Carried

Minutes: Moved by Bev and seconded by Karen that the PSB Minutes for Sep 22th be approved with addition of Mark Petersn in attendance Carried

Business Arising from the Minutes:

1. Drumbo Pharmacy robbery, investigation is ongoing with no new information

NEW BUSINESS

- 1.

Presentation/Delegations/Petitions:

Correspondence:

1. none

Detachment Commanders Report: Inspector Tony Hymers (September, October)

1. Public Complaints – 0/1 in September, October
2. Secondary Employment – 0/0/0 new request in September, October

3. Patrol Hours– 163.25/157, 15.5/7 cruiser patrol hours and foot patrol hours in September, October
4. Calls For Service – There were 57/ 33 calls in September, October
5. Crime Statistics – There were 1 assaults, 1 mischiefs, 5 break & enters, 2 theft, 0 frauds, and 11 MVAs in September, 1 assaults, 3 mischiefs, 1 break & enter, 3 theft, 0 frauds and 15 MVAs in October
6. Tickets Written – 46/20 tickets written including 25/16 speeding, 5/1 plate/permit/insurance, 18/1 careless driving /handheld device in September, October
7. Crime Stoppers – 36/30, and 18/7 total/OPP tips via crime stoppers and 2/2 totalcases cleared and 0/3 OPP charges laid as of a direct result of crime stoppers tips in September, October

Other Business:

1 Community Safety Policing Grant- current will expire in 2022, application has been made local funding for our area. The new grant should cover the FTE of the 2 previous positions. We would probably like to continue as was done in the past.

In Camera: None

Next Meeting – Wednesday, January 26th 1pm

Meeting was adjourned by Karen, seconded by Bev at 1:52pm

Submitted by: Cretia Brittain

To: Warden and Members of County Council

From: Director of Public Works

2021 Annual Waste Management Reports

RECOMMENDATION

1. That County Council receive Report No. PW 2022-10 entitled “2021 Annual Waste Management Reports” as information.

REPORT HIGHLIGHTS

- This report summarizes the annual performance of Oxford County’s waste management facilities and programs in 2021.
- Oxford County’s waste management facilities and programs provided effective services in 2021 and operated in general compliance with all applicable legislation.
- Based on the County’s current waste diversion activities, the County achieved an overall landfill waste diversion rate (of residential and ICI waste material handled by Oxford County) of approximately 43% in 2021 and has an estimated remaining landfill service life of approximately 29 to 34 years.
- 2021 waste diversion achievements include the collection of 18,800 tonnes of leaf, brush and yard waste material, 8,570 tonnes of residential curbside Blue Box material, 11 tonnes of recycled bulky expanded polystyrene (Styrofoam) material and 5 tonnes of film plastic material. Of note, the County-wide recycling collection tonnage per household (157 kg/hh) increased 7% over 2020 while the amount of waste material landfilled decreased by 19%.
- Curbside garbage audit undertaken in 2021 showed that 60% of residential garbage by weight consists of organic material (avoidable/unavoidable food waste, tissue and paper towels, pet waste, and leaf and yard waste) and 10% by weight consists of recyclable (Blue Box) material.

Implementation Points

The “2021 Annual Waste Management Reports” will be submitted to the Ministry of Environment, Conservation and Parks (MECP) in accordance with regulatory requirements and also posted on the County’s website for public access.

Financial Impact







There are no financial impacts as a result of this report. Any required actions that will result in expenditures have been accounted for in the 2022 Operating or Capital Budget for Waste Management.

Communications

The 2021 Waste Management Annual Reports will be available for public viewing on the County's website on March 24, 2022, at www.oxfordcounty.ca/wasteline. This Council report will also be circulated to Area Municipalities and Zero Waste Oxford.

The County communicates the performance of key Public Works systems (Water, Wastewater, and Waste Management) annually to the public through an annual social media campaign after the last performance report has been submitted to Council.

Strategic Plan (2020-2022)

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
		3.iii.	4.ii.	5.ii.	

DISCUSSION

Background

In accordance with regulatory requirements, the 2021 Annual Waste Management Reports, prepared for submission to the MECP, provide performance data on Oxford County's waste management facilities, operations, and programs. The regulatory reporting requirements are conditions outlined in the facilities' Environmental Compliance Approvals (ECA), Certificates of Approval (C of A), or as identified by government legislation for the particular waste management programs. The pertinent regulatory requirement is referenced in each Annual Waste Management Report.

The annual reports generally include items such as:

- Received and/or processed material;
- Mapping of waste management facilities;
- Facility equipment and staffing;
- Summary of operational activities and services;
- Operational changes from previous years;
- Compliance issues and corrective actions taken;
- Complaints received and corrective actions taken;
- Monitoring data and analysis; and
- Required actions to ensure environmental compliance.

In addition to regulatory reporting requirements, staff provides County Council with annual Blue Box performance monitoring results for all County-funded Blue Box Programs as per Municipal Datacall Best Practices (BP).

In 2021, a curbside waste (black bag) audit was undertaken to characterize residential waste generated from the County's curbside collection program and disposed as landfill material. The composition of the residential garbage stream is presented in this report and the detailed audit results will be further utilized to inform the organics resource recovery technologies (ORRT) feasibility study identified in the 2022 Business Plan and Budget.

Comments

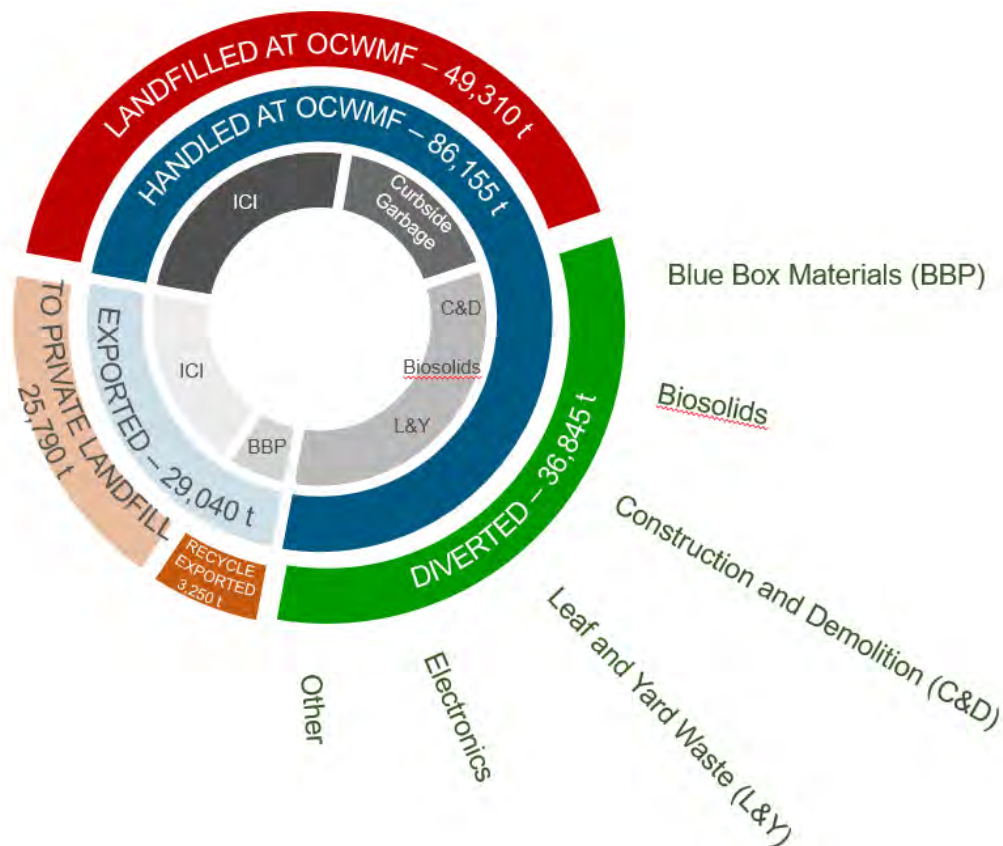
Summary of County-Wide Waste Generation

Approximately 115,100 tonnes of waste (a decrease of 7,500 tonnes over 2020) was generated in Oxford County in 2021. Of the total amount of waste generated, 86,100 tonnes (a decrease of 10,500 tonnes over 2020) was processed at the Oxford County Waste Management Facility (OCWMF). The decrease in 2021 waste is attributed to 2020 quantities being higher than normal as a result of COVID impacts and special one-time projects (i.e. Tavistock Lagoon biosolids disposal).

About 29,000 tonnes of waste was exported out-of-County (without direct handling at the OCWMF). This includes an estimated 25,800 tonnes of waste from the Industrial, Institutional, and Commercial (IC&I) sector, disposed of by private haulers, and 3,200 tonnes of Blue Box material from the City of Woodstock's curbside collection program exported directly to an out-of-County processing facility.

The waste quantity generated by the IC&I sector and exported out-of-County is calculated based on the results of the County's 2017 curbside waste audit with annual increases applied. Overall, approximately 25% of the total waste generated is being exported out of County.

A summary of County-wide waste generation in 2021 is depicted in Figure 1.



Note: Difference in tonnage due to rounding

Figure 1: 2021 County-wide Waste Generation

2021 Annual Waste Management Reports

The annual reports are listed and linked below, followed by a summary section for each.

- [Oxford County Waste Management Facility, Salford 2021 Operations, and Monitoring Report](#)
- [2021 Annual Report Landfill Gas Collection and Flaring System, Oxford County Waste Management Facility](#)
- [Holbrook Landfill 2021 Water Monitoring Report](#)
- [Closed Landfill Sites Due Diligence Monitoring Report](#)
- [Oxford County Permanent Household Hazardous Waste Depot Annual Report 2021](#)
- [Oxford County 2021 Leaf and Yard Waste System Annual Report](#)
- [Oxford County 2021 Year-End Blue Box Waste Management System Annual Report](#)

Oxford County Waste Management Facility, Salford – 2021 Operations and Monitoring Report

- Approximately 86,100 tonnes of waste was handled at the site with approximately 36,800 tonnes being diverted and recovered as material resources. Overall resource recovery material brought to the OCWMF in 2021 increased by 3% and landfilled material decreased by 19%.
- The total trips by all vehicles using the facility averaged about 3,457 per month in 2021, a decrease of 5% from 2020.
- The film plastic drop-off program generated 5 tonnes of material in 2021 compared to 1 tonne collected in the program's inaugural year (2020). An additional drop off depot was opened in September 2021 by the Township of South-West Oxford at the Beachville Firehall.
- The bulky Expanded Polystyrene (Styrofoam) drop-off program generated 11 tonnes of recycled packaging material for reuse in product manufacturing, representing a 120% increase over 2020 tonnages.
- The remaining landfill site service life in 2021 is calculated to be approximately 29 to 34 years based on the current landfilling rate and waste diversion rate (approximately 43%).
- Two odour complaints were received in 2021 from nearby residents. The first complaint was a result of operational activities and was immediately resolved. The second complaint was determined to be from other sources unrelated to waste management operational activities.
- There were no influences of leachate in the groundwater at the site boundaries.
- In March 2021, leachate impacts were identified in onsite stormwater retention ponds as a result of leachate seepage from the landfill area. The occurrence was immediately reported to the MECP and did not result in any adverse environmental impacts from offsite stormwater discharge. Remedial measures were undertaken to repair the leachate seepage and impacted stormwater was pumped to the leachate collection system.
- Private well monitoring showed no landfill influence.

2021 Annual Report Landfill Gas Collection and Flaring System (LGCFS), Oxford County Waste Management Facility

- The LGCFS, located at the OCWMF, operated as intended in 2021 and successfully controlled emissions.
- The flare ran at an average of 120 cubic feet of gas volume per minute in 2021, reflecting no change from 2020.
- The average methane concentration by volume was 42% in 2021, which remained unchanged from 2020.
- Current volumes and concentrations of methane gas continue to remain low.

Holbrook Landfill (Closed) 2021 Water Monitoring Report

- The site has been closed since 1986.
- There was no clear indication of leachate influence in the deeper groundwater system at the property boundaries in 2021.
- No methane was detected in 2021.
- Private well monitoring showed no landfill influence.

Closed Landfill Sites Monitoring Program

- With the recently completed inventories of Oxford's closed landfill sites, monitoring programs were established at the Lakeside, Embro and Thamesford closed landfill sites in 2021 as per best practices.
- Landfill gas, surface water, groundwater, and private well monitoring results indicated no negative landfill influence at these sites.
- In 2022, similar monitoring programs will be undertaken at the Blandford-Blenheim and Norwich closed landfill sites.

Oxford County Permanent Household Hazardous Waste (HHW) Depot Annual Report 2021

- The depot was open 306 days, an increase of 20% from 2020.
- The depot serviced approximately 5,300 vehicles, an 11% decrease over 2020.
- The depot received approximately 148 tonnes of HHW, a decrease of 20% over 2020.
- No operational complaints, concerns, or adverse impacts on the environment were observed.
- The City of Woodstock's Enviro Depot was open 144 days in 2021; the HHW Depot serviced 5,854 vehicles (compared to 2,258 vehicles in 2020) and collected 88 tonnes of HHW (increase of 16% from 2020).

Oxford County 2021 Brush, Leaf, and Yard Waste System Annual Report

The Brush, Leaf, and Yard Waste program consists of 11 drop-off depots operated by the Area Municipalities, with contracted services for centralized hauling of the collected material to the County's Compost Facility for processing. These depots are free to County residents and have operating hours that vary from municipality to municipality. The County funded all program costs in 2021 and generated the following results:

- Over 18,800 tonnes of material was received representing a 6% decrease over 2020 and approximately 9,500 tonnes of finished compost was sold to the end market in 2021.
- A total of 462 composters and 318 green cones were sold to residents, an increase of 18% over 2020.
- Home composters and green cones are sold throughout the County at a subsidized rate of \$10 and \$54 each, respectively.

Oxford County continues to undertake backyard composting program education and outreach to help reduce the number of organics currently black bagged/landfilled.

Oxford County 2021 Year-End Blue Box Waste Management System Annual Report

- Oxford County Waste Management provided curbside collection to all eight Area Municipalities in Oxford County. Curbside collection was performed by contracted services for six of the Area Municipalities and by Area Municipal staff in the City of Woodstock and the Township of South-West Oxford under contract with the County.

- Collection of garbage and recycling is offered to all households, including some multi-residential and commercial properties, provided they meet program requirements.
- Collection of Blue Box material is currently single stream weekly in the County collection area and two-stream bi-weekly in the City of Woodstock. The Township of South-West Oxford continues on a six-business day collection of garbage and single-stream recycling. Alternative residential drop-off depot locations for Blue Box material are located at 955 James Street, Woodstock and the OCWMF (384060 Salford Road).
- The residential diversion rate (from curbside, depots, brush, leaf and yard waste depots, Waste Management Facility) is estimated to be 57% and will be confirmed when the 2021 Datacall is verified in November 2022. The residential diversion rate has plateaued in recent years ranging between 57-59%.
- 8,570 tonnes of residential curbside Blue Box material was collected (6% increase from 2020). Following the removal of contaminated material (residual waste) during processing, approximately 7,800 tonnes of processed material was sent to recycling end markets.
- The contamination rate of the 2021 County/SWOX recycling program is estimated at 10% based on an internal audit conducted by the County's recycling processor and is competitive to other comparative municipal single-stream recycling programs. The contamination rate for the two-stream recycling program in Woodstock was estimated at 12% based on tonnage data provided by the City's recycling processing contractor.
- The recycling collection tonnage per household (hh) for 2021 was 157 kg/hh for the entire County, representing a 7% increase over 2020.

Advancing to Zero Waste

A feasibility study of organics resource recovery technologies (ORRT) is included in the 2022 Oxford County Business Plan and Budget with the objective of identifying a preferred alternative for potential implementation of a County-wide organic waste diversion program. In support of this undertaking, a curbside residential garbage (black bag) audit was completed in 2021 by AET Group Inc.

The black bag audit was completed in Spring 2021, and consisted of 240 single-family households from 24 sampling areas (rural/urban) throughout the County over a two week period. The County-wide residential garbage composition determined through the waste characterization audit is shown in Figure 2 below, and is derived from an estimated quantity of 346 kg/hh/year.

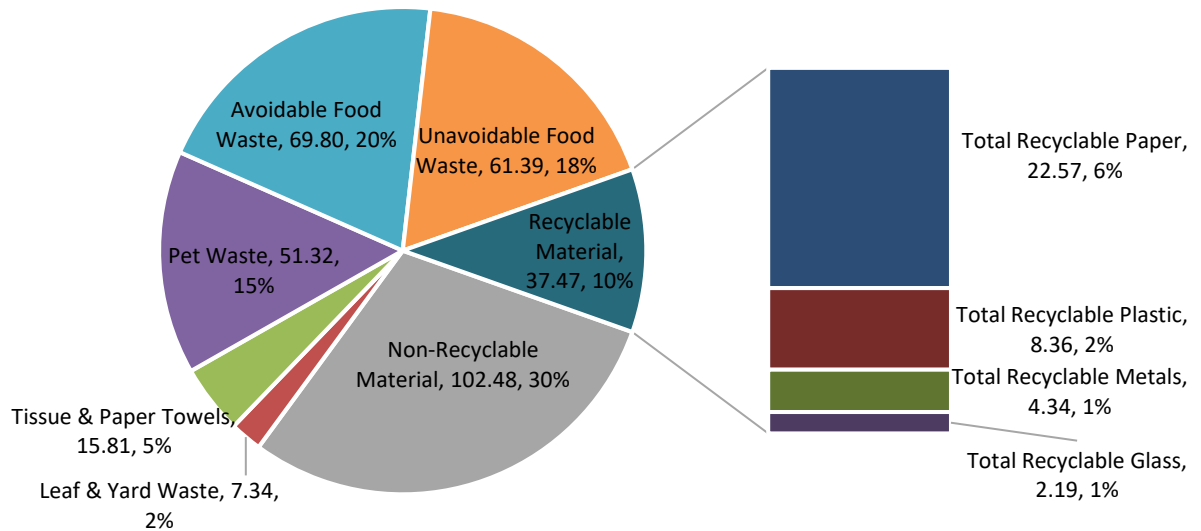


Figure 2: 2021 Garbage Waste Stream Composition

The key findings of the single family residential garbage stream composition include the following:

- Average curbside garbage stream generation (rural/urban combined) is 6.63 kilograms/household/week (kg/hh/wk).
- Average rural curbside garbage stream generation is 3.32 kg/hh/wk.
- Average urban/village curbside garbage stream generation is 7.63 kg/hh/wk.
- Organics makes up almost 60% of the garbage stream by weight consisting of avoidable/unavoidable food waste, tissue and paper towels, pet waste, and leaf and yard waste.
- Recyclables (Blue Box material) makes up 10% of the garbage stream by weight.

The 2021 black bag audit provides a substantial update to the original 2017 baseline audit (Report No. [PW 2017-42](#)) that was completed in support of the County's Zero Waste Plan and waste resource recovery activities. The 2021 audit provides a detailed breakdown of specific material types found in residential garbage set outs and will be utilized in the ORRT feasibility study to determine the viability of a potential County-wide organic waste diversion program. The audit results will also be used to enhance public promotion on current waste diversion programs with greater focus on specific materials found in the residential garbage stream.

Conclusions

The 2021 Annual Waste Management Reports demonstrate that Oxford County's waste management programs and facilities continue to perform well and are in compliance with regulatory requirements.

Implementation of a County-wide organics diversion program will provide an opportunity for resource recovery and would have an immediate impact on reducing waste quantities to further extend the life of the County's landfill area.

SIGNATURES

Report Author:

Original signed by

Pamela Antonio, M.P.A, B.E.S
Supervisor of Waste Management

Departmental Approval:

Original signed by

David Simpson, P.Eng., PMP
Director of Public Works

Approved for submission:

Original signed by

Gordon Hough on behalf of Michael Duben, B.A., LL.B.
Acting Chief Administrative Officer



2021 ANNUAL WASTEWATER TREATMENT SYSTEM SUMMARY REPORT Drumbo Wastewater Treatment Plant

1. GENERAL INFORMATION

Oxford County (the County) prepares a report summarizing wastewater treatment operation and treated effluent discharge quality for every municipal wastewater treatment plant (WWTP) annually. The reports detail the latest effluent quality testing results and quantity statistics, and any non-compliance conditions that may have occurred for the previous year. They are available for review by the end of March on the County website at www.oxfordcounty.ca/Services-for-You/Water-Wastewater/Wastewater/Annual-reports or by contacting the Public Works Department.

All efforts have been made to ensure the information presented in this report is as accurate as possible. If you have any questions or comments concerning the report, please contact the County at the address and phone number listed below or by email at publicworks@oxfordcounty.ca.

Wastewater Treatment Plant:	Drumbo WWTP
Wastewater Treatment Plant Number:	120002479
Environmental Compliance Approval (ECA)	7607-BYQRYA (April 29, 2021)
Wastewater Treatment Plant Owner & Contact Information:	Oxford County Public Works Department Wastewater Services P.O. Box 1614 21 Reeve Street Woodstock, ON N4S 7Y3 Telephone: 519-539-9800 Toll Free: 866-537-7778 Email: publicworks@oxfordcounty.ca
Reporting Period:	January 1, 2021 – December 31, 2021

1.1. System Description

The Drumbo Sequencing Batch Reactor (SBR) WWTP is a Class II rated treatment facility as defined by Ontario Regulation (O.Reg.) 129/04, servicing the Village of Drumbo. The separate wastewater collection system includes three (3) sewage pumping station, 6.7 kilometers of sanitary gravity sewers, and 2.1 kilometers of sanitary forcemain sewers.

The Drumbo WWTP consists of two alternating reactors, pressure filters and ultra-violet light for disinfection, with an outfall pipe to a wetland area which discharges to the Cowan Drain. The County operates the Drumbo WWTP, utilizing the staff located at the Woodstock WWTP. Biosolids are temporarily stored at the Drumbo WWTP and routinely transported to the Woodstock WWTP for digestion.

A standby generator is available to run the onsite Water Treatment Facility and the Drumbo WWTP in the event of a power failure. The wastewater system is maintained by licensed wastewater treatment system operators and licensed mechanics that operate, monitor, and maintain the treatment equipment, in accordance to the regulations, and collect samples as required by the ECA. Alarms automatically notify operators in the event of failure of critical operational requirements.

The Drumbo WWTP is located at 93 Peterson Street in Drumbo, Ontario, with the Facility description provided below.

Facility	Drumbo WWTP
Design Capacity	300 m ³ /d
2021 Average Daily Flow	274 m ³ /d
2021 Maximum Daily Flow	515 m ³ /d
2021 Total Volume of Wastewater	100,177 m ³ /year

1.2. Major Expenses

In 2021, the Drumbo WWTP had forecasted operating and maintenance expenditures of approximately \$229,000.

In addition to regular operational and maintenance expenditures, Capital Improvement Projects for the Village of Drumbo were forecasted at \$4,830,000 which included improvements to the wastewater collection system and the Drumbo WWTP.

Drumbo Capital Improvement Projects included:

- \$4,750,000 - 2021 (\$9,660,000 total) for the expansion to the Drumbo WWTP (multi-year project with the Total Forecasted Capital Expenditures)
- \$20,000 Feasibility Study
- \$20,000 Standby Power Upgrade
- \$9,160 for general operating equipment

Capital Improvement Projects for all systems included:

- \$720,000 to develop Countywide SCADA Master Plan for all water/wastewater systems

2. SUMMARY AND INTERPRETATION OF MONITORING DATA

2.1. Effluent Quality Assurance and Control Measures

Sampling Procedure

Influent samples are taken using a 24-hour composite sampler on a monthly basis from the transfer tank. This tank receives flow from the trash tank, which holds the majority of the daily flow.

Effluent samples are taken weekly using a 24-hour composite sampler installed so as to sample during periods of flow from either of the two reactors. Samples are taken on site and tested for pH, dissolved oxygen (DO), and temperature.

Laboratory and Field Testing

Laboratory analysis is performed by SGS Lakefield Research Ltd. on all samples that are reported for compliance except for pH, DO, and temperature which are analyzed in the field.

2.2. WWTP Performance and Effluent Quality

Final Effluent Compliance Limits

Compliance limits are defined as the maximum effluent concentrations permitted for a given parameter set by the Ministry of Environment, Conservation and Parks (MECP). Compliance limits are detailed within each WWTP ECA. The limits are determined to prevent impairment to the receiving water body quality. The Owner is legally obligated to operate and maintain the treatment system to ensure the compliance limits are achieved.

In 2021, the Drumbo WWTP provided effective treatment with 755 samples out of 790 meeting compliance, or 96 % compliance to its regulatory limits for all effluent discharged from the WWTP.

In late July, a blower motor failed causing decreased oxygen concentrations in the aeration, resulting in a non-compliance for Total Ammonia Nitrogen. A stand by blower was put into duty, while repairs were completed on the faulty unit.

- The effluent monthly average concentration for Total Ammonia Nitrogen was 3.43 mg/L, which was above the ECA concentration limit of 2.7 mg/L

In August, the Drumbo WWTP was still recovering from the nitrification issues experienced from the previous month. On August 17th, a break in the aeration piping was discovered. This reduction of oxygen supply to the aeration reactors, further stressed the nitrification recovery and caused poor settling. Both aeration reactors were pumped down and re-seeded with activated sludge from the Woodstock WWTP. The aeration piping was repaired and staffing levels increased to stabilize operations.

- The effluent monthly average concentration for Total Ammonia Nitrogen was 3.85 mg/L, with an ECA concentration limit of 2.7 mg/L. The monthly average daily effluent loading concentration for Total Ammonia Nitrogen was 0.86 kg/day, with an ECA concentration limit of 0.8 kg/day.
- The effluent monthly average concentration for Total Suspended Solids was 10.0 mg/L, with an ECA concentration limit of 9.3 mg/L.

In October, heavy precipitation caused flows to exceed the rated capacity of the plant for approximately half of the month. This resulted in solids carryover into the plant effluent. Vacuum trucks were used to temporarily reduce the influent volume entering the plant during peak flow periods. The plant is currently under construction, to increase the rated capacity of the plant from 300 m3/day to 450 m3/day.

- The effluent monthly average concentration for Total Suspended Solids was 20.4 mg/L, with an ECA concentration limit of 9.3 mg/L.
- The monthly average daily effluent loading concentration for Total Suspended Solids was 6.6 kg/day, which exceeded the ECA concentration limit of 2.8 kg/day.

All non-compliances were reported to the Ministry of Environment, Conservation and Parks (MECP) at the time of the event.

Influent Streams and Effluent Streams

On a weekly basis, the Operator measures pH of both the influent and effluent streams. There was no single pH result for the effluent outside the discharge limit of 6 - 9.5 in 2021. Analyses results are summarized below.

Graphs of the discharge parameters versus effluent discharge limits are included in this report in Appendix A.

Influent wastewater characteristics and effluent discharge values are presented in the tables below.

Drumbo WWTP Influent Wastewater Characteristics		
Parameter	Concentration mg/L	Loading kg/d
BOD ₅	114	31
Total Suspended Solids	82	23
Total Phosphorus	3	1
Total Kjeldahl Nitrogen	31	9

Effluent Parameter	Sample Frequency	ECA Effluent Limit (Monthly Average) (mg/L unless otherwise indicated)	Monthly Average Result Min-Max (mg/L unless otherwise indicated)	Percentage Removal
Carbonaceous Biochemical Oxygen Demand (CBOD ₅)	weekly	9.3	2.0 – 5.2	94.1 – 97.8
Total Suspended Solids (TSS)	weekly	9.3	3.3 – 20.4	75.1 – 96.0
Total Phosphorus (TP)	weekly	0.46	0.1 – 0.38	87.3 – 96.7
Total Ammonia Nitrogen (TAN) (May 1 to October 31)	weekly	2.7	1.2 – 3.9	--
Total Ammonia Nitrogen (TAN) (Nov. 1 to April 30)	weekly	4.5	2.2 – 4.0	--
E. coli	weekly	200 organisms/100 mL (monthly Geometric Mean Density)	2.0 – 15.8 organisms/100 mL (monthly Geometric Mean Density)	--
DO	weekly	5.0 or higher	6.3 – 7.9	--
pH any single sample	weekly	6.0 - 9.5	6.9 – 8.0	--

2.3. Final Effluent Design Objectives

Objectives are non-enforceable effluent quality values which the Owner is obligated to use best efforts to strive towards achieving on an ongoing basis. These objectives (summarized below) are to be used as a mechanism to trigger corrective action proactively, and voluntarily, before environmental impairment occurs and before the compliance limits are exceeded.

The following table presents the range of effluent discharge values vs. ECA Objectives.

Effluent Parameter	Sample Frequency	Monthly Average Objective Concentration (mg/L unless otherwise indicated)	Monthly Average Result Min-Max (mg/L unless otherwise indicated)
Carbonaceous Biochemical Oxygen Demand (CBOD ₅)	weekly	4.7	2.0 – 5.2
Total Suspended Solids (TSS)	weekly	4.7	3.3 – 20.4
Total Phosphorus (TP)	weekly	0.27	0.1 – 0.38
Total Ammonia Nitrogen (TAN) (May 1 to October 31)	weekly	1.8	1.2 – 3.9
Total Ammonia Nitrogen (TAN) (Nov. 1 to April 30)	weekly	3.6	2.2 – 4.0
E. coli	weekly	150 organisms/100 mL (monthly Geometric Mean Density)	2.0 – 15.8 organisms/100 mL (monthly Geometric Mean Density)
DO	weekly	6 or higher	6.3 – 7.9
pH any single sample	weekly	6.5 - 8.5	6.9 – 8.0

The WWTP has had difficulty meeting its final effluent objectives, as the facility is at the limit of its treatment capacity. A Schedule C Class Environmental Assessment was completed in 2019, which recommended increasing the WWTP capacity from 300 m³/day to 450 m³/day (with potential to increase to 600 m³/day by adding two additional cassettes) by upgrading the existing SBR to a Membrane Bioreactor plant (MBR). Construction began in 2021 and is expected to be completed in the spring of 2023.

Exceedances of the Monthly Average Objectives in 2021, are included the following table.

Month	Parameter	Objective (mg/L)	Monthly Average Result (mg/L)
January 2021	TSS	4.7	6.4
February 2021	CBOD ₅	4.7	5.2
March 2021	TAN	3.6	4
April 2021	FLOW	300 m ³ /d	306 m ³ /d
May 2021	TSS	4.7	5.3
May 2021	TAN	1.8	2.1
June 2021	TSS	4.7	4.8
June 2021	TP	0.27	0.30
July 2021	TSS	4.7	5.3
July 2021	TAN	1.8	3.4
August 2021	TSS	4.7	10
August 2021	TAN	1.8	3.9
August 2021	TP	0.27	0.38
September 2021	TSS	4.7	7.3
October 2021	CBOD ₅	4.7	4.8
October 2021	TSS	4.7	20.4
October 2021	TP	0.27	0.29
October 2021	FLOW	300 m ³ /d	324
November 2021	TSS	4.7	7
December 2021	FLOW	300 m ³ /d	345

Drumbo effluent single samples that did not meet effluent objective concentrations in 2021 included the following:

Month	Parameter	Objective mg/L	Result mg/L
June 17, 2021	Dissolved Oxygen	6	5.2

Dissolved oxygen concentration is monitored to protect the quality of the receiving body. In the case of dissolved oxygen, the objective set is a minimum value to achieve. The lower observed dissolved oxygen result occurred when testing the effluent while cleaning the disinfection system, and was not representative of typical discharged effluent.

3. OVERFLOWS, BYPASSING, UPSETS, SPILLS, AND ABNORMAL CONDITIONS

There were no overflows, bypassing, upsets, spills and abnormal conditions in 2021.

The Drumbo WWTP is nearing its rated capacity and as such achieving the treatment objectives is challenging. The County is currently undertaking construction to expand the WWTP to address the constraints.

There were no complaints in 2021.

In conformance with Procedure F-5-1, to eliminate Bypass/Overflows, a new natural gas powered generator and automatic transfer switch are planned to be installed at the main sewage pumping station in 2022.

4. MAINTENANCE OF WORKS

The operating and maintenance staff at the Drumbo WWTP conducts regularly scheduled maintenance of the plant equipment. The Drumbo WWTP utilizes a database system known as Cartegraph to issue work orders and maintain records for regular maintenance and repair at the Drumbo WWTP.

The Limited Operational Flexibility for modifications to the Drumbo WWTP was not used in 2021.

5. MONITORING EQUIPMENT MAINTENANCE AND CALIBRATION

The calibration of flow meters is conducted yearly by Indus-Controls Inc. in accordance with the requirements of the ECA. The records are kept on-site at the Drumbo WWTP.

All other operational monitoring equipment is calibrated by staff and records are kept on-site at the Drumbo WWTP.

6. BIOSOLIDS PROGRAM

Co-thickened primary sludge is transported from the Drumbo WWTP to the Woodstock WWTP for further treatment.

Biosolids are anaerobically digested and dewatered at the Woodstock WWTP using two Alfa-Laval Centrifuges. The biosolids are then stored at the County Biosolids Centralized Storage Facility (BCSF) prior to land application. The sampling results and land application details are summarized in a separate Biosolids Annual report, available at: www.oxfordcounty.ca/Services-for-You/Water-Wastewater/Wastewater/Annual-reports.

7. INSPECTION, PILOTS, AND TRIALS

The MECP did not conduct a facility inspection of the Drumbo WWTP in 2021. The MECP inspections typically occur on a 3-year schedule.

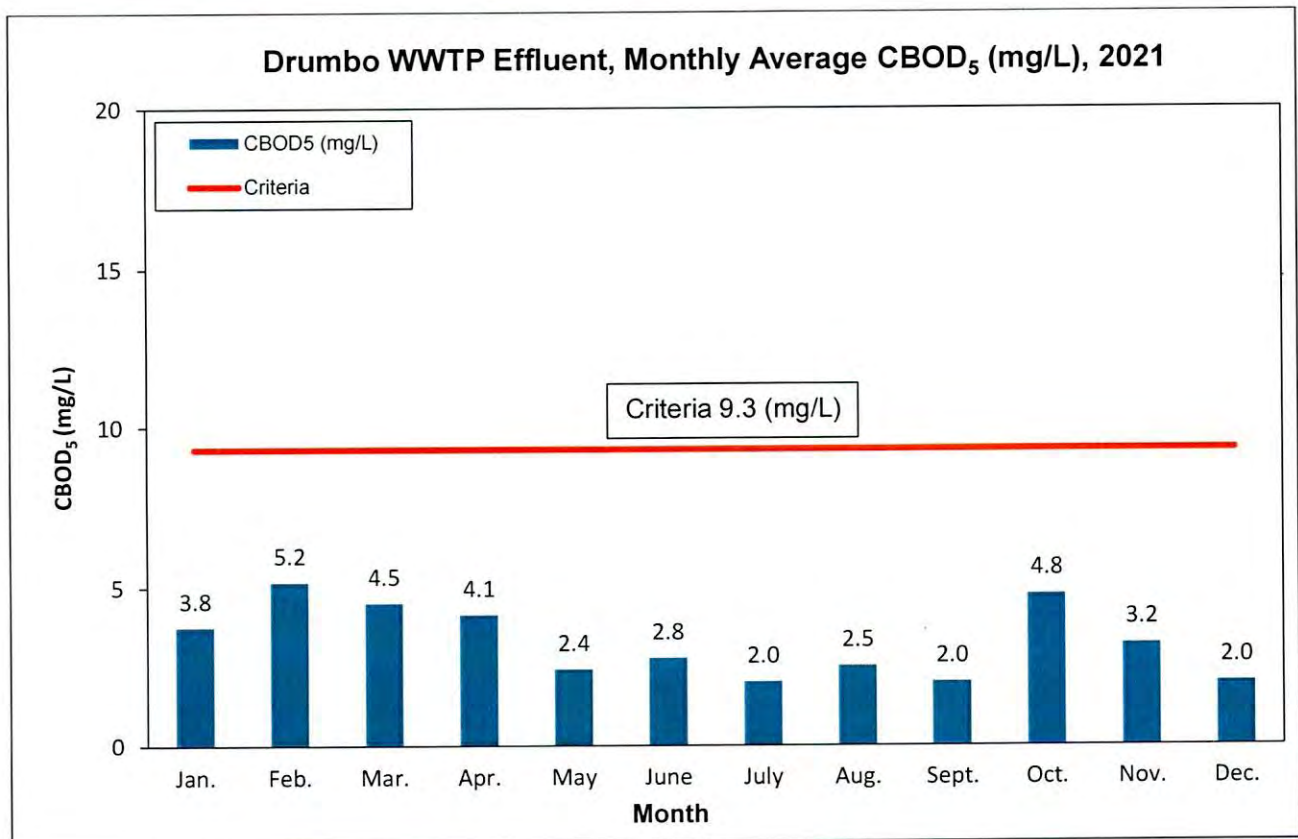
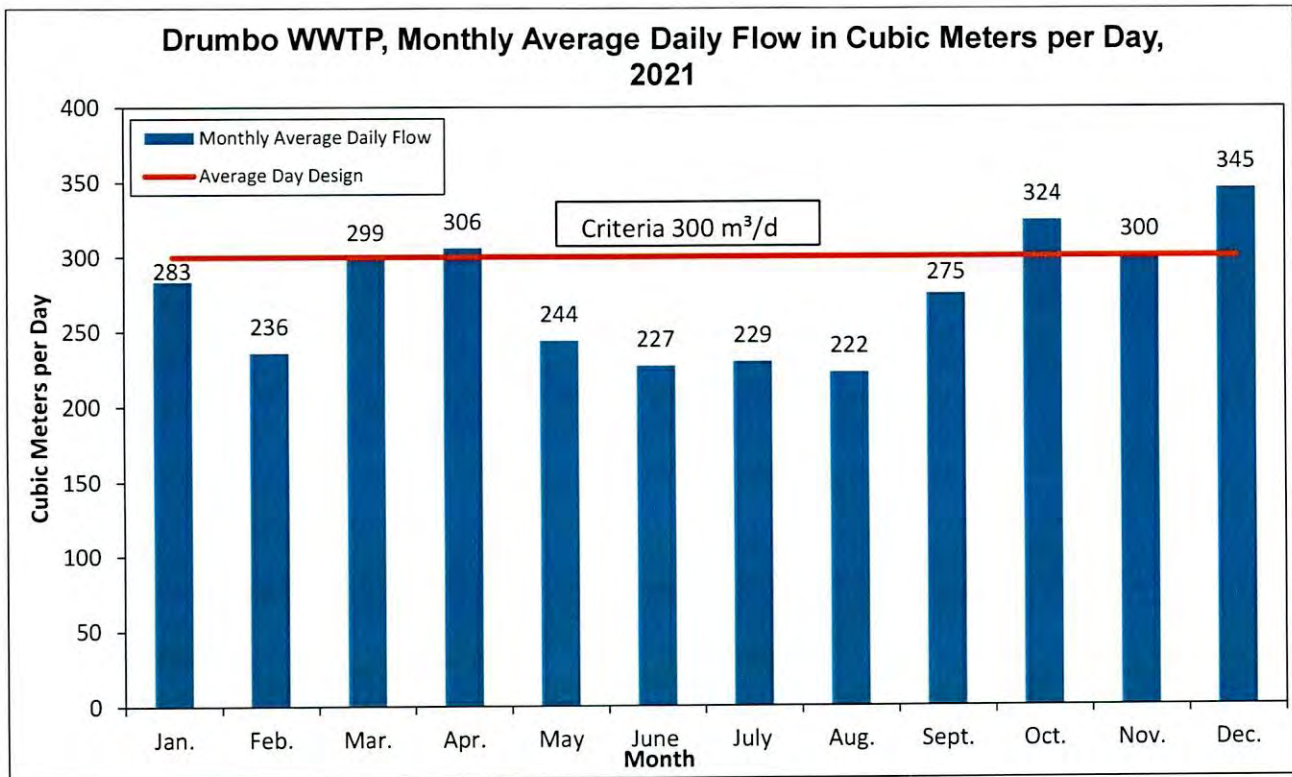
Plant Expansion

In 2021, construction began to expand the rated capacity of the Drumbo WWTP from 300 to 450 m³/day. The upgrades include headworks, Membrane Bioreactors (MBR), disinfection equipment, and new plant backup power supply.

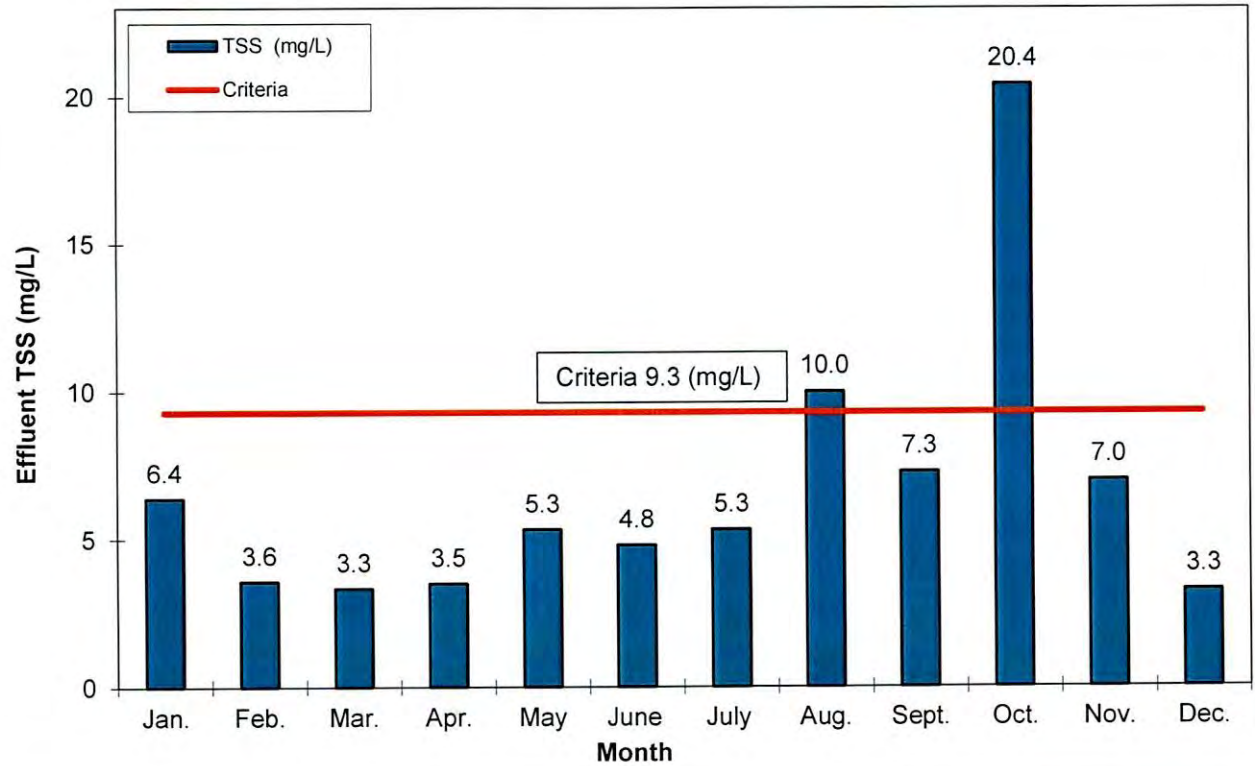
Feasibility Study

In 2021, a Feasibility Study commenced to investigate wastewater treatment potential for the Village of Drumbo. This Feasibility Study will help to develop and plan alternative scenarios and treatment strategies to meet future wastewater treatment servicing. The anticipated completion date is 2022.

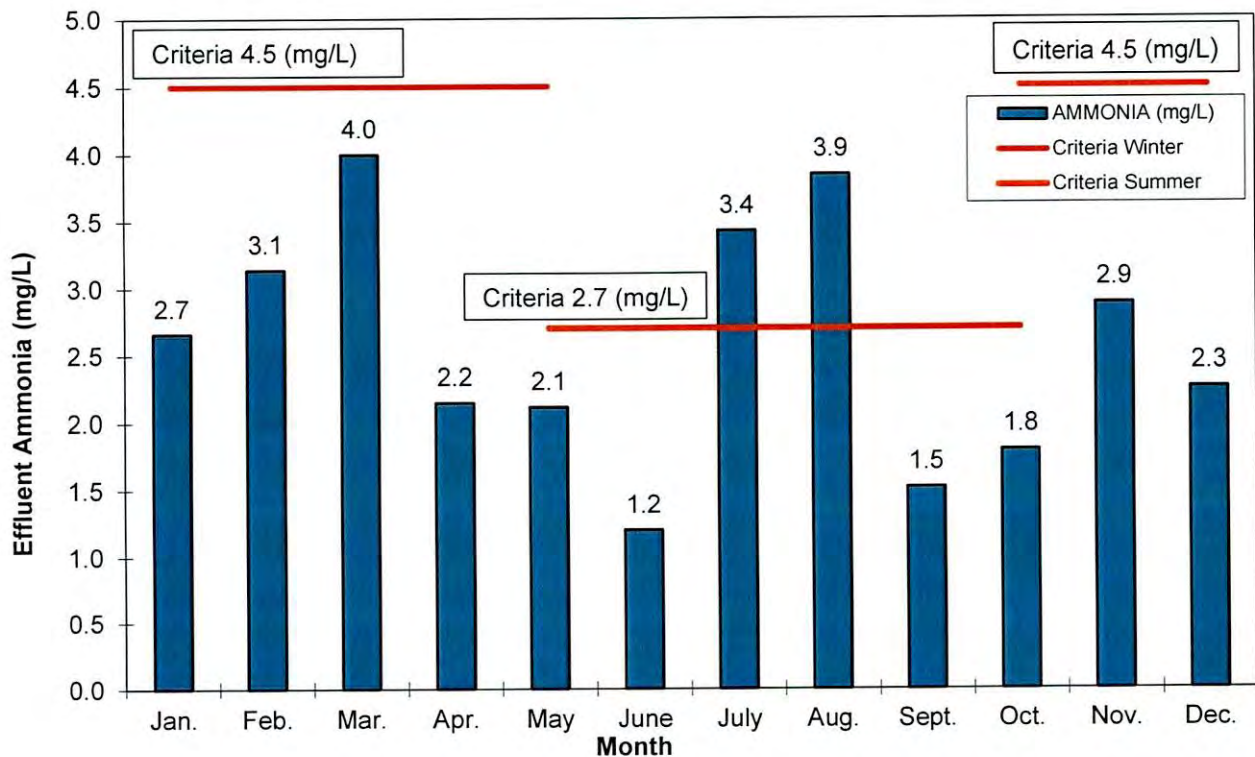
APPENDIX A: GRAPHS OF 2021 DISCHARGE PARAMETERS VS. EFFLUENT DISCHARGE LIMITS



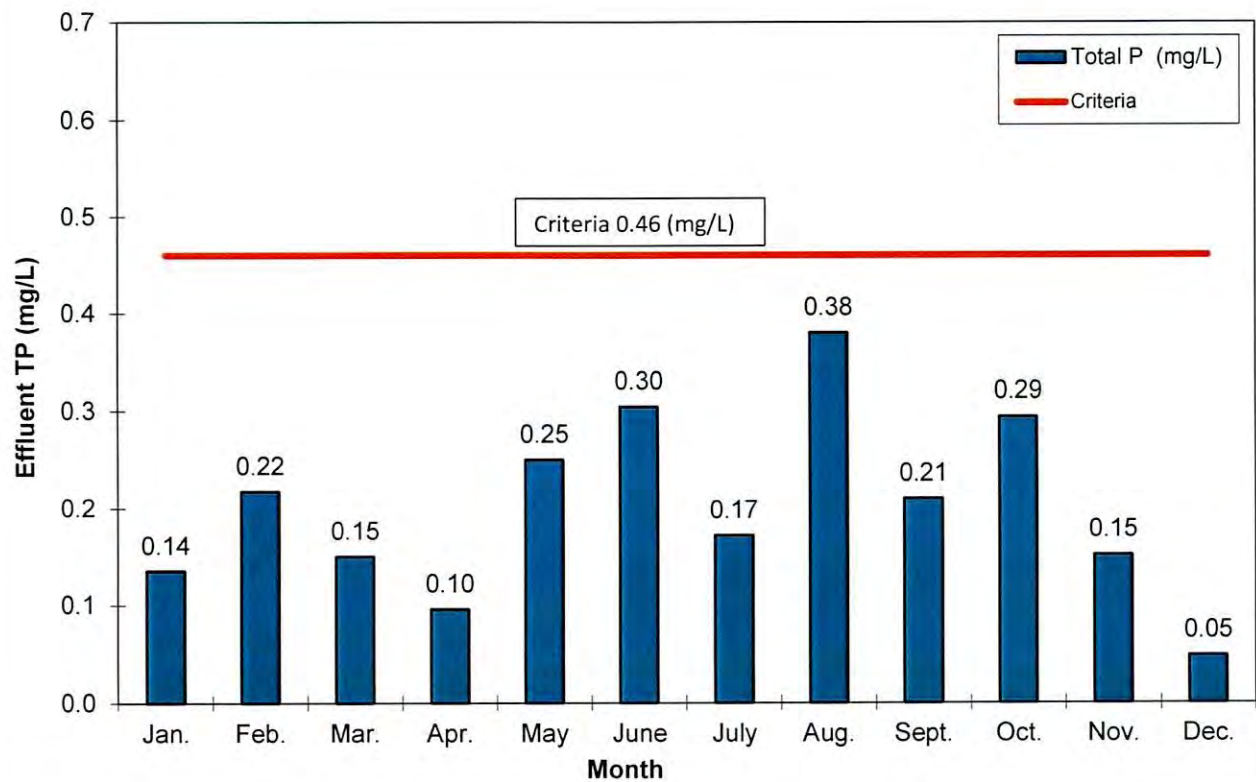
Drumbo WWTP Effluent. Monthly Average TSS (mg/L), 2021



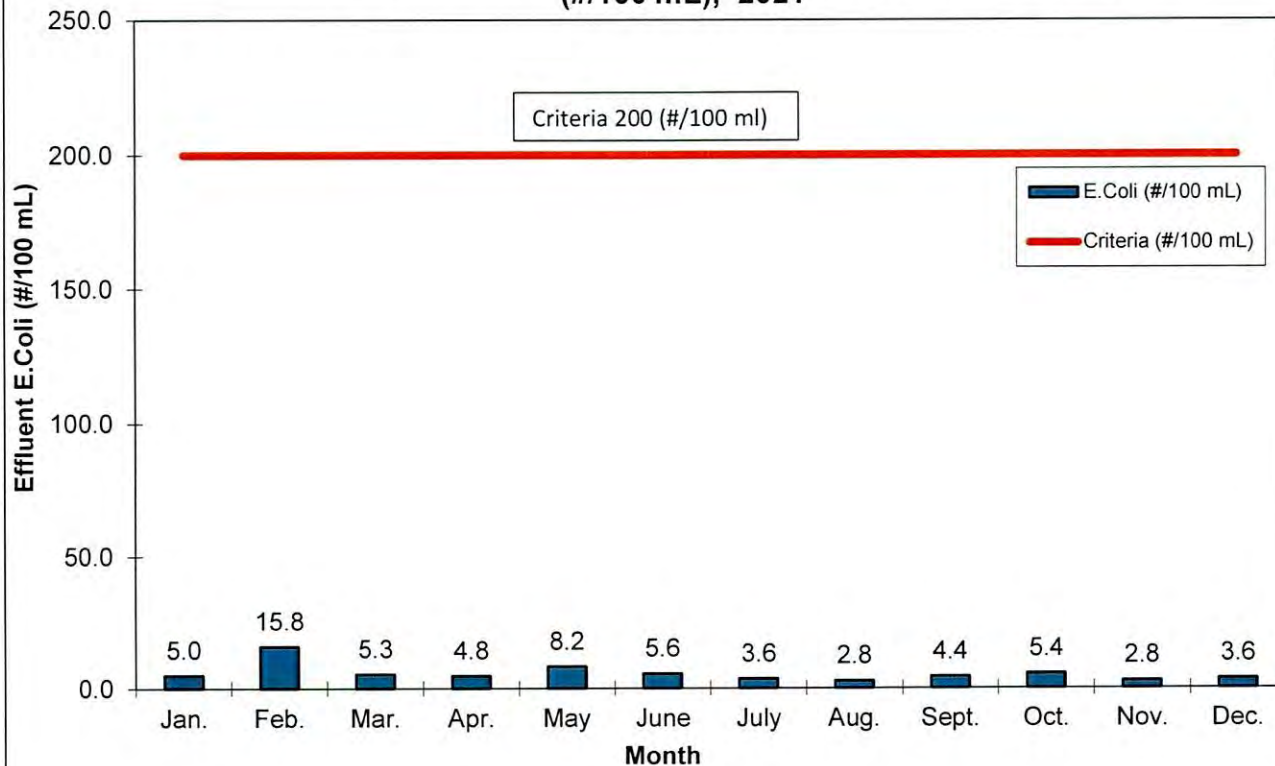
Drumbo WWTP Effluent, Monthly Average Ammonia (mg/L), 2021



Drumbo WWTP Effluent , Monthly AverageTP (mg/L), 2021



Drumbo WWTP Effluent, Monthly Geometric Mean Density E.Coli (#/100 mL), 2021





2021 ANNUAL WASTEWATER TREATMENT SYSTEM SUMMARY REPORT Plattsville Wastewater Treatment Plant

1. GENERAL INFORMATION

Oxford County (the County) prepares a report summarizing wastewater treatment operation and treated effluent discharge quality for every municipal wastewater treatment plant (WWTP) annually. The reports detail the latest effluent quality testing results, quantity statistics, and any non-compliance conditions that may have occurred for the previous year. They are available for review by the end of March on the County website at www.oxfordcounty.ca/Services-for-You/Water-Wastewater/Wastewater/Annual-reports or by contacting the Public Works Department.

All efforts have been made to ensure the information presented in this report is as accurate as possible. If you have any questions or comments concerning the report, please contact the County at the address and phone number listed below or by email at publicworks@oxfordcounty.ca.

Wastewater Treatment Plant:	Plattsville WWTP
Wastewater Treatment Plant Number:	110003022
Environmental Compliance Approval (ECA)	3133-7QWH4N (June 23, 2009)
Wastewater Treatment Plant Owner & Contact Information:	Oxford County Public Works Department Wastewater Services P.O. Box 1614 21 Reeve Street Woodstock, ON N4S 7Y3 Telephone: 519-539-9800 Toll Free: 866-537-7778 Email: publicworks@oxfordcounty.ca
Reporting Period:	January 1, 2021 – December 31, 2021

1.1. System Description

The Plattsville WWTP is a Class I facility, as defined by Ontario Regulation (O.Reg.) 129/04. The Plattsville WWTP is a lagoon wastewater treatment system serving the community of Plattsville. The nominally separated wastewater collection system includes 1 sewage pumping station, 11.9 kilometers of sanitary gravity sewers and 3.1 kilometers of sanitary forcemain sewers. Wastewater is treated at the Plattsville WWTP, which includes two aerated lagoon cells and two conventional wastewater stabilization ponds. Phosphorus removal is accomplished through the continuous dosing of aluminum sulphate into the splitter box prior to the wastewater entering the stabilization ponds and/or when required by batch dosing via a return pump pond mixing system, which can dose either cell and recirculate the contents. Treated effluent is pumped to an intermittent sand filter designed for ammonia removal prior to discharge into the Nith River.

The Plattsville WWTP is located at Lot 16, Conc. 12, Township of Blandford-Blenheim, Ontario with the Facility description provided below.

Facility	Plattsville WWTP
Design Capacity	800 m ³ /d
2021 Average Daily Flow	457 m ³ /d
2021 Maximum Daily Flow	929 m ³ /d
2021 Total Volume of Wastewater	166,944 m ³ /year

1.2. Major Expenses

In 2021, the Plattsville WWTP had forecasted operating and maintenance expenditures of approximately \$600,000.

In addition to regular operational and maintenance expenditures, Capital Improvement Projects for the Village of Plattsville were forecasted at \$52,000 which included improvements to the wastewater collection system and the Plattsville WWTP.

Capital Improvement Projects included:

- \$21,000 for Feasibility Study
- \$31,000 for the replacement of general operating equipment

Capital Improvement Projects for all systems included:

- \$720,000 to develop Countywide SCADA Master Plan for all water/wastewater systems

2. SUMMARY AND INTERPRETATION OF MONITORING DATA

2.1. Effluent Quality Assurance and Control Measures

Sampling Procedure

Raw influent wastewater is sampled on a monthly basis. The influent samples are analyzed for Biochemical Oxygen Demand (BOD₅), Total Suspended Solids (TSS), Total Kjeldahl Nitrogen (TKN), Total Phosphorus (TP), and pH. Effluent discharge samples are collected bi-weekly or monthly and at an interval to meet the percentage of drawdown of the lagoon cell during discharge periods as stipulated in the ECA. Effluent samples are analyzed for CBOD₅, TSS, Total Ammonia Nitrogen, TP, E. coli, temperature and pH.

Laboratory and Field Testing

All samples that are reported for compliance purposes are analyzed by a licensed laboratory except for pH, dissolved oxygen (DO), and temperature which are field collected. Laboratory analysis is performed by SGS Lakefield Research Ltd. All other in-house testing is done for process control, the results of which are not included in this report.

Groundwater Testing

The ECA requires that an annual groundwater sample be collected and tested for Total Organic Carbon (TOC), TP, TKN, Nitrite and Nitrate.

Four samples were collected in 2021 and are referred to as the shallow well sample and deep well sample:

PLATTSVILLE WWTP GROUNDWATER SAMPLING								
	May 10/21	May 10/21	May 25/21	May 25/21	Oct 13/21	Oct 13/21	Oct 27/21	Oct 27/21
Depth of Sample	Shallow	Deep	Shallow	Deep	Shallow	Deep	Shallow	Deep
Parameter								
TOC (mg/L)	2	< 1	< 1	< 1	2	< 1	2	< 1
Total P (mg/L)	0.05	1.01	<0.03	0.37	0.37	0.17	< 0.03	0.09
TKN (mg/L N)	< 0.5	< 0.5	< 0.5	< 0.5	< 0.5	< 0.5	< 0.5	< 0.5
Ammonia (mg/L)	<0.1	< 0.1	< 0.1	<0.1	< 0.1	< 0.1	< 0.1	< 0.1
Nitrite (mg/L)	< 0.03	< 0.03	< 0.03	< 0.03	< 0.03	< 0.03	< 0.03	< 0.03
Nitrate (mg/L)	0.51	< 0.06	0.50	< 0.06	0.50	< 0.06	0.48	< 0.06
Nitrate + Nitrite (mg/L N)	0.51	< 0.06	0.50	< 0.06	0.50	< 0.06	0.48	< 0.06
Chloride (mg/L)	3	19	3	20	4	24	5	24

Oxford County's Hydrogeologist has reviewed all monitoring well data, and will continue to monitor groundwater results on our behalf and has no concerns at this time.

2.2. WWTP Performance & Effluent Quality

Final Effluent Compliance Limits

Compliance limits are defined as the maximum effluent concentrations permitted for a given parameter set by the Ministry of Environment, Conservation and Parks (MECP). Compliance limits are detailed within each WWTP ECA. The limits are determined to prevent impairment to the receiving water body quality. The Owner is legally obligated to operate and maintain the treatment system to ensure the compliance limits are achieved.

In 2021, the Plattsville WWTP provided effective treatment, with 151 samples out of 159 meeting compliance or 95 % compliance to its regulatory limits for all effluent discharge to the Nith River.

A non-compliance event occurred in October, as increased effluent TSS were observed due to excessively high amounts of algae in waste stabilization pond #2. Waste stabilization pond #2 was dosed with higher volumes of aluminum sulphate, to aide in coagulation and solids settling within the pond. In the future, waste stabilization pond #1 will also be recirculated prior to transferring any liquid into waste stabilization pond #2, in an attempt to reduce any occurrence of algae blooms.

- The effluent monthly average concentration for TSS was 11.4 mg/L, with an ECA concentration limit of 10.0 mg/L. The monthly average daily effluent loading concentration for TSS was 10.85 kg/day, with an ECA concentration limit of 9.64 kg/day.

The non-compliance was reported to the MECP at the time.

On a bi-weekly basis (as a minimum) the operator measures pH of the effluent streams during discharge. There was no single pH result for the effluent outside the discharge limit of 6 - 9.5 in 2021.

Chlorine was not used at the Plattsville WWTP in 2021.

During discharge, the receiving stream temperature was <12 degrees Celsius from May 10th to May 13th, and again from October 25th to November 29th. During discharge, the receiving stream temperature was >12 degrees Celsius from May 14th to June 25th, and again from October 8th to October 24th.

Graphs of discharge parameters versus effluent discharge limits are included in this report in Appendix A.

Influent wastewater characteristics and effluent discharge values are presented in the tables below.

Influent Wastewater Characteristics		
Parameter	Concentration mg/L	Loading kg/d
BOD ₅	156	71
TSS	205	94
TP	4.6	2.1
TKN	48.9	22.3

Effluent Parameter	Sample Frequency	ECA Effluent Limit (Monthly Average) (mg/L unless otherwise indicated)	Monthly Average Result Min-Max (mg/L unless otherwise indicated)	Percentage Removal
CBOD ₅	weekly	10	2.3 – 2.8	98.2 – 98.5
TSS	weekly	10	5.2 – 11.1	94.6 – 97.5
TP	weekly	0.5	0.03 – 0.05	98.9 - 99.3
Total Ammonia Nitrogen (when receiving stream >12 degrees Celsius)	weekly	2	0.1 – 1.2	97.2 – 99.8
Total Ammonia Nitrogen (when receiving stream < or = to 12 degrees Celsius)	weekly	5	0.1 – 2.7	93.8 – 99.8
E. coli	weekly	200 organisms/100 mL (monthly Geometric Mean Density)	2 – 107 organisms/100 mL (monthly Geometric Mean Density)	--
pH any single sample	weekly	6.0-9.5	6.7 – 7.7	--

2.3. Effluent Objectives

Final Effluent Design Objectives (objectives) are non-enforceable effluent quality values which the Owner is obligated to use best efforts to strive towards achieving on an ongoing basis. These objectives are to be used as a mechanism to trigger corrective action proactively, and voluntarily before environmental impairment occurs and before the compliance limits are exceeded.

There were 4 monthly average objective exceedances related to TSS, and one monthly average exceedance related to Total Ammonia Nitrogen. Several single sample effluent objective exceedances occurred in 2021. These results are summarized in the tables below.

Achieving the effluent objective for TSS was difficult in 2021, due to algae blooms that formed in the waste stabilization ponds. Operational strategies planned in 2022 to reduce the TSS effluent concentrations include recirculating waste stabilization pond one prior to transferring into waste stabilization two and the planned replacement of the fine bubble diffusers in aerated cell two. The diffusers in aerated cell one were replaced in June of 2021.

The following table presents the range of effluent discharge values vs. ECA Objectives.

Effluent Parameter	Sample Frequency	Monthly Average Objective Concentration (milligram per liter unless otherwise indicated)	Monthly Average Result Min-Max (milligram per liter unless otherwise indicated)
CBOD ₅	weekly	5	2.3 – 2.8
TSS	weekly	5	5.2 – 11.1
TP	weekly	0.3	0.03 – 0.05
Total Ammonia Nitrogen (when receiving stream >12 degrees Celsius)	weekly	1	0.1 – 1.2
Total Ammonia Nitrogen (when receiving stream < or = to 12 degrees Celsius)	weekly	3	0.1 – 2.7
E. coli	weekly	150 organisms/100 mL (monthly Geometric Mean Density)	2 – 107 organisms/100 mL (monthly Geometric Mean Density)

Plattsville effluent single sample concentrations that exceeded the objective in 2021 included the following:

Date	Parameter	Objective mg/L (unless otherwise specified)	Result mg/L (unless otherwise specified)
May 10, 2021	TSS	5	6
May 13, 2021	TSS	5	9
May 19, 2021	TSS	5	6
June 1, 2021	TSS	5	6
June 1, 2021	TAN	1	1.2
June 8, 2021	TSS	5	8
June 16, 2021	TSS	5	6
June 17, 2021	TSS	5	6
October 12, 2021	TSS	5	11
October 13, 2021	TSS	5	9
October 20, 2021	TSS	5	14
October 27, 2021	TSS	5	8
October 28, 2021	TSS	5	11
October 29, 2021	TSS	5	16
October 29, 2021	E. coli	150 (#/100 mL)	216 (#/100 mL)
October 30, 2021	TSS	5	11
October 31, 2021	TSS	5	11
November 4, 2021	TSS	5	9
November 10, 2021	TSS	5	9
November 11, 2021	TSS	5	10
November 17, 2021	TSS	5	6
November 18, 2021	TSS	5	8
November 22, 2021	TSS	5	7
November 29, 2021	TSS	5	19

Plattsville effluent monthly average concentrations that exceeded the objective in 2021 included the following:

Month	Parameter	Objective (mg/L)	Monthly Average Result (mg/L)
May 2021	TSS	5	6.2
May 2021	TAN	1	1.1
June 2021	TSS	5	5.2
October 2021	TSS	5	11.1
November 2021	TSS	5	9.7

3. Overflows, Bypassing, Upsets, Spills, and Abnormal Conditions

There were no overflows, bypassing, upsets, spills, and abnormal conditions from the Plattsville WWTP in 2021.

There were no complaints in 2021.

4. Maintenance of Works

The operating and maintenance staff at the Plattsville WWTP conducts regularly scheduled maintenance of the plant equipment. The Plattsville WWTP utilizes a database known as Cartegraph to issue work orders and maintain records for regular maintenance and repair at the Plattsville WWTP.

5. Monitoring Equipment Maintenance and Calibration

The calibration of flow meters is conducted yearly by Indus-Controls Inc. in accordance with the requirements of the ECA. The records are kept on-site at the Plattsville WWTP.

The operational monitoring equipment calibration records are kept on-site at the Plattsville WWTP.

6. Audits, Pilots, and Trials

The MECP did not perform an inspection of the Plattsville WWTP in 2021. In general, an MECP inspection occurs every three 3years.

Expansion Feasibility Study

A Feasibility Study looking into the potential for future wastewater treatment expansion was completed in 2021. The study looked to address treatment optimization and technologies that would assist with operational issues, while adding additional future capacity, and will be used to further inform future expansions at the Plattsville WWTP.

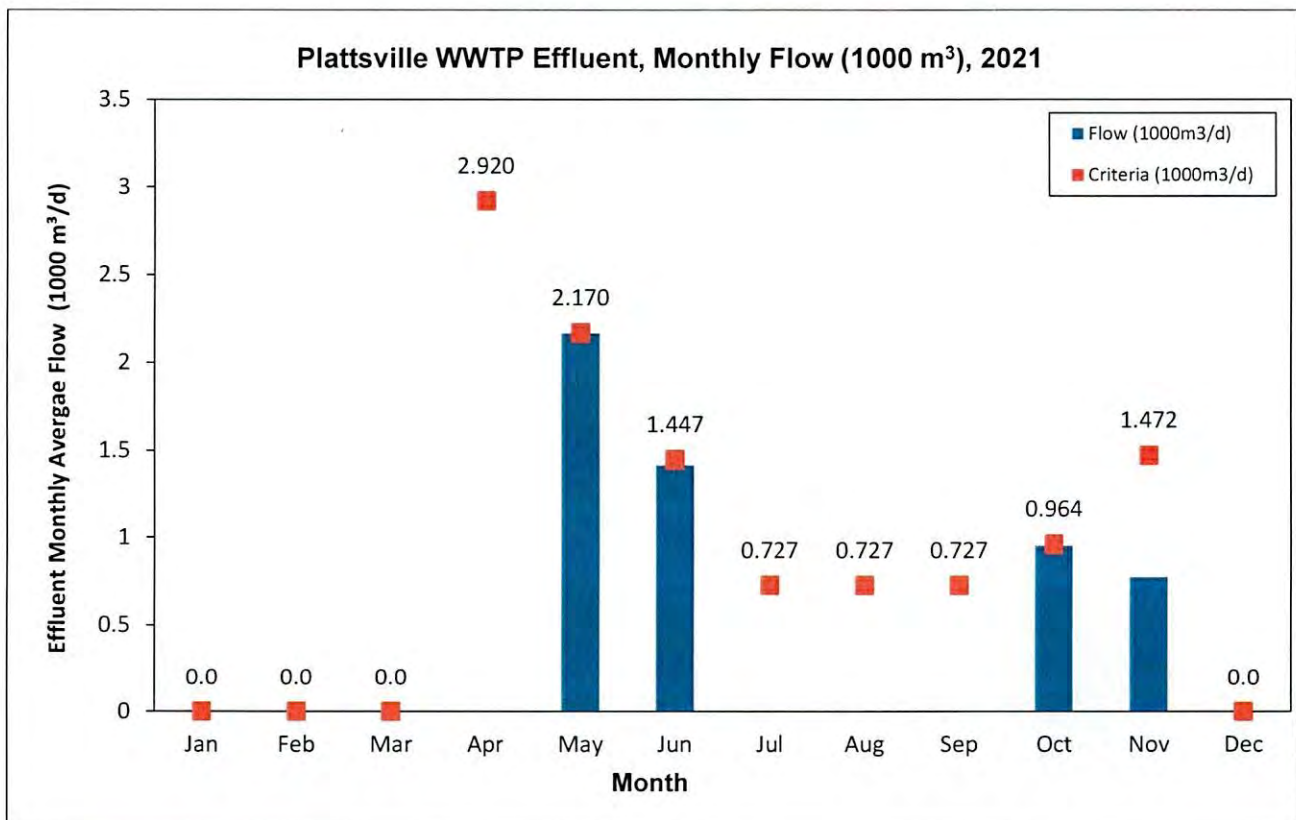
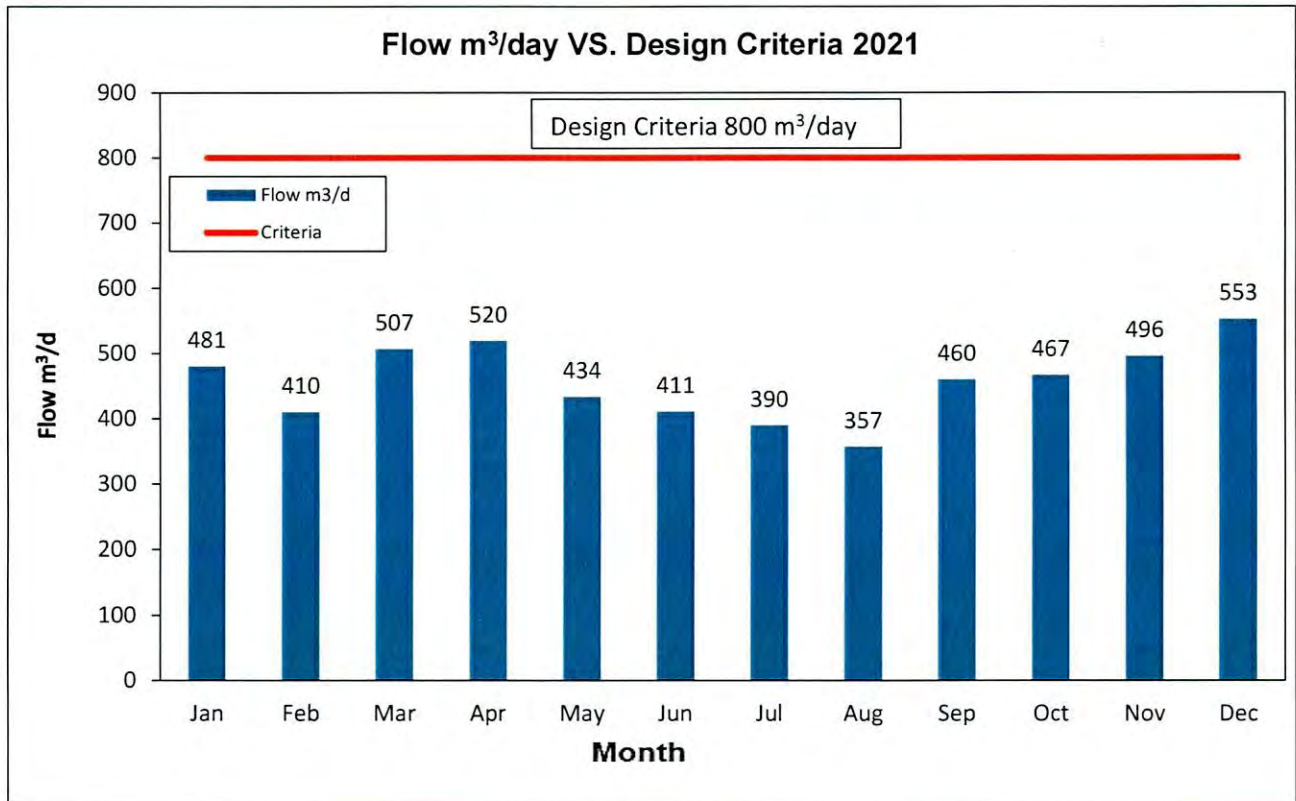
WWTP Recognition

The Plattsville WWTP received Silver level recognition from the Grand River Conservation Authority Watershed-Wide Optimization Program (GRWWOP), for the 2020 year. The GRWWOP aims to improve the water quality of the Grand River and has developed a recognition program for wastewater treatment facilities in the watershed. The wastewater plants must meet specific criteria to be eligible, which include: compliance with all ECA effluent limits, meeting monthly average voluntary targets for Total Ammonia Nitrogen and TP, and the successful completion of a water balance for the lagoon system.

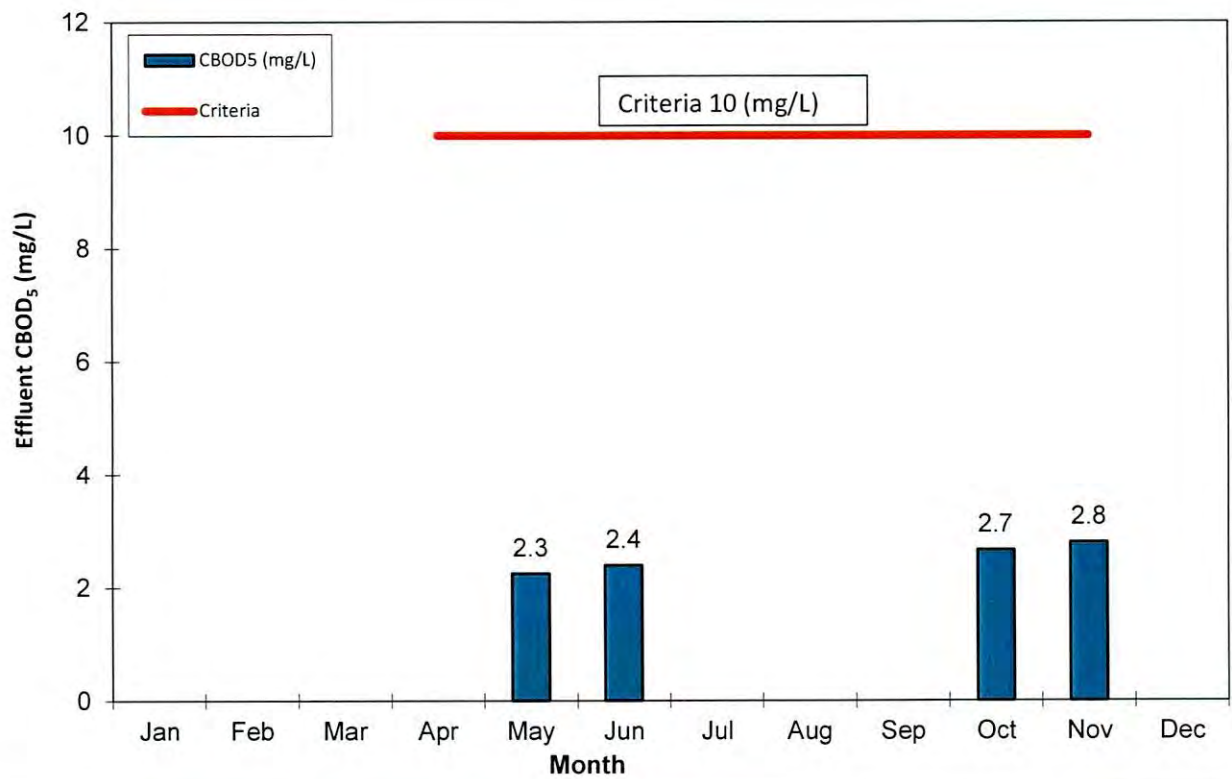
Capital Improvement Projects and Energy Optimization

Various Capital Improvement Projects were completed at the Plattsville WWTP in 2021, which will result in significant energy and cost savings. The replacement of older equipment with more efficient units will realize an annual electrical avoidance of 31,135 kWh (equivalent greenhouse gas emission reduction of approximately 1.2 Tonne CO₂e per year). The 2021 upgrades will avoid an additional \$4,982 in yearly energy costs.

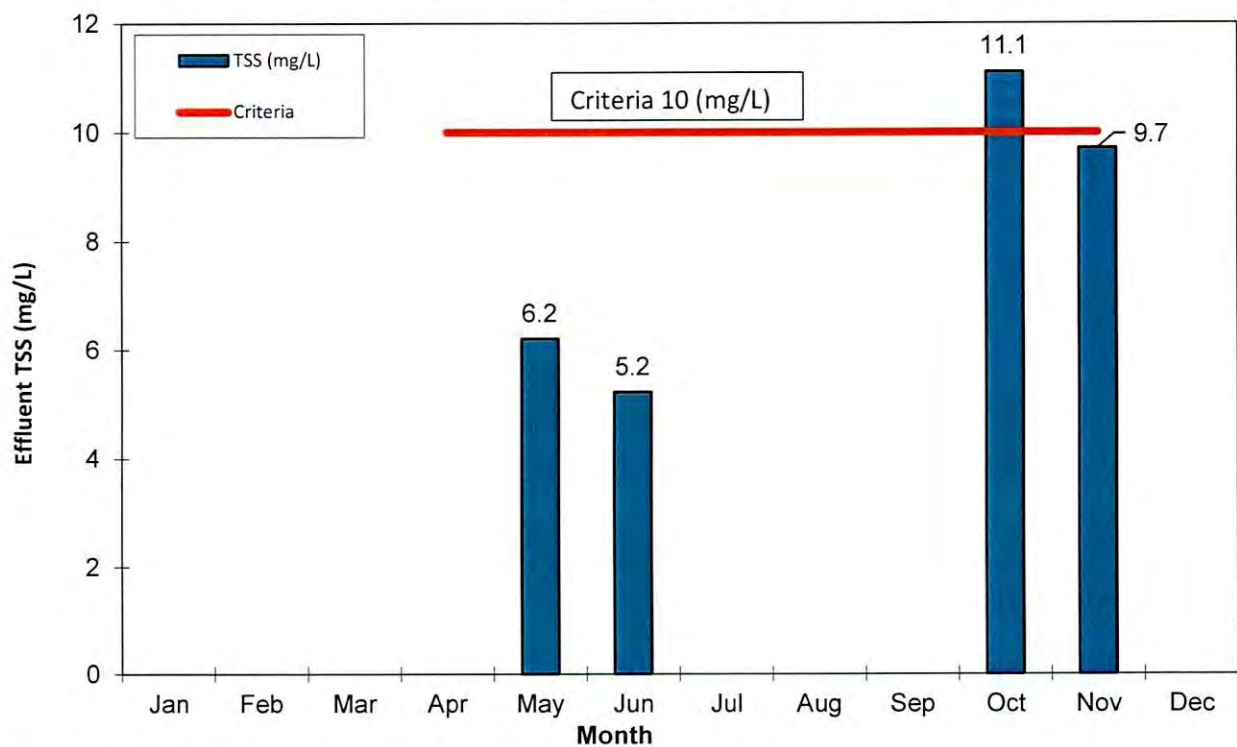
APPENDIX A: GRAPHS OF 2021 DISCHARGE PARAMETERS VS. EFFLUENT DISCHARGE LIMITS



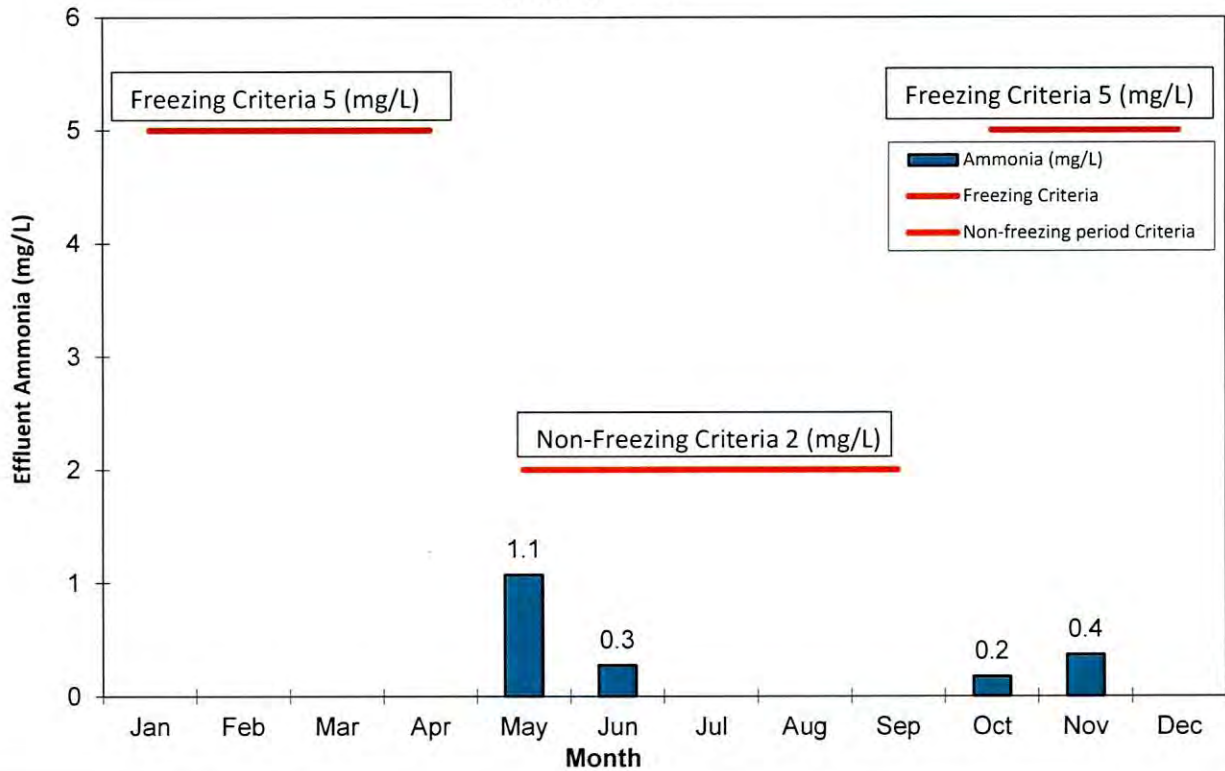
Plattsville WWTP Effluent, Monthly Average CBOD₅ (mg/L), 2021



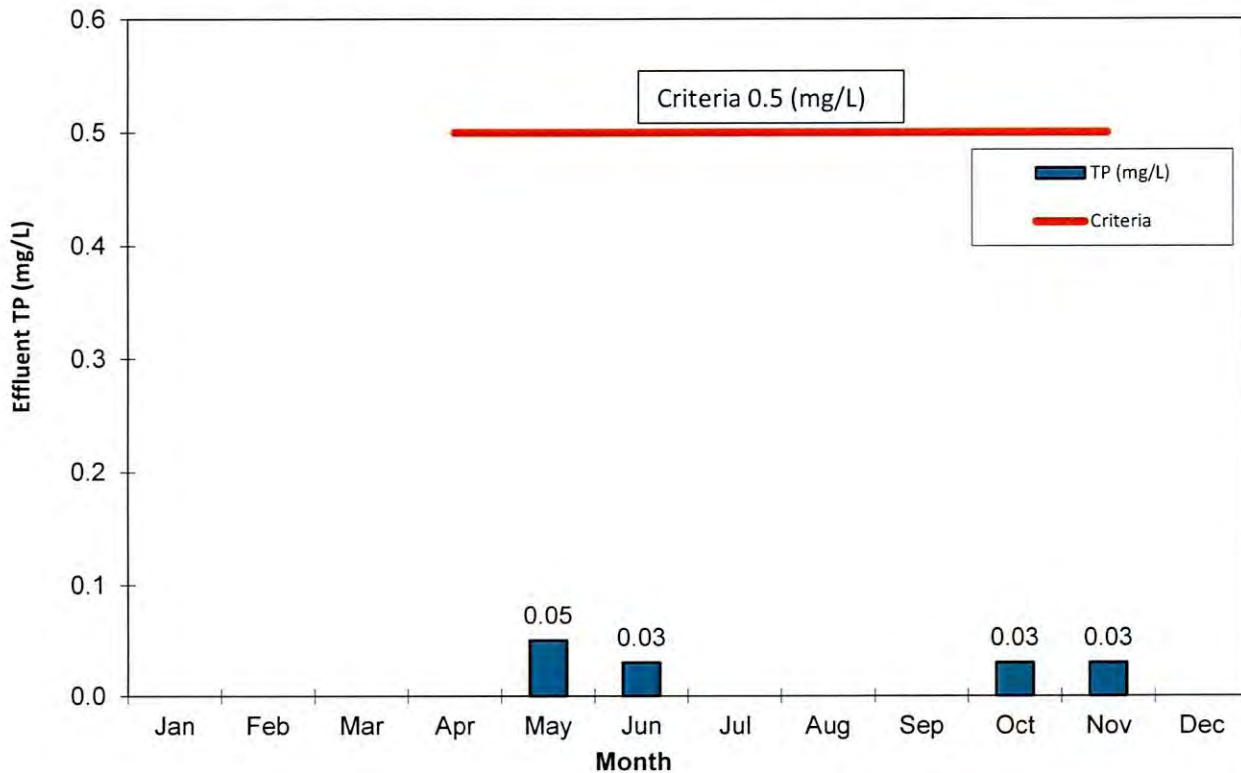
Plattsville WWTP Effluent, Monthly Average TSS (mg/L), 2021



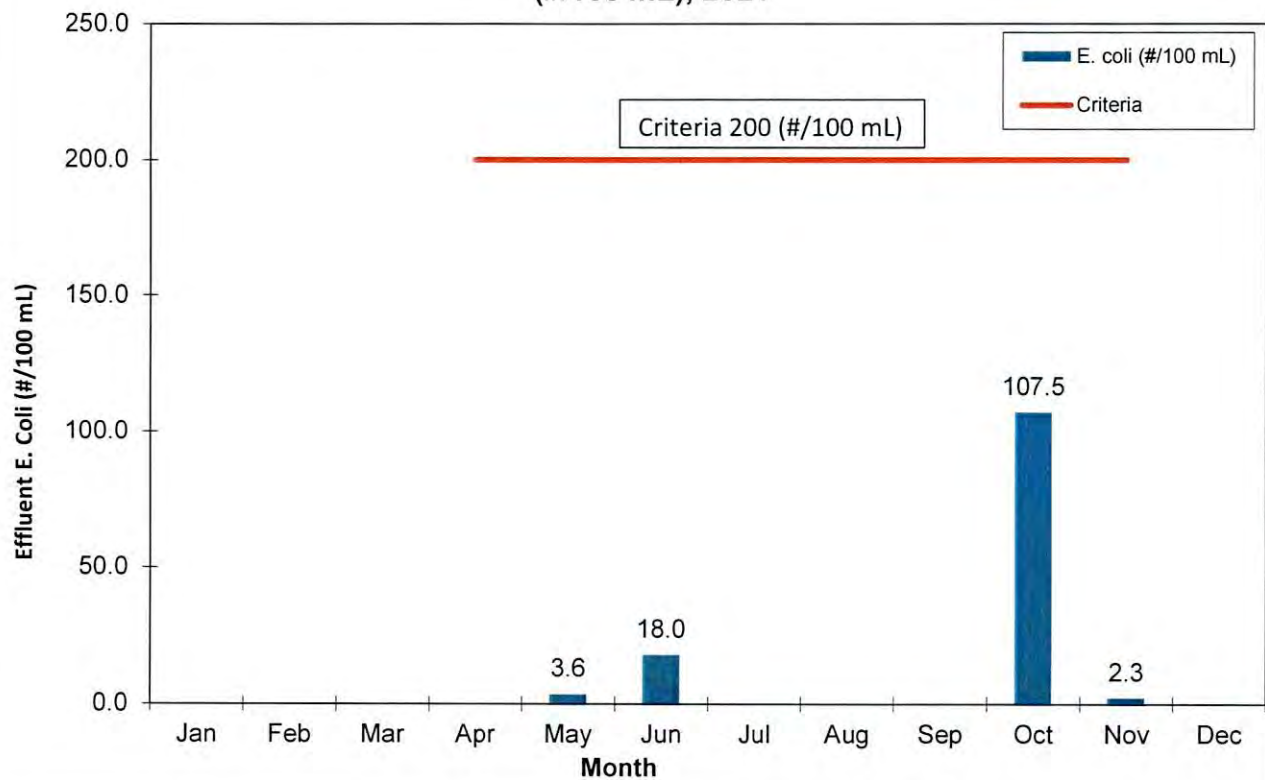
Plattsville WWTP Effluent, Monthly Average Ammonia Discharge (mg/L), 2021



Plattsville WWTP Effluent, Monthly Average TP (mg/L), 2021



**Plattsville WWTP Effluent, Monthly Geometric Mean Density E. Coli
(#/100 mL), 2021**



Municipal Council of the County of Oxford
Council Meeting - Oxford County

Date: Wednesday, March 9, 2022

Moved By: David Mayberry

Seconded By: Ted Comiskey

Resolved that the Council of the County of Oxford endorses the Draft Thames Valley District School Board's (TVDSB) Rural Education Task Force Report in principle as included on the Open meeting agenda of March 9, 2022;

And further, that the Rural Education Task Force Report be completed and the final report be circulated to the municipal councils represented by the TVDSB;

And further, that this Resolution be circulated to the TVDSB Rural Education Task Force and Board Chair.

Motion Carried

Chloe Senior

To: Warden and Members of County Council

From: Director of Public Works

2018-2020 Transportation Network Service Delivery Review – Overview

RECOMMENDATIONS

1. That Oxford County Council receive Report No. PW 2022-18 entitled “2018-2020 Transportation Network Service Delivery Review - Overview”;
2. And further, that staff report back to County Council, with specific outcomes and recommendations from the independent Service Delivery Review pertaining to alternative organizational approaches which best optimize transportation network (roads and bridges) operational levels of service and cost efficiencies.

REPORT HIGHLIGHTS

- The purpose of this information report is to provide Oxford County Council with a high level overview of the scope and findings of the joint Transportation Network (Roads and Bridges) Operations and Maintenance Service Delivery Review (SDR) project.
- The joint SDR project was one of six initiatives that was approved for provincial funding (June 30, 2021) under the 2021 Review Stream Modernization Project category.
- The joint SDR project was facilitated and completed by an independent study consultant (KPMG LLP) over approximately six months through extended information sharing and collaboration with staff from Oxford County and member municipalities.
- The final SDR report provides a comprehensive review of the ‘current state’ transportation network service delivery model and a comparative analysis of three alternative service delivery models (centralized, localized, full asset download), together with potential enhancements to the current state service delivery model.
- Council deliberations regarding the preferred service delivery approach are planned for the May 11, 2022 meeting.

Implementation Points

In accordance with the Municipal Modernization Funding (MMF) Transfer Payment Agreement (TPA) with the Ministry of Municipal Affairs and Housing (MMAH), the final Transportation Network SDR Report (attached to this report) was posted on the County's website for public access on March 18, 2022 (i.e. when Report No. PW 2022-18 was released as part of the March 23, 2022 Oxford County Council meeting agenda). The final SDR report and project abstract will also be submitted to MMAH on March 23, 2022.

Staff will report to County Council on May 11, 2022 in regard to the specific SDR recommendations/outcomes and preferred service delivery approach, at which time it is anticipated that final deliberations will occur regarding the preferred service delivery approach.

Financial Impact

The joint Transportation Network SDR Stream project was awarded up to \$125,000 under a TPA with the MMAH. A competitive Request for Proposal (RFP) process to retain a qualified consultant for the review resulted in an award at a cost of \$138,680 (excluding non-refundable HST) with 100% funding from the County's first allocation of the Municipal Modernization Fund.

As the bid award was \$16,121 higher than the TPA funding approved (including non-refundable HST), savings from the Waste Management Scale Software modernization project were reallocated to this project to offset the budget shortfall.

Final instalment of the Province's financial commitment was subject to the County submission of the final SDR report, along with supporting invoices, to the Province in March 2022.

Communications

Throughout the duration of the joint SDR, the independent study consultant (KPMG LLP) actively engaged staff from Oxford County and the member municipalities to review and analyze existing transportation network (roads and bridges) operations and maintenance practices/processes, organizational structures, levels of service/performance outputs, risk, historical financial performance, etc., consistent with the RFP scope (refer to Attachment 1) that was approved by all parties prior to its July, 2021 release to the vendor market.

Through various joint and individual workshops, data and information sharing, staff team interviews and regular staff correspondence (email, phone), a number of comprehensive technical memorandums (TMs) were drafted, reviewed by staff teams and finalized over the course of the joint SDR study between September 2021 and March 2022. The TMs then formed a substantive part of the draft SDR report.







The draft SDR report was presented to all representative Oxford County and Area Municipal staff, including respective CAOs, at a dedicated workshop on March 7, 2022. Any remaining comments and feedback received pertaining to the draft SDR report were considered prior to its finalization on March 17, 2022. As previously noted under the Implementation Section of this report, the final SDR report was made available to the public on March 18, 2022 through the release of this Council report, which was included in the March 23, 2022 Oxford County Council meeting agenda.

During the March 7, 2022 workshop noted above, there was discussion with respect to consultant SDR delegations to Area Municipal Councils. It was agreed that respective CAOs would give this further consideration, and if deemed necessary, request a delegation.

Through Report No. PW 2022-18, the final SDR (refer to Attachment 2) is provided as information to Oxford County Council. Report No. PW 2022-18 will be subsequently circulated to all Area Municipal Councils for information on March 24, 2022.

As a follow-up, KPMG LLP (KPMG) is scheduled to formally present the SDR Report to Oxford County Council at their regular meeting to be held on May 11, 2022. Staff will also provide a report at that meeting seeking Council's endorsement of a preferred transportation network operations and maintenance service delivery approach.

Strategic Plan (2020-2022)

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

DISCUSSION

Background

In June, 2020, the findings of a Service Delivery Review undertaken by Watson & Associates Economists (Ltd.), Dillon Consulting Ltd., and Monteith Brown Planning Consultants were made available to Oxford County and the member municipalities. One area noted pertained to further review of potential delivery of summer and winter road operations and maintenance services by Area Municipalities on all County roads within their lower tier boundaries. Collective municipal interest was additionally received through the subsequent Joint Service Delivery Review carried out by StrategyCorp. Accordingly, staff pursued funding through the province's MMF to further review service delivery in this area.

As noted in Report No. [CS 2021-14](#) and [CS 2022-03](#), the Provincial Government announced a second intake of the Municipal Modernization Fund to help municipalities modernize service delivery and reduce future costs by investing in projects such as service delivery reviews, development of shared services agreements, and capital. The investment was intended to support small and rural municipalities' efforts to be more efficient and reduce expenditure growth in the long term.

The joint Transportation Network (Roads and Bridges) Operations and Maintenance SDR Project was one of six initiatives that was approved for provincial funding (June 30, 2021) under the 2021 Review Stream Modernization Project category. In this regard, Oxford County collaborated with the member municipalities to undertake and participate in a joint service delivery review.

The scope of the RFP assignment (refer to Attachment 1) was collectively reviewed prior to release to the vendor market on July 22, 2021. Unfortunately, only one submission was formally received from the vendor market (8 plan takers), largely due to reported inability to deliver the proposed SDR RFP scope within the short project timelines as prescribed by the province (project completion by November 30, 2021). Given the single submission was deemed to be a compliant bid, which exceeded the minimum threshold for RFP technical proposal requirements, staff consulted with all Area Municipal CAOs to gauge support to proceed with the award based on the single bid. All respective CAO's indicated support for this approach and staff proceeded to award the RFP assignment to KPMG on September 8, 2021.

In parallel, staff liaised with MMAH to seek a longer project timeline and received provincial notification (August 24, 2021) that the provincial project completion deadline was revised to January 31, 2022. A second extension of the project completion deadline to March 23, 2022 was also later provided by MMAH.

Comments

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

Current State Transportation Network Operations and Maintenance Service Delivery Model

In the current state service delivery model, Oxford County (road authority) owns all of the transportation network assets within its regional (arterial) road right-of-ways. Oxford County also operates and maintains all of these same system assets, with the exception of regional roads and bridge assets that are located within the urban limits of Woodstock, Ingersoll and Tillsonburg. As such, there are four road operators of the regional (arterial) road network.

In these cases, Woodstock, Ingersoll and Tillsonburg operate and maintain the arterial transportation network (roads and bridges) on behalf of Oxford County, under urban road maintenance service contract agreements that were established in approximately 1999, when many of the provincial highways were downloaded to regional municipalities, including Oxford.

The most recent service contract agreements were last updated in 2010 (City of Woodstock) and 2008 (Town of Ingersoll, Town of Tillsonburg) for the provision of winter control, pavement marking, road signage and bridge/culvert, roadside and asphalt/shoulder maintenance activities. Though technically expired, these agreements have continued to remain in effect given neither party has terminated their respective agreement.

Transportation Network Operations and Maintenance SDR Overview

As noted in Attachment 1, the recent SDR RFP assignment completed by KPMG served to comprehensively undertake a critical review of service delivery for transportation network services performed by the County and its contracted service providers (Woodstock, Ingersoll, Tillsonburg) between 2018 and 2020, by examining the effectiveness of existing service delivery models in terms of level of service and financial performance, governance, risk/compliance, sustainability, etc. and to identify alternative organizational approaches to optimize levels of service and cost savings.

The current state service delivery model was comparatively assessed with three alternative models as follows:

- **Model A: Centralized Service Model** where Oxford County (road authority and single operator) owns, operates and maintains all of its transportation network system assets;
- **Model B: Localized Service Model** where all eight Area Municipalities operate and maintain the arterial transportation network (roads and bridges) within their jurisdictions, under service contract to Oxford County. In this scenario, the County would remain as the road authority and continue to perform all transportation system planning and management functions (excluding operations and maintenance); and
- **Model C: Full Asset Download Service Model** where all eight Area Municipalities own, operate and maintain the arterial transportation network (roads and bridges) within their jurisdictions (8 municipal arterial road authorities, 8 municipal arterial road operators). This model involves transfer of the road authority responsibilities and sale of County roads, bridges and stormwater assets to each of the respective Area Municipalities.

As well, **enhancements to the current state service delivery model** were also assessed and quantified to the degree possible. Enhancements to the current state service delivery model include, but are not limited to, potential updates to the County's current urban road maintenance service contract funding arrangements with Woodstock, Ingersoll and Tillsonburg, where cost efficiency considerations employ a fixed price cost model for potential contracted summer maintenance activities (based on a lane km basis) and allocation of contracted winter maintenance costs between Area Municipal and County roads based on a lane km that incorporates weight to reflect effort required for road classification and associated regulatory requirements (Minimum Maintenance Standards).

In addition to the above alternative considerations, some of the respective urban Area Municipalities expressed an interest in a hybrid version of *Model C* where the County downloads its arterial transportation network to the three urban Area Municipalities (only). However, this request was not supported by the majority of the eight Area Municipalities and was not carried forward or modelled.

The findings and outcomes of the final Transportation Network SDR report will be further discussed during upcoming delegate presentations by KPMG to Oxford County Council (May 11, 2022). Staff will also provide a report at that meeting seeking County Council's endorsement of a preferred transportation network operations and maintenance service delivery approach.

Conclusions

The joint County of Oxford and member municipal SDR project was made possible through the Province's Municipal Modernization Fund.

The final report delivered to MMAH, Oxford County Council and the member municipalities is in-keeping with the Provincial Government's intent to assist municipalities in reviewing service delivery with a view to finding means to enhance services and reduce future costs for tax payers. In its current form, the independent final SDR report as attached offers several implementation opportunities for Council consideration which can achieve this objective.

SIGNATURES

Report Author:

Original signed by

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

Departmental Approval:

Original signed by

David Simpson, P.Eng., PMP
Director of Public Works

Approved for submission:

Original signed by

Gordon Hough on behalf of Michael Duben, B.A., LL.B.
Acting Chief Administrative Officer

ATTACHMENTS

Attachment 1: Transportation Network SDR RFP
Attachment 2: Final Transportation Network SDR Report (KPMG)

REQUEST FOR PROPOSAL**Report No. PW 2022-18**
Attachment 1**Transportation Network (Roads & Bridges)**
Operations & Maintenance Service Delivery Review**Introduction**

1. Purpose

The County of Oxford (County) is seeking proposal submissions for the provision of consulting engineering services to conduct a review of regional transportation network (roads & bridges) operations & maintenance service delivery in the County (including contracted services), as described in this Request for Proposal (RFP). The service delivery review and associated evaluation process is intended to systematically determine the most appropriate and cost effective way to operate and maintain the County's regional transportation network (roads & bridges), while maintaining or improving service levels.

2. Background

Located in the heart of south-western Ontario, Oxford County has a population of approximately 119,000 residents. Oxford is "growing stronger together" through demonstrated partnerships with residents, businesses, and the eight area municipalities, comprising Blandford-Blenheim, East Zorra-Tavistock, Ingersoll, Norwich, South-West Oxford, Tillsonburg, Woodstock, and Zorra. One of Ontario's foremost farming communities, Oxford's location at the crossroads of Highways 401 and 403 has contributed to the development of a significant commercial and industrial sector.

The County owns a transportation network, which includes, but is not limited to, approximately 1288 lane kilometres of paved roads, 94 bridges (> 3m span), 60 culverts (> 3m span), 5562 regulatory and warning signs, 39 signalized intersections, 7 controlled pedestrian crossings (excludes signalized intersections), 54 illuminated rural intersections (excludes signalized intersections), 11 electronic speed feedback signs, 2 roundabouts, on-road bike lanes, off-road multi-use trails, etc. The County road network also encompasses 26 grade level railway crossings (approaches) and storm water infrastructure (ditches, culverts, sewers, municipal drains) within the municipal right-of-way.

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

Currently, the County operates and maintains all aspects of the regional transportation network with the exception of urban arterial road operation and maintenance services (i.e. road patrol, winter control, pavement marking, road signage and bridge/culvert, roadside & asphalt/shoulder maintenance activities) which are being performed by Woodstock, Ingersoll and Tillsonburg (within their urban centres) through service contracts on behalf of Oxford County.

In response to the 2019 Regional Government Review, municipalities were recommended to carry out local service reviews to identify and implement opportunities to modernize service delivery in a more efficient and cost effective manner. Accordingly, a high level joint service delivery review was undertaken for Oxford County and its eight Area Municipalities in 2019 by Watson & Associates Economists, Dillon Consulting Ltd. and Monteith Brown Planning Consultants to seek potential efficiencies and modernization opportunities. The findings of this review were further assessed by all respective Chief Administrative Officers in early 2021 through a facilitated workshop led by John Matheson / Michael Fenn and associated recommendations and highlights were publicly presented by the same at Oxford County Council on February 10, 2021.

Some findings were positioned from the 2019 review and the subsequent facilitated workshop. One notable area pertained to further review of potential delivery of summer and winter road operations and maintenance services by Area Municipalities on all County roads within their lower tier boundaries.

Accordingly, the County sought to undertake further review and has received funding from the second intake of the provincial MMAH Municipal Modernization Program to carry out additional review of road operations and maintenance service delivery as per the detailed scope provided within this RFP. In this regard, different transportation network management and operating models are available for municipal comparison.

The following background reports will be made available to aid proponents in the preparation of their proposal:

- Oxford Joint Service Delivery Review – CAO Update (May 25, 2020) and Service Delivery Review – Oxford County Municipalities (April 30, 2020);
- Joint Service Delivery Review Workshop Report (February 10, 2021); and
- Report No. CS 2021-14 - Municipal Modernization Program Funding Proposals – Intake 2 (March 14, 2021).

Scope of Work

The successful Consultant will undertake the project as set out in this RFP in order to examine the effectiveness of existing transportation network system (roads and bridges) operation and maintenance service delivery models (in-house, service contracts, etc.) in terms of level of service and financial performance (including full lifecycle cost benefit analysis) and identify potential alternative organizational approaches to derive cost savings and maintain/improve levels of service.

The scope of work shall encompass, but not be limited to, the following tasks:

TASK 1: CURRENT SERVICE DELIVERY OVERVIEW

- 1.1** Overview of existing transportation network assets, operational facilities, fleet & equipment, work order management systems, service offerings, etc.
- 1.2** Document applicable required levels of service metrics and best management practices (i.e. Minimum Maintenance Standards (MMS) for Municipal Highways, Highway Traffic

Act, Ontario Traffic Manual, Transportation Association of Canada Guidelines, etc.) for the operations and maintenance of the County's transportation network (roads & bridges);

- 1.3 Review of current state organizational structure and staffing/certifications (County & respective contracted service providers) which provides for summer and winter maintenance and operations (including road patrol) of the County transportation network (roads and bridges); and
- 1.4 Document and consider current/future issues and trends that will affect transportation network system operational resourcing (i.e. growth, asset management; operator training, regulatory compliance, etc.).

TASK 2: COMPARATIVE SERVICE DELIVERY ANALYSIS *

- 2.1 Derive comparative alternative organizational structure models (up to 3 options) to deliver summer and winter operation and maintenance services that could be utilized to maintain County owned road and bridge assets in a state of good repair, along with accommodation requirements/options to each proposed structure;
- 2.2 Develop comparative efficiency metrics (County & respective contracted service providers and other representative municipal benchmarking), including, but not limited to staffing relative to system size/road class, financial performance (i.e. total operating cost per lane km, winter operating cost per lane km; bridge/culvert operating cost per m² of surface area, etc.), and annual service outputs (i.e. preventative maintenance, reactive maintenance, system asset condition assessment and monitoring, percentage of winter events where the response met or exceeded locally determined municipal service levels for road maintenance; etc.);
- 2.3 Provide full lifecycle cost benefit analysis of existing and comparative alternative organizational approaches (up to 3 options), which considers organizational structure staffing levels, fleet/facility/equipment/property asset requirements, stranded assets, financial performance (direct, indirect, tangible costs), etc.;
- 2.4 Amongst the various service delivery models, assess any additional opportunities/efficiencies for 3rd party contracted services for specific work tasks, including, but not limited to, line painting, asphalt patching/padding, road shouldering, ditch cleaning, tree trimming/brush removal, traffic signal/street light maintenance, etc. and/or potential system-wide service bundling (in-house and/or contracted service provider) of the same where such activities continue to be undertaken individually by the County or Area municipality service providers; and
- 2.5 Confirm County and Area Municipality service providers participation in / utilization of the joint purchasing group made available through Elgin, Middlesex, Oxford (including its Area Municipalities) and Perth Counties (EMOP) for common procurement items like culverts, road salt, fuel, line paint/glass beads, fleet rentals, etc. and summarize/quantify cost efficiency opportunities in cases where individual municipalities may not always participate in joint EMOP procurement.

Further, identify/quantify cost efficiency opportunities related to joint tenders including, but not limited to, gravel, road signs, sand, chemicals (i.e. brine, anti-icing), tree maintenance,

storm sewer CCTV, etc., in cases where individual municipalities may not always participate in joint tendering of the same.

*** NOTE:** Financial performance for the years 2018 to 2020 are to be assessed by the successful Consultant through detailed review of municipal Financial Information Reporting, annual operating budgets, financial analyst interviews, etc.

Annual service level outputs for the years 2018 to 2020 are to be assessed.

TASK 3: REVIEW OF SERVICE CONTRACT FUNDING MODEL

3.1 Undertake an independent critical review of current service contract funding arrangement (County and contracted Area Municipality service providers in urban centres) and assess cost efficiency considerations including, but not limited to, the employment of a fixed price cost model for potential contracted summer maintenance activities (based on a lane/km basis) and allocation of contracted winter maintenance costs between Area Municipality and County roads based on a lane km that incorporates weighting to reflect effort required for road functional service (i.e. arterial vs. collector vs. local roads) and classification as defined by MMS.

The requirements outlined within this RFP represent a minimum expectation for the deliverables of this project. However, it remains the responsibility of the Proponent to propose and undertake a work plan that includes all necessary tasks and level of effort to deliver the technical and project management services. Should additional services be proposed, the County reserves the right to assign value or not to those additional services in the evaluation of submitted Proposals.

Deliverables

Project Team Meetings / Video-Conferencing (8)

Area Municipality Meetings / Video-Conferencing (10) – Ingersoll, Tillsonburg, Woodstock

Earned Value Reporting Summaries (Monthly)

Technical Memorandum No. 1 (November, 2021)

– Overview of existing transportation network system assets (roads, bridges), documentation of system technical levels of service, current state organizational structure and staffing/certifications, current service offerings and current/future issues and trends impacting system operations.

Technical Memorandum No. 2 (December, 2021)

– Identify alternative service delivery models (up to 3 options) to existing organizational structure, develop comparative efficiency metrics, undertake comparative analysis of existing and alternative organizational service delivery models including full lifecycle costing (assets, staffing) and assess any additional opportunities/efficiencies for joint tendering, joint procurement, 3rd party contracted services/bundling, etc.

Technical Memorandum No. 3 (January, 2022)

– Critical review of existing service contract funding model (County roads in urban centres) and assessment of cost efficiency considerations using alternative cost funding models.

Draft Service Delivery Review Report (January, 2022)

– Draft Executive Summary, draft comparative service delivery recommendations, draft implementation scatterplot (ease of implementation and expected benefits), and draft compilation of Technical Memorandums No. 1-3, including appendices.

Final Service Delivery Review Report (January, 2022)

– Executive Summary, comparative service delivery recommendations, implementation scatterplot (ease of implementation and expected benefits), compilation of Technical Memorandums No. 1-3, including appendices.

Council Presentations (up to 5) (February, 2022)

Reporting and Communication

The successful Consultant will report to the County's Project Manager and any other representatives as assigned by Oxford County.

Written approval will be required from the Project Manager prior to the successful Consultant altering any tasks or deliverables. The County Project Manager will be responsible for overseeing the day to day operations of the project on behalf of the County. The County Project Manager will work with the successful Consultant to ensure that all requirements and deadlines are met.

Proposal Requirements at Submission

The submitted proposal should include the items listed below. It is critical to note that if any of the following items cannot be provided in the proposal package, the Proponent (Bidder) shall inform the County Project Manager in writing and obtain advance approval for omission prior to submission, otherwise the submission will be considered incomplete, and may be disqualified.

The Proponent (Bidder) submission on the Electronic Bidding System shall require the upload of a **technical proposal** in “.pdf format”. The following information is required in the proponent's **technical proposal** submission:

- Identification of all project team members by area of expertise responsibility and role in the project including a brief relevant biography for each;
- Identification of any sub-Consultants who would be included on the Project Team, their roles, and experience relevant to this assignment;
- A detailed description of the Proponent's work plan approach to meeting the scope of the work, including a proposed schedule for carrying out each component (Gantt Chart Schedule). Specific tasks should be clearly identified;
- A detailed description of the Quality Assurance (QA)/ Quality Control (QC) mechanism in place exhibiting the Proponent commitments to quality including QA/QC procedures used in the preparation of all deliverables submitted to the County for data analyses, comparator metrics, technical memoranda, reports, etc. The QA/QC system in place will be an important consideration in the selection process;

- A description of the Proponent invoicing policies and procedures, for example monthly billing, staff hours, project expenses, and cost break-down by task including total budget, current invoice amount, previous invoiced amount, total invoiced to date, remaining budget, percent spent, and percent complete; and
- A work breakdown structure and work plan in the **technical proposal** detailing staff man-hours spent per task (excluding fees).

The **technical proposal** should not exceed 10 single sided pages in length, excluding curriculum vitae, project references, work breakdown structure and Gantt chart schedule.

The Electronic Bidding System (under Schedule of Prices) shall also require that the Proponent (Bidder) input the Subtotal amount (**financial proposal**) for each of the subtasks identified in the Scope of Work sections 1 - 3. The following information is required in the proponent's **financial proposal** submission:

- A detailed cost estimate for each component of the project, including the number of hours required to complete each of the tasks and subtasks by each member of the consulting team and the hourly rates; and
- Total Task Costs shall be detailed in a spreadsheet similar to the work breakdown structure used in the technical proposal.

There is no guarantee to the quantity of work and extra work rates identified in the work breakdown structure and Gantt chart schedule that will be undertaken at hourly rates. Oxford County reserves the right to reduce the scope of work without penalty. Oxford County will be responsible for managing the scope of the project throughout the undertaking. Any out of scope work will need to be approved by the County's Project Manager.

RFP Evaluation Criteria

1. Evaluation Process

Each proposal will be evaluated by the County on the basis of the information provided by the Proponent in its proposal. Each proposal will be reviewed to assess compliance with the requirements set out in this RFP. Evaluation results will be the property of the County.

The County may request clarification to ascertain a Proponent's understanding of the proposal for the purpose of the evaluation process. The County may adjust the evaluation score or ranking of proposals as an outcome of the clarifications. The County reserves the right to limit clarification to any number of Proponents as determined by the County regardless of the number of the Proponents the submitted proposals.

Each submission will be evaluated in two stages. 'Stage One' will consist of evaluating the **technical proposal**. Technical proposals will need to achieve the minimum score of 70 to advance to 'Stage Two'. Technical proposals which do not meet the minimum score required will be deemed non-compliant and will not be given any further consideration and the Schedule of Prices will remain unopened on the Electronic Bidding System.

In 'Stage Two', the Consulting fees (**financial proposal**) for the Proponent(s) will be opened (for only those which achieved the minimum technical score threshold from 'Stage One') and reviewed on the Electronic Bidding System in accordance with the process indicated the following section – Submission Weighting.

Upon completion of review of both the technical and financial proposals, Oxford County will select the successful Consultant based on the highest total scoring (best overall value to the County).

2. Submission Weighting

Proposal submissions will be assessed, scored and awarded, based on the evaluation criteria, but not limited to, the following:

Category	Available Points
Technical Proposal – Stage One Evaluation Criteria	
1. Project Manager qualifications and Corporate experience on directly related projects.	15
2. Experience and qualifications of key team members, technical and support staff on directly related projects.	10
3. Understanding of project goals, implementation strategy, methodology and approach.	25
4. Proposed Work Plan, Schedule and Level of Effort	20
5. Valued Added Services	10
Financial Proposal – Stage Two Evaluation Criteria	
1. Cost Effectiveness	20
TOTAL AVAILABLE POINTS	100

Technical Proposal – Stage One

1. Project Manager Qualifications and Corporate Experience on directly related projects (15 Points)

Provide the qualifications and experience of the Project Manager and outline your relevant corporate experience.

Detail three (3) projects completed by your firm (preferably over the past five years) of comparable and relevant scope and complexity.

For each project description, provide the name of the client, contact information, name of the project, date and duration, methodology employed, similarities to the scope of this project, and dollar value of the contract. Also, identify whether or not projects were completed on time and within budget, and if not, provide an explanation.

The County will only consider three (3) project examples. If more than three project examples are provided, only the first three will be considered.

Project Manager Experience	9 Points
Project No. 1	2 Points
Project No. 2	2 Points
Project No. 3	2 Points

References may be contacted at the discretion of the County.

2. Experience and Qualifications of the Key Team Members (10 Points)

Provide the qualifications and experience of the Key Team Members, Sub-Consultants and other staff. Key Team members should provide recent experience with projects of similar scope.

List all team members by proposed role or responsibility and the name of staff, years of experience, and list of relevant projects in a table format. Ensure all relevant disciplines are documented.

Key Team Members	5 Points
Sub-Consultants	5 Points *

* If no Sub-Consultants listed, Key Team Members will be allocated up to 10 Points.

3. Understanding of Project Goals, Implementation Strategy, Methodology, and approach (25 Points)

Describe your understanding of the assignment, including overall scope and objectives, noting any specific issues that may require extraordinary attention.

Describe the approach and methodology to be followed in completing all aspects of the assignment in order to achieve the stated project objectives. The Approach section of the technical proposal shall outline the Proponent's strategies, assumptions, and ideas for completing this assignment and obtaining the necessary approvals as well as, details on how your corporate Quality Assurance and Quality Control will be implemented specifically for this project to ensure that Schedule, Cost and Quality objectives of the assignment are met.

The Proponent should also identify key success/risk factors for the projects and how they will be managed.

4. Proposed Work Plan, Schedule, and Level of Effort (20 Points)

Provide a work plan and schedule, including a work breakdown structure and Gantt schedule of the major tasks, specific milestones and the level of effort of the individual team members to allow for a complete understanding as to how and by whom the work is to be carried out in order to successfully deliver the project. The level of effort presented in the technical proposal must be expressed in man-hours.

Work Plan/Breakdown Structure and Gantt Schedule 10 Points

Level of Effort is Appropriate 10 Points

Although the 'person day allocations' are often included within the sealed financial proposal, the County requires that a copy, **without financial details** such as per hour rates, be included in your technical proposal, so that the level of effort can be clearly determined and may be evaluated at this stage.

5. Value Added Services (10 Points)

Describe your organizational ability to provide innovative and efficient value-added services in your work plan to deliver the base requirements of the RFP. The Proponent should explain the respective value of such strategic services and the expected results of their application.

Financial Proposal – Stage Two

The Proposal with the lowest price will be given 20 points. The points assigned for the price component of the other proposals will be calculated using the following formula: $\text{Lowest price} \div \text{submitted price} \times 20 \text{ points}$.

Agreement

The successful Consultant will be required to enter into a formal Agreement with Oxford County for the project (M.E.A./C.E.O. Client/Consultant Agreement for Municipal Works). Upon award, the successful Consultant will submit a draft of the current version of MEA/CEO agreement for the County's review. The County reserves the right to negotiate the terms and conditions of the Agreement.

a) Basis of Payment

Agreement should reflect "Upset Cost Limit".

b) Insurance

Refer to Section 17.1 of the County's Purchasing Policy for general liability, auto, and professional liability and errors & omissions insurance requirements - to be complied with by the successful Consultant.

Proponent Enquiries during the RFP Submission Period

If a Proponent (Bidder) needs to address any discrepancies, errors and/or omissions in the Bid Document, or if they are in doubt as to any part thereof they shall submit questions in writing through [oxfordcounty.bidsandtenders.ca] using the “Submit Question” feature associated with the Bid Opportunity.

Questions are to be submitted online and not through e-mail. Questions will be accepted up to and until closing of the bid. However; questions asked within seventy-two (72) hours of bid closing may go unanswered. If a question asked within seventy-two (72) hours of bid closing will have major ramifications on all bidders, at the discretion of Oxford County, an addendum may be issued to clarify which could result in changes to the bid; including changes to the closing date up to cancellation of the bid opportunity.

Submission Date

Oxford County shall **only** accept and receive Electronic submissions through the [oxfordcounty.bidsandtenders.ca], hereafter called the “**BIDDING SYSTEM**”.

HARD-COPY SUBMISSIONS SHALL **NOT** BE ACCEPTED.

Submissions shall be received by the Bidding System, until **2:00 p.m. (local time), on Wednesday August 18, 2021**. Late Bids shall **NOT** be accepted by the Bidding System.

All Proponents (Bidders) shall have a Bidding System Vendor account and be registered as a Plan Taker for this Bid opportunity, which will enable the Bidder to download the Bid Call Document, to receive Addenda/Addendum e-mail notifications, download Addendums and to submit their bid electronically through the Bidding System.

Bidders are cautioned that the timing of their Submission is based on when the Bid is **RECEIVED** by the Bidding System, **not** when a Bid is submitted by a Bidder, as Bid transmission can be delayed due to file transfer size, transmission speed, etc.

For the above reasons, Oxford County recommends that Bidders allow sufficient time to upload their Bid Submission and attachment(s) (if applicable) and to resolve any issues that may arise. The closing time and date shall be determined by the Bidding System’s web clock.

The consulting assignment awarded is anticipated by August 25, 2021 with project commencement shortly thereafter.

To: Warden and Members of County Council

From: Director of Public Works

**Adopted as per Amended
Resolution
(Resolution No. 20)**

2018-2020 Water Distribution and Wastewater Collection Service Delivery Review – Overview

RECOMMENDATIONS

1. That Oxford County Council receive Report No. PW 2022-19 entitled “2018-2020 Water Distribution and Wastewater Collection Service Delivery Review”;
2. And further, that staff report back to Council, with specific outcomes and recommendations from the independent Service Delivery Review pertaining to alternative organizational approaches which best manage water and wastewater system operational levels of service, cost and risk.

REPORT HIGHLIGHTS

- The purpose of this information report is to provide Oxford County Council with a high level overview of the scope and findings of the joint Water Distribution and Wastewater Collection Operations and Maintenance Service Delivery Review (SDR) project.
- The joint SDR project was one of six initiatives that was approved for provincial funding (June 30, 2021) under the 2021 Review Stream Modernization Project category.
- The joint SDR project was facilitated and completed by an independent study consultant (GM BluePlan Engineering Ltd.) over approximately six months through extended information sharing and collaboration with staff from Oxford County, Town of Tillsonburg and City of Woodstock.
- The final SDR report provides a comprehensive review of the ‘current state’ water distribution and wastewater collection service delivery model and a comparative analysis of three alternative service delivery models (centralized, localized, external contract), along with potential enhancements to the current state service delivery model (status quo+).
- County Council deliberations regarding the preferred service delivery approach are planned for the April 27, 2022 meeting.

Implementation Points

In accordance with the Municipal Modernization Funding (MMF) Transfer Payment Agreement (TPA) with the Ministry of Municipal Affairs and Housing (MMAH), the final Water Distribution and Wastewater Collection SDR Report (attached to this report) was posted on the County's website for the public's access on March 18, 2022 (coinciding with the release of this Council report, which is included in the March 23, 2022 Oxford County Council meeting agenda). The final SDR report and project abstract will also be submitted to MMAH on March 23, 2022.

Staff will report to County Council on April 27, 2022 in regard to the specific SDR recommendations/outcomes and preferred service delivery approach, at which time it is anticipated that final deliberations will occur regarding the preferred service delivery approach.

Financial Impact

The joint Water and Wastewater SDR Stream project was awarded up to \$100,000 under a TPA with MMAH. A competitive Request for Proposal (RFP) process to retain a qualified consultant for the review resulted in an award at a cost of \$99,960 (excluding non-refundable HST).

Final instalment of the Province's financial commitment was subject to the County submission of the final SDR report, along with supporting invoices, to the Province in March, 2022.

Communications

Throughout the duration of the joint SDR, the independent study consultant (GM BluePlan Ltd.) actively engaged staff from Oxford County, the Town of Tillsonburg and the City of Woodstock to review and analyze existing water distribution and wastewater collection system operations and maintenance practices/processes, organizational structures, levels of service/annual outputs, risk, historical financial performance, etc., consistent with the RFP scope (refer to Attachment 1) that was approved by all three parties prior to its September 2021 release to the vendor market.







Through various joint and individual workshops, data and information sharing, staff team interviews and regular staff correspondence (email, phone), a number of comprehensive technical memorandums (TMs) were drafted, reviewed by staff teams and finalized over the course of the joint SDR study between October, 2021 and March 2022. The TMs were shared with all staff and served to substantively inform the draft SDR report.

The draft SDR report was presented to all representative Oxford County, Tillsonburg and Woodstock staff, including respective CAOs, at a dedicated workshop on March 7, 2022. Any remaining comments and feedback received pertaining to the draft SDR report were considered prior to its finalization on March 17, 2022. As previously noted under the Implementation Section of this report, the final SDR report became available to the public on March 18, 2022 through the release of Oxford County Council Agenda bundle for the March 23, 2022 meeting.

Through Report No. PW 2022-19, the final SDR (refer to Attachment 2) is provided as information for Oxford County Council on March 23, 2022. Report No. PW 2022-19 will be subsequently circulated to Tillsonburg and Woodstock Council Clerks as correspondence information on March 24, 2022.

GM BluePlan Ltd. is scheduled to formally present the SDR Report to Tillsonburg Council on March 28, 2022, Woodstock Council on April 7, 2022 and Oxford County Council on April 27, 2022. Staff will also provide a report at the April 27, 2022 meeting seeking Council's endorsement of a preferred water distribution and wastewater collection system operations and maintenance service delivery approach.

Strategic Plan (2020-2022)

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

DISCUSSION

Background

As noted in Report No. [CS 2021-14](#) and [CS 2022-03](#), the Provincial Government announced a second intake of the Municipal Modernization Fund to help municipalities modernize service delivery and reduce future costs by investing in projects such as service delivery reviews, development of shared services agreements, and capital. The investment was intended to support small and rural municipalities' efforts to be more efficient and reduce expenditure growth in the long term.

The joint Water Distribution and Wastewater Collection SDR Project was one of six initiatives that was approved for provincial funding (June 30, 2021) under the 2021 Review Stream Modernization Project category. In this regard, Oxford County collaborated with the Town of Tillsonburg and City of Woodstock to undertake and participate in a joint service delivery review.

The scope of the RFP assignment (refer to Attachment 1) was collectively reviewed by staff from the County, City of Woodstock and Town of Tillsonburg prior to release to the vendor market on July 15, 2021. Unfortunately, no submissions were received from the vendor market (13 plan takers) largely due to reported inability to deliver the proposed SDR RFP scope within the short project timelines as prescribed by the province (project completion by November 30, 2021).

Staff subsequently liaised with MMAH to seek a longer project timeline and received provincial notification (August 24, 2021) that the provincial project completion deadline was revised to January 31, 2022. Staff re-released the SDR RFP on September 1, 2021 from which five plan takers reviewed the assignment. Two formal vendor bids were received on September 28, 2021. Following joint evaluation of the two bids by the participating municipalities, the SDR project was awarded to GM BluePlan Ltd. (September 30, 2021) as they were collectively determined to have the necessary skills and expertise to fully deliver the expected scope of the assignment. A second extension of the project completion deadline to March 23, 2022 was also later provided by MMAH.

Comments

Under the *Municipal Act, 2001*, the County of Oxford holds exclusive municipal authority and responsibility for all water and wastewater services, including water distribution and wastewater collection as per Section 11(11). Previously, under the County of Oxford Act, all powers of Area Municipalities to exercise any authority for the water distribution or wastewater collection were also removed; however, the County was entitled under the *Municipal Act* to consider entering into agreements with any person, area municipality or local board for such services.

Current State Water and Wastewater Operations and Maintenance Service Delivery Model

In the current state service delivery model, Oxford County owns all of the water distribution and wastewater collection system assets. Oxford County also operates and maintains all of these same system assets, with the exception of most of its water distribution and wastewater collection system assets that are located within the urban limits of Woodstock and Tillsonburg. In these cases, Woodstock and Tillsonburg operate and maintain the water distribution and wastewater collection systems on behalf of Oxford County, under service contract agreements that were established in approximately 1999 and have been historically renewed over time.

The most recent service contract agreements were updated in 2006 (City of Woodstock) and 2012 (Town of Tillsonburg). Though technically expired and outdated, these agreements have continued to remain in effect given neither party has terminated their respective agreement. The effectiveness of service delivery under these agreements has not been historically reviewed in any meaningful level of detail or alternative approaches for the same. As well, operational responsibilities for water and wastewater systems have evolved considerably since 1999, along with ongoing changes in provincial regulatory compliance and asset management legislation.

Water and Wastewater Operations and Maintenance SDR Overview

As noted in Attachment 1, the recent SDR RFP assignment completed by GM BluePlan Ltd. served to comprehensively undertake a critical review of service delivery for **water distribution and wastewater collection services** performed by the County and its contracted service providers (Woodstock, Tillsonburg) between 2018 and 2020, examine the effectiveness of existing service delivery models in terms of level of service and financial performance, governance, compliance, sustainability, etc. and to identify alternative organizational approaches to optimize levels of service, risk and cost savings. A financial model was developed by GM BluePlan Ltd. and utilized as part of this overall analysis.

The current state service delivery model was comparatively assessed with three alternative models as follows:

- **Model A: Centralized Service Model** where Oxford County owns, operates and maintains all of its water distribution and wastewater collection system assets;
- **Model B: Localized Service Model** where Tillsonburg and Woodstock owns, operates and maintains most of the water distribution and wastewater collection system assets within its urban limits. Involves transfer and sale of County water and wastewater system assets (excluding water and wastewater treatment plant, water supply and water pumping/storage assets) to Tillsonburg and Woodstock; and
- **Model C: Contract Service Model** where Oxford County contracts out the operation and maintenance of the water distribution and wastewater collection system assets that it owns (excluding water and wastewater treatment plant, water supply and water pumping/storage assets) to an external operating agency/contractor.

As well, **enhancements to the current state service delivery model** were also assessed and quantified to the extent possible.

In addition to the above alternative considerations, one of the respective Area Municipalities expressed an interest in acquiring treatment assets in addition to the *Model B* distribution and collection assets; however, this request was not received from both Area Municipalities. Given the many key challenges and public health risks associated with a decentralized treatment model as noted in the final SDR report, it was concluded that decentralizing treatment into individually owned or operated systems would be a complex process of disentanglement that may not offer tangible benefits that outweigh the risks. As such, the transfer of water and wastewater treatment assets and responsibilities to the Area Municipalities was not carried forward or modelled.

The findings and outcomes of the final water and wastewater SDR report will be further discussed during upcoming delegate presentations by GM BluePlan Ltd. to Tillsonburg Council on March 28, 2022, Woodstock Council on April 7, 2022 and Oxford County Council on April 27, 2022. Staff will also provide a report at the April 27, 2022 meeting seeking County Council's endorsement of a preferred water distribution and wastewater collection system operations and maintenance service delivery approach.

Conclusions

The joint County of Oxford, Town of Tillsonburg and City of Woodstock Water and Wastewater SDR project was made possible through the Province's Municipal Modernization Fund.

The final report delivered to MMAH, Oxford County Council and the above noted Area Municipalities is in-keeping with the Provincial Government's intent to assist municipalities in reviewing service delivery with a view to finding a means to enhance services and reduce future costs for rate payers. In its current form, the independent final SDR report, as attached, offers several implementation opportunities for Council's consideration.

SIGNATURES

Report Author:

Original signed by

Don Ford, BA, CMM III, C.Tech.
Manager of Water and Wastewater Services

Departmental Approval:

Original signed by

David Simpson, P.Eng., PMP
Director of Public Works

Approved for submission:

Original signed by

Gordon Hough on behalf of Michael Duben, B.A., LL.B.
Acting Chief Administrative Officer

ATTACHMENTS

Attachment 1: Water and Wastewater SDR RFP
Attachment 2: Final SDR Report (GM BluePlan Ltd.)

REQUEST FOR PROPOSAL

Water and Wastewater Service Delivery Review

Report No. PW 2022-19
Attachment No. 1

Introduction

1. Purpose

The County of Oxford (County) is seeking proposal submissions for the provision of consulting engineering services to conduct a review of water and wastewater service delivery in the County (including contracted services), as described in this Request for Proposal (RFP). The service delivery review and associated evaluation process is intended to systematically determine the most appropriate and cost effective way to provide municipal water distribution and wastewater collection services, while maintaining or improving service levels.

2. Background

Located in the heart of south-western Ontario, Oxford County has a population of approximately 119,000 residents. Oxford is “growing stronger together” through demonstrated partnerships with residents, businesses, and the eight area municipalities, comprising Blandford-Blenheim, East Zorra-Tavistock, Ingersoll, Norwich, South-West Oxford, Tillsonburg, Woodstock, and Zorra. One of Ontario’s foremost farming communities, Oxford’s location at the crossroads of Highways 401 and 403 has contributed to the development of a significant commercial and industrial sector.

The County owns 17 municipal drinking water systems and 11 municipal wastewater systems which includes, but is not limited to, approximately 735 km of distribution watermain, 17 water treatment plants, 42 water reservoirs/storage towers, 6 water booster stations, 61 active groundwater wells, 600 km of sewers & forcemains, 36 sewage pumping stations; 9 wastewater treatment plants, SCADA systems, biosolids management facility, etc.

The County holds exclusive municipal authority and responsibility for all water and wastewater system services, including water distribution and wastewater collection, as per Section 11(11) of the *Municipal Act, 2001*. Currently, the County operates and maintains all aspects of their municipal water and wastewater systems with the exception of water distribution and wastewater collection services in Woodstock and Tillsonburg which are being performed by their respective operating authorities (within their urban centres) through service contracts on behalf of Oxford County.

In response to the 2019 Regional Government Review, municipalities were recommended to carry out local service reviews to identify and implement opportunities to modernize service delivery in a more efficient and cost effective manner. Accordingly, a high level joint service delivery review was undertaken for Oxford County and its eight Area Municipalities in 2019 by Watson & Associates Economists, Dillon Consulting Ltd. and Monteith Brown Planning Consultants to seek potential efficiencies and modernization opportunities. The findings of this review were further assessed by all respective Chief Administrative Officers in early 2020 through a facilitated workshop led by John Matheson / Michael Fenn and associated

recommendations and highlights were publicly presented by the same at Oxford County Council on February 10, 2021.

While some findings were positioned from the 2019 review and the subsequent facilitated workshop; limited detail was provided within the review of water and wastewater service delivery and associated recommendations were somewhat limited.

Accordingly, the County sought to undertake further review and has received funding from the second intake of the provincial MMAH Municipal Modernization Program to carry out additional review of water and wastewater service delivery as per the detailed scope provided within this RFP. In this regard, many different water and wastewater system management and operating models are available for municipal comparison.

The following background reports will be made available to aid proponents in the preparation of their proposal:

- Oxford Joint Service Delivery Review – CAO Update (May 25, 2020) and Service Delivery Review – Oxford County Municipalities (April 30, 2020);
- Joint Service Delivery Review Workshop Report (February 10, 2021); and
- Report No. CS 2021-14 - Municipal Modernization Program Funding Proposals – Intake 2 (March 14, 2021).

Scope of Work

The successful Consultant will undertake the project as set out in this RFP in order to examine the effectiveness of existing water distribution and wastewater collection service delivery models (in-house, existing service contracts, other 3rd party service providers etc.) in terms of level of service and financial performance (including full lifecycle cost benefit analysis) and identify potential alternative organizational approaches to derive cost savings and maintain/improve levels of service.

The scope of work shall encompass, but not be limited to, the following tasks:

TASK 1: CURRENT SERVICE DELIVERY OVERVIEW

- 1.1** Overview of existing water distribution and wastewater collection system assets, operational facilities, fleet & equipment, work order management systems, service offerings, etc.
- 1.2** Document applicable required levels of service metrics and best management practices (i.e. critical valve turning, non-critical valve turning, hydrant flushing, hydrant testing, sewer CCTV, sewer flushing, manhole inspections, etc.) etc.) for the operations and maintenance of the County's water distribution system and wastewater collection system;
- 1.3** Review of current state organizational structure and staffing/certifications (County & respective contracted service providers) which provides for water distribution and wastewater collection services; and

- 1.4** Document and consider current/future issues and trends that will affect water distribution and wastewater collection systems operational resourcing (i.e. growth, asset management; operator training, regulatory compliance, etc.).

TASK 2: COMPARATIVE SERVICE DELIVERY ANALYSIS *

- 2.1** Derive comparative alternative organizational structure models (up to 3 options) to deliver water distribution and wastewater collection services that could be utilized to maintain County owned watermain and sewer assets in a state of good repair, along with accommodation requirements/options to each proposed structure;
- 2.2** Develop comparative efficiency metrics (County & respective contracted service providers and other representative municipal benchmarking), including but not limited to staffing relative to system sizes (i.e. # operators per 100 km of watermain; # operators per 100 km of sewer), financial performance (i.e. operating cost per km of watermain, operating cost per km of sewer; etc.), and annual service outputs (i.e. preventative maintenance, reactive maintenance, system asset condition assessment and monitoring, etc.);
- 2.3** Provide full lifecycle cost benefit analysis of existing and comparative alternative organizational approaches (up to 3 options), which considers organizational structure staffing levels, fleet/facility/equipment/property asset requirements, stranded assets, financial performance (direct, indirect, tangible costs), etc., and
- 2.4** Amongst the various service delivery models, assess any additional opportunities/efficiencies for 3rd party contracted services for specific work tasks, including, but not limited to, system flushing, CCTV, locates, backflow preventer inspections, etc. and/or potential system-wide service bundling (in-house and/or contracted service provider) of the same.

*** NOTE:** Financial performance for the years 2018 to 2020 are to be assessed by the successful Consultant through detailed review of municipal Financial Information Reporting, annual operating budgets, financial analyst interviews, etc.

Annual service level outputs for the years 2018 to 2020 are to be assessed.

The requirements outlined within this RFP represent a minimum expectation for the deliverables of this project. However, it remains the responsibility of the Proponent to propose and undertake a work plan that includes all necessary tasks and level of effort to deliver the technical and project management services. Should additional services be proposed, the County reserves the right to assign value or not to those additional services in the evaluation of submitted Proposals.

Deliverables

Project Team Meetings / Video-Conferencing (8)

Area Municipality Meetings / Video-Conferencing (6) – Tillsonburg and Woodstock

Earned Value Reporting Summaries (Monthly)

Technical Memorandum No. 1 (September, 2021)

– Overview of existing water distribution and wastewater collection system assets, documentation of system technical levels of service, current state organizational structure and staffing /licensing including overall responsible operator and operator in charge emergency on-call structure, current service offerings and current/future issues and trends impacting system operations.

Technical Memorandum No. 2 (October, 2021)

– Identify alternative service delivery models (up to 3 options) to existing organizational structure consistent with regulatory requirements for water and wastewater operations, develop comparative efficiency metrics, undertake comparative analysis of existing and alternative organizational service delivery models including full lifecycle costing (assets, staffing) and assess any additional opportunities/efficiencies for 3rd party contracted services/bundling.

Draft Service Delivery Review Report (October, 2021)

– Draft Executive Summary, draft comparative service delivery recommendations, draft implementation scatterplot (ease of implementation and expected benefits), and draft compilation of Technical Memorandums No. 1-2, including appendices.

Final Service Delivery Review Report (October, 2021)

– Executive Summary, comparative service delivery recommendations, implementation scatterplot (ease of implementation and expected benefits), compilation of Technical Memorandums No. 1-2, including appendices

Council Presentations (up to 4) (October, 2021)

Reporting and Communication

The successful Consultant will report to the County's Project Manager and any other representatives as assigned by Oxford County.

Written approval will be required from the Project Manager prior to the successful Consultant altering any tasks or deliverables. The County Project Manager will be responsible for overseeing the day to day operations of the project on behalf of the County. The County Project Manager will work with the successful Consultant to ensure that all requirements and deadlines are met.

Proposal Requirements at Submission

The submitted proposal should include the items listed below. It is critical to note that if any of the following items cannot be provided in the proposal package, the Proponent (Bidder) shall inform the County Project Manager in writing and obtain advance approval for omission prior to submission, otherwise the submission will be considered incomplete, and may be disqualified.

The Proponent (Bidder) submission on the Electronic Bidding System shall require the upload of a **technical proposal** in “.pdf format”. The following information is required in the proponent’s **technical proposal** submission:

- Identification of all project team members by area of expertise responsibility and role in the project including a brief relevant biography for each;
- Identification of any sub-Consultants who would be included on the Project Team, their roles, and experience relevant to this assignment;
- A detailed description of the Proponent’s work plan approach to meeting the scope of the work, including a proposed schedule for carrying out each component (Gantt Chart Schedule). Specific tasks should be clearly identified;
- A detailed description of the Quality Assurance (QA)/ Quality Control (QC) mechanism in place exhibiting the Proponent commitments to quality including QA/QC procedures used in the preparation of all deliverables submitted to the County for data analyses, comparator metrics, technical memoranda, reports, etc. The QA/QC system in place will be an important consideration in the selection process;
- A description of the Proponent invoicing policies and procedures, for example monthly billing, staff hours, project expenses, and cost break-down by task including total budget, current invoice amount, previous invoiced amount, total invoiced to date, remaining budget, percent spent, and percent complete; and.
- A work breakdown structure and work plan in the **technical proposal** detailing staff man-hours spent per task (excluding fees); and

The *technical proposal* should not exceed 10 single sided pages in length, excluding curriculum vitae, project references, work breakdown structure and Gantt chart schedule.

The Electronic Bidding System (under Schedule of Prices) shall also require that the Proponent (Bidder) input the Subtotal amount (**financial proposal**) for each of the subtasks identified in the Scope of Work sections 1 - 2. The following information is required in the proponent’s **financial proposal** submission:

- A detailed cost estimate for each component of the project, including the number of hours required to complete each of the tasks and subtasks by each member of the consulting team and the hourly rates; and
- Total Task Costs shall be detailed in a spreadsheet similar to the work breakdown structure used in the technical proposal.

There is no guarantee to the quantity of work and extra work rates identified in the work breakdown structure and Gantt chart schedule that will be undertaken at hourly rates. Oxford County reserves the right to reduce the scope of work without penalty. Oxford County will be responsible for managing the scope of the project throughout the undertaking. Any out of scope work will need to be approved by the County's Project Manager.

RFP Evaluation Criteria

1. Evaluation Process

Each proposal will be evaluated by the County on the basis of the information provided by the Proponent in its proposal. Each proposal will be reviewed to assess compliance with the requirements set out in this RFP. Evaluation results will be the property of the County.

The County may request clarification to ascertain a Proponent's understanding of the proposal for the purpose of the evaluation process. The County may adjust the evaluation score or ranking of proposals as an outcome of the clarifications. The County reserves the right to limit clarification to any number of Proponents as determined by the County regardless of the number of the Proponents the submitted proposals.

Each submission will be evaluated in two stages. 'Stage One' will consist of evaluating the **technical proposal**. Technical proposals will need to achieve the minimum score of 70 to advance to 'Stage Two'. Technical proposals which do not meet the minimum score required will be deemed non-compliant and will not be given any further consideration and the Schedule of Prices will remain unopened on the Electronic Bidding System.

In 'Stage Two', the Consulting fees (**financial proposal**) for the Proponent(s) will be opened (for only those which achieved the minimum technical score threshold from 'Stage One') and reviewed on the Electronic Bidding System in accordance with the process indicated the following section – Submission Weighting.

Upon completion of review of both the technical and financial proposals, Oxford County will select the successful Consultant based on the highest total scoring (best overall value to the County).

2. Submission Weighting

Proposal submissions will be assessed, scored and awarded, based on the evaluation criteria, but not limited to, the following:

Category	Available Points
Technical Proposal – Stage One Evaluation Criteria	
1. Project Manager qualifications and Corporate experience on directly related projects.	15
2. Experience and qualifications of key team members, technical and support staff on directly related projects.	10
3. Understanding of project goals, implementation strategy, methodology and approach.	25
4. Proposed Work Plan, Schedule and Level of Effort	20
5. Valued Added Services	10
Financial Proposal – Stage Two Evaluation Criteria	
1. Cost Effectiveness	20
TOTAL AVAILABLE POINTS	100

Technical Proposal – Stage One

1. Project Manager Qualifications and Corporate Experience on directly related projects (15 Points)

Provide the qualifications and experience of the Project Manager and outline your relevant corporate experience.

Detail three projects completed by your firm (preferably over the past five years) of comparable and relevant scope and complexity.

For each project description provide the name of the client, contact information, name of the project, date and duration, methodology employed, similarities to the scope of this project, and dollar value of the contract. Also, identify whether or not projects were completed on time and within budget, and if not, provide an explanation.

The County will only consider three project examples. If more than three project examples are provided, only the first three will be considered.

Project Manager Experience	9 Points
Project No. 1	2 Points
Project No. 2	2 Points
Project No. 3	2 Points

References may be contacted at the discretion of the County.

2. Experience and Qualifications of the Key Team Members (10 Points)

Provide the qualifications and experience of the Key Team Members, Sub-Consultants and other staff. Key Team members should provide recent experience with projects of similar scope.

List all team members by proposed role or responsibility and the name of staff, years of experience, and list of relevant projects in a table format. Ensure all relevant disciplines are documented.

Key Team Members	5 Points
Sub-Consultants	5 Points *

* If no Sub-Consultants listed, Key Team Members will be allocated up to 10 Points.

3. Understanding of Project Goals, Implementation Strategy, Methodology, and approach (25 Points)

Describe your understanding of the assignment, including overall scope and objectives, noting any specific issues that may require extraordinary attention.

Describe the approach and methodology to be followed in completing all aspects of the assignment in order to achieve the stated project objectives. The Approach section of the technical proposal shall outline the Proponent's strategies, assumptions, and ideas for completing this assignment and obtaining the necessary approvals as well as, details on how your corporate Quality Assurance and Quality Control will be implemented specifically for this project to ensure that Schedule, Cost and Quality objectives of the assignment are met.

The Proponent should also identify key success/risk factors for the projects and how they will be managed.

4. Proposed Work Plan, Schedule, and Level of Effort (20 Points)

Provide a work plan and schedule, including a work breakdown structure and Gantt schedule of the major tasks, specific milestones and the level of effort of the individual team members to allow for a complete understanding as to how and by whom the work is to be carried out in order to successfully deliver the project. The level of effort presented in the technical proposal must be expressed in man-hours.

Work Plan/Breakdown Structure and Gantt Schedule	10 Points
Level of Effort is Appropriate	10 Points

Although the 'person day allocations' are often included within the sealed financial proposal, the County requires that a copy, **without financial details** such as per hour rates, be included in your technical proposal, so that the level of effort can be clearly determined and may be evaluated at this stage.

5. Value Added Services (10 Points)

Describe your organizational ability to provide innovative and efficient value-added services in your work plan to deliver the base requirements of the RFP. The Proponent should explain the respective value of such strategic services and the expected results of their application.

Financial Proposal – Stage Two

The Proposal with the lowest price will be given 20 points. The points assigned for the price component of the other proposals will be calculated using the following formula: $\text{Lowest price} \div \text{submitted price} \times 20 \text{ points}$.

Agreement

The successful Consultant will be required to enter into a formal Agreement with Oxford County for the project (M.E.A./C.E.O. Client/Consultant Agreement for Municipal Works). Upon award, the successful Consultant will submit a draft of the current version of MEA/CEO agreement for the County's review. The County reserves the right to negotiate the terms and conditions of the Agreement.

a) Basis of Payment

Agreement should reflect "Upset Cost Limit"

b) Insurance

Refer to Section 17.1 of the County's Purchasing Policy (Appendix A) for general liability, auto, and professional liability and errors & omissions insurance requirements - to be complied with by the successful Consultant.

Proponent Enquiries during the RFP Submission Period

If a Proponent (Bidder) needs to address any discrepancies, errors and/or omissions in the Bid Document, or if they are in doubt as to any part thereof they shall submit questions in writing through [oxfordcounty.bidsandtenders.ca] using the "Submit Question" feature associated with the Bid Opportunity.

Questions are to be submitted online and not through e-mail. Questions will be accepted up to and until closing of the bid. However; questions asked within seventy-two (72) hours of bid closing may go unanswered. If a question asked within seventy-two (72) hours of bid closing will have major ramifications on all bidders, at the discretion of Oxford County, an addendum may be issued to clarify which could result in changes to the bid; including changes to the closing date up to cancellation of the bid opportunity.

Submission Date

Oxford County shall **only** accept and receive Electronic submissions through the [\[oxfordcounty.bidsandtenders.ca\]](https://oxfordcounty.bidsandtenders.ca), hereafter called the “**BIDDING SYSTEM**”.

HARD-COPY SUBMISSIONS SHALL **NOT** BE ACCEPTED.

Submissions shall be received by the Bidding System, until **2:00 p.m. (local time), on Wednesday, August 18, 2021**. Late Bids shall **NOT** be accepted by the Bidding System.

All Proponents (Bidders) shall have a Bidding System Vendor account and be registered as a Plan Taker for this Bid opportunity, which will enable the Bidder to download the Bid Call Document, to receive Addenda/Addendum e-mail notifications, download Addendums and to submit their bid electronically through the Bidding System.

Bidders are cautioned that the timing of their Submission is based on when the Bid is **RECEIVED** by the Bidding System, **not** when a Bid is submitted by a Bidder, as Bid transmission can be delayed due to file transfer size, transmission speed, etc.

For the above reasons, Oxford County recommends that Bidders allow sufficient time to upload their Bid Submission and attachment(s) (if applicable) and to resolve any issues that may arise. The closing time and date shall be determined by the Bidding System’s web clock.

The consulting assignment awarded is anticipated by August 25, 2021 with project commencement shortly thereafter.



Joint Water and Wastewater Service Delivery Review Report

March 16 2022

GM BluePlan Engineering Limited
Stoney Creek, Ontario gmblueplan.ca



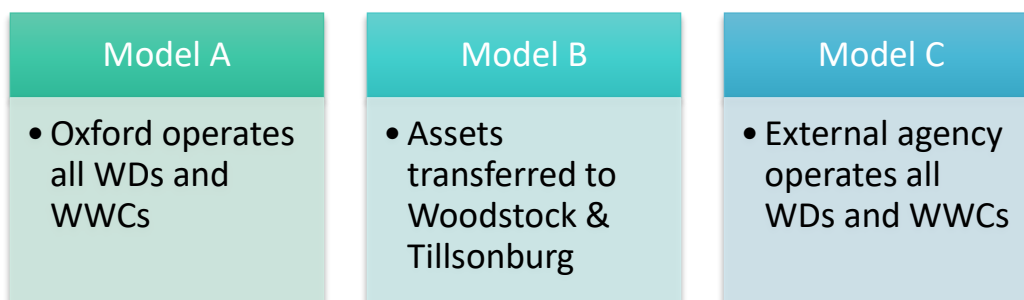
Table of Contents

1. Executive Summary.....	3
2. Background	5
3. Current State	11
4. Comparison of Models	17
5. Industry Best Practices	23
6. Ease of Implementation	28
7. Recommendation.....	31
8. Next Steps.....	33

1. Executive Summary

The County of Oxford operates all of the municipal water distribution (WD) and wastewater collection (WWC) systems within the eight Area Municipalities, except for two systems where the City of Woodstock and the Town of Tillsonburg perform these services under contract to Oxford County and are engaged as Operating Authorities. The County, City of Woodstock and Town of Tillsonburg engaged GM BluePlan to conduct a joint Service Delivery Review to examine the viabilities and effectiveness of water distribution and wastewater collection service delivery models.

Current state was assessed, to fully understand a baseline and explore challenges, costs and benefits experienced with the current service delivery mode. Several alternate models were considered (shown below), and these models were explored and compared based on a variety of criteria. This process was carried out in consultation with staff from Oxford, Tillsonburg and Woodstock, and through analysis of data from 2018-2020.



Model A involves the County of Oxford assuming full Operating Authority responsibility for the WDs and WWCs in Tillsonburg and Woodstock and continuing as WD and WWC Operating Authority for all of the other Area Municipalities. Model A offers the most advantages and least number of disadvantages and risks to the County and its citizens. It is recommended that Model A be further pursued as the preferred model to deliver water distribution and wastewater collection services in Oxford County. Model A is identified as the option with the greatest ease of implementation and benefits, and the lowest overall risk related to legislative requirements, operations, and other considerations.

Model A is the only model that offered annual savings, rather than estimated increases in costs, and also is estimated to require relatively minor one-time capital costs. Beyond financial benefits, other considerations for Model A contribute to this recommendation, including consistent customer experience, service levels across the Area Municipalities. Established and proven systems and resources can be utilized, and as Owner and Operating Authority for other WDs and WWCs, Oxford is already carrying out the core responsibilities required with the transition. This allows for benefits from economies of scale and substantive annual operating savings.



Model B (transitioning ownership and operation of WD and WWC assets to Tillsonburg and Woodstock) and Model C (operation by external agency/contractor) have specific strengths and benefits which are discussed in this document. However, the increased costs, administrative challenges, and operational learning curves outweigh these benefits.

Regardless of which model is chosen, the best practices included in this report, identified as Status Quo Plus, should be explored in the next steps of implementation.

Under Model A as recommended, the service delivery expenditures reviewed that are identified as potential cost savings is \$1,035,976 (or 18.25% of the total current service delivery expenditures).

2. Background

The County of Oxford (the County), City of Woodstock and Town of Tillsonburg engaged GM BluePlan to conduct a joint Service Delivery Review (the Review) that examines the viabilities and effectiveness of water distribution (WD) and wastewater collection (WWC) service delivery models.

All of the municipal water and wastewater treatment assets within the eight Area Municipalities are both owned and operated by the County. The water distribution and wastewater collection systems are also owned by the County, and the County operates all of the WDs and WWCs¹ except for those in Woodstock and Tillsonburg. The City of Woodstock and the Town of Tillsonburg perform these services under contract to the County and are engaged as Operating Authorities for the respective Woodstock and Tillsonburg WDs and WWCs; the local municipalities perform operational responsibilities on these systems under the authority of the *Safe Drinking Water Act (2002)*, similar to a contractor to the County. The most recent Operating Authority service contract agreements between the County and Woodstock/Tillsonburg were last updated in 2006 (City of Woodstock) and 2012 (Town of Tillsonburg). Though technically expired and outdated, these agreements have continued to remain in effect given neither party has terminated their respective agreement.

The purpose of this assignment was to review this current operational model in more detail, assessing the people, processes, technology, and expenditures involved in service delivery, to identify potential opportunities for improvement that would optimize the service delivery model and modernize operations. The provision of water and wastewater services is viewed in most jurisdictions as a service that is fundamentally tied to the life and future well being of the community and is seen quite differently than other utilities such as power, gas and telecommunications. Hence, special considerations of a range of criteria are included in this fulsome evaluation.

Service Areas being reviewed include WD and WWC performed by three Operating Authorities: the County, the Town of Tillsonburg (Tillsonburg), and the City of Woodstock (Woodstock). The key categories of service tasks for both water and wastewater include:

- Billing,
- Customer service,
- Engineering,
- Operation, maintenance and monitoring,
- Planning,
- Policy/legal, and

- ¹ WD systems: Beachville, Bright, Brownsville, Dereham, Drumbo-Princeton, Embro, Hickson, Ingersoll, Innerkip, Lakeside, Mt. Elgin, Oxford South, Plattsville, Tavistock, and Thamesford
- WWC systems: Drumbo, Embro, Ingersoll, Innerkip, Mount Elgin, Norwich, Plattsville, Tavistock, Thamesford

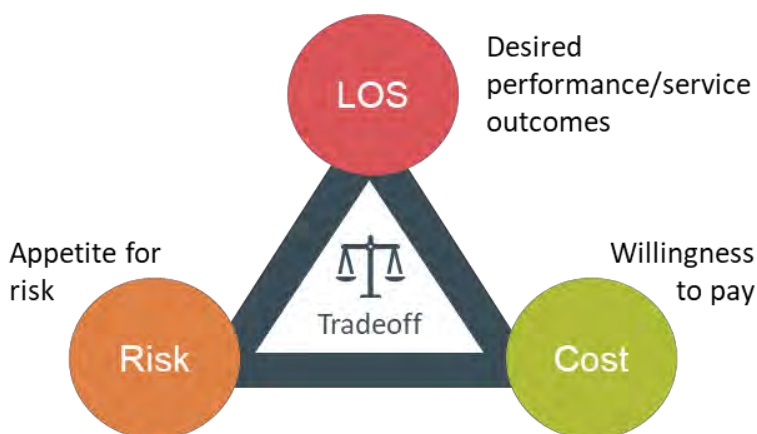
- General compliance/conformance tasks such as budgeting, drinking water Quality Management System (QMS), and backflow enforcement.

2.1 Cost, Level of Service and Risk

Ontario municipalities delivering water and wastewater services are challenged by complex legislation and fiscal constraints, increasing customers/expectations, and aging infrastructure. To address these challenges while maintaining service levels and financial targets, owners and operating authorities strive to balance three intrinsically connected elements: service levels, cost and risk.

The tension between these elements typically results in impacts and trade-offs. For example, by allowing one element to decline or conversely by enhancing another, an organization can be pushed off balance and away from the optimum center point. A municipality may elevate its levels of service beyond what the organization can afford - the cost of service provision may be reaching beyond what the community is willing to pay. When the tension between level of service and cost is not balanced, it exposes the organization to sustainability risks.

Figure 1 Balance of Risk - Level of Service - Cost



The County is seeking to establish this balance between service levels, cost and risk by defining current state, exploring alternate models for water and wastewater service delivery, and identifying efficiencies that may work towards an optimum balance.

2.2 Objective

The overall purpose of assignment is to systematically determine the most appropriate and cost effective way to provide municipal water distribution and wastewater collection services, while optimizing service levels. Optimizing service levels, cost and risk while maintaining safe, reliable and sustainable services are the common goals of all of the municipalities involved.

2.3 Methodology

To begin, a stakeholder group was established to collect data, consult on current practices and communicate model options. These stakeholders included representation from the Town of Tillsonburg, City of Woodstock and County of Oxford.

A common industry framework², illustrated in the diagram below, was used to view water and wastewater service provision. The framework is designed to help water and wastewater utility managers make informed decisions and practical, systematic changes to achieve excellence in utility performance in the face of everyday challenges and long-term needs of the utility and the community it serves.

The following are the core elements of the Effective Utility Management Model:

- Product Quality
- Customer Satisfaction
- Employee and Leadership Development
- Operational Optimization
- Financial Viability
- Infrastructure Strategy and Performance
- Enterprise Resiliency
- Community Sustainability
- Water Resource Sustainability
- Stakeholder Understanding and Support

Figure 2 Effective Utility Management Model



The GM BluePlan team carried out the following steps to complete this assignment:

- Consultation / Data Review & Analysis (2018-2020) / Interviews / Workshops phase;
- Current state review;
- Models definition and evaluations – introduction of status quo plus;
- Financial modelling;
- Implementation scatterplot; and
- Final recommendation.

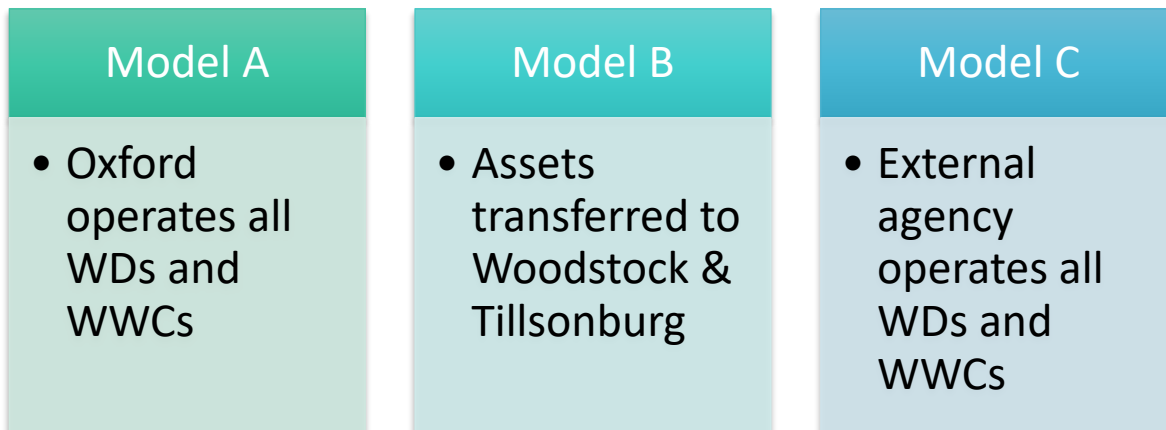
² <https://www.nacwa.org/docs/default-source/resources---public/eum-primer-final-1-24-17.pdf?sfvrsn=6>

The model evaluations involved a fulsome review of:

- Legislation;
- Service levels;
- Governance and organizational structure;
- Planning and sustainability;
- Customer relations;
- Pros and cons;
- Risks; and
- Financials – including revenues, expenditures, reserves and capital forecasts, and cost of service comparisons.

Models

Three comparator model options were agreed upon by stakeholders for evaluation. Oxford currently operates and maintains all water and wastewater treatment service, and treatment assets and responsibilities are not included in this evaluation.



One of the local municipalities expressed an interest in also acquiring treatment assets along with distribution and collection, however the County identified some key challenges with this suggestion. Several key challenges with a decentralized treatment model exist, and continued minimization of public health risks is paramount. The County has found efficiencies and has reduced public health risk by providing heavily regulated water treatment and wastewater treatment operations through a centralized model. It was concluded that decentralizing treatment into individually owned or operated systems would be a complex process of disentanglement that would most likely not offer tangible benefits that outweigh the risks.

Model A – Oxford Operating Authority of All WD and WWC Systems

In this model, Oxford assumes Operating Authority full responsibility as the Operating Authority for the operation and management of its WD and WWC systems in Tillsonburg and Woodstock. The County continues to own all of its assets in this regard.

- Contractual agreements with the Town Tillsonburg and City of Woodstock are not renewed.
- All water & wastewater responsibilities are assumed by Oxford.
- Oxford would continue to bill customers.

Model B - Local Ownership & Operation of WD and WWC Systems

In this model, the Town and City assume ownership of respective WD and WWC assets, and full Owner and Operating Authority responsibilities for the WD and WWC services. The transferred assets are shown in Table 1.

Table 1 Model B - Assets to Transfer in Ownership and Responsibility

	Asset Type	Quantity	Units
Woodstock	Water Distribution		
	<i>Local watermains and transmission main, all diameters</i>	275	km
	Wastewater Collection		
	<i>Gravity Sewers including trunk sewers</i>	242.6	km
	Forcemains	3.4	km
	Sewage Pumping Station	4	#
	Grinder pumps	18	#
	Embro SPS	1	#
	Innerkip SPS	1	#
	Embro Forcemain	14774	m
	Innerkip Forcemain	7658	m
	Odour Control Facilities	2	#
Tillsonburg	Water Distribution		
	<i>Local watermains and transmission main, all diameters</i>	155	km
	Wastewater Collection		
	<i>Gravity Sewers including trunk sewers</i>	115.7	km
	Forcemains	2.3	km
	Sewage Pumping Stations	3	#

Assets currently operated by the Town or City are noted in italics.

- Contractual agreements between County and the Town Tillsonburg and City of Woodstock are not renewed.
- Legal transition of assets and related permits/licenses from Oxford to respective municipalities.
- Transition of all ownership and operating authority responsibilities occurs.
- The Town and City distribute water via County treatment and transmission mains to homes and businesses, collect wastewater and return it to Oxford via trunk mains for treatment.
- Drinking water and wastewater treatment services are purchased at a wholesale rate from Oxford.
- Oxford continues to operate water trunk feeder mains, water booster pumping stations and water storage/tower facilities, managed through SCADA. Sewage forcemains, odour control facilities, sewage pumping stations, etc., become operational responsibility of the Town and City.
- Oxford revenues for the Town and City's portion of treatment and reserves are supplied through the wholesale rate.
- Water billing and revenue are managed solely by the Town and City.
- Water and Wastewater Treatment continues to be provided by Oxford staff.

The process for transferring the assets and related legal implications was not within the scope of this project. A detailed assessment of the larger financial and legal implications such as asset valuation, reserve transfers and the cost of borrowing, would be required for further evaluation or implementation of this model.

Model C – Contract WD and WWC of All Systems to External Operating Agency

Oxford to contract out all WD & WWC service management, excluding water treatment and wastewater treatment and operations to an external operating agency or contractor. Within the model, the scope of the assets to be operated by an external agency would include all distribution and collection linear and vertical assets for all local municipalities.

- Contractual agreements with the Town Tillsonburg and City of Woodstock are ceased.
- An RFP or Tendering process is developed.
- Operating authority responsibilities of all of the municipal water distribution and wastewater collection systems is transferred to the external agency/contractor under an operating agreement (required under the *Safe Drinking Water Act*).
- Water and Wastewater Treatment continues to be provided by Oxford staff.
- Feeder mains and water/wastewater treatment facilities would not be included.
- All assets continue to be owned by Oxford.

2.4 General Assumptions

The success and effectiveness of any of the service delivery models is subject to several external uncertainties. These uncertainties are realistic and pose pressures on assets, operations and personnel coverage, but since they are applicable across all models, have not been factored into the evaluations.

- New and changing legislation, such as changing requirements for water distribution, wastewater collection, quality management, or asset management;
- Climate change impacts (e.g. flooding, infrastructure condition and demand);
- Hyper-inflation affecting purchased goods, services, fuel and energy costs;
- Impacts of pandemic; and
- Shortage in qualified / licensed staff.

In the financial considerations for Model B, it should be noted that an extensive evaluation process will be required to set the valuation of assets that are to be transferred from Oxford to Woodstock and Tillsonburg, and to define the methodology and cost of that asset transfer. Under the PSAB Tangible Capital Assets, these assets are identified within Oxford's ownership and a methodology will need to be agreed upon for how these assets are transferred. This could be a considerable financial issue for all parties.

3. Current State

Legislated requirements in municipal water and wastewater services is complex and extensive. As such, the model evaluations had to take into consideration the risks, efficiencies and complexities that are involved with each model, and the potential effects on maintaining compliance. Legislative considerations included the *Municipal Act (2001)*, *Safe Drinking Water Act (2002)*, and its numerous regulations, with particular focus on the Municipal Drinking Water Licensing Program, the *Drinking Water Quality Management Standard (2017, v.2.0)*, the *Ontario Water Resources Act (1990)*, and the *Infrastructure for Jobs and Prosperity Act (2015)*, amongst others. Current municipal by-laws, policies and contracts were also reviewed and considered, including agreements with neighbouring municipalities, by-laws, collective agreements, Asset Management Policy, QMS Policies and Strategic Plans, amongst others.

3.1 Responsibilities

Under the Safe Drinking Water Act, Owners and Operating Authorities both are prescribed duties to:

- Maintain compliance
- Maintain assets in a fit state of repair, and
- Operate systems with trained persons. The County of Oxford has Owner and Operating Authority responsibilities for water distribution and wastewater collection in Beachville, Bright, Brownsville, Dereham, Drumbo-Princeton, Embro, Hickson, Ingersoll, Innerkip, Lakeside, Mt. Elgin, Oxford South, Plattsville, Tavistock, and Thamesford.
- In Tillsonburg and Woodstock WDs and WWCs, operating responsibilities are shared between Oxford, the Town of Tillsonburg and the City of Woodstock.

The general list of key responsibilities is provided.

The core water distribution and wastewater collection responsibilities include:

General

- By-law Enforcement
- Capital & Operating Budget
- Climate Change Adaptation
- Drinking Water Quality Management
- Emergency Management
- Energy Demand Management
- Health & Safety Management
- New Service Inspections
- Source Water Protection
- Water Backflow Enforcement
- Water Efficiency and Conservation Program
- WW Biosolids Land Application

Engineering

- Capital Delivery Support
- Cast Iron Water Main Replacement Program
- Development Application Review
- GIS Maintenance
- Hydraulic Modelling
- System Optimization & Process Engineering
- W/WW Hydraulic Modelling
- WW Inflow & Infiltration Studies

Planning

- Asset Management
- Business Continuity Planning
- Condition Assessments
- Long-term Budget Forecasting
- Master Planning & Class EAs
- Rate Studies
- Secondary Plan / Functional Servicing Reporting
- Water Financial Plan

Customer Communications

- Customer Outreach & Communication
- Customer Service

Operation, Maintenance & Monitoring

- Break Response & Repair
- Hydrant Flow Test
- Hydrant Flushing & Inspection
- Locates
- Maintenance of Drain Valves/Air Release Valves/Pressure Reducing Valves
- Meter Installation/Repair/Maintenance
- O&M of Water Local Main
- O&M of Water Transmission Main
- O&M of WW Forcemain (including swabbing)
- O&M of WW Local & Trunk Sewer
- O&M of WW SPSs, Odour Control Facilities
- Quality Sampling & Testing
- SCADA
- Sewer Flow Monitoring
- Sewer Flushing & CCTV
- Water Backflow Testing
- Water Valve Cycling
- WW Effluent Quality Management
- WW Grinder Pump Inspection & Maintenance
- WW Maintenance Hole Inspection
- WW Septic Tank Inspection

Policy & Legal

- ICI Abatement agreements
- Policy and By-law Setting
- Water Agreements – Norfolk
- WW Agreement - East Zorra-Tavistock

Billing

- Billing and Payments
- Billing Inquiries
- Billing Provider Contract Management
- Meter Reads
- Water Shutoffs

3.2 Levels of Service

Overall, the level of service aim for Oxford and the local municipalities is to provide **safe, reliable** and **sustainable** drinking water & wastewater services to consumers within Oxford County. The levels of service are parameters that describe the extent and quality of services that the municipality provides to its citizens.

It is challenging to align service level objectives between multiple municipalities, as methodologies, data collection methods and data interpretation varies. Each municipality is currently providing water and wastewater distribution and collection services at different service levels.

Table 2 Levels of Service³, Targets and Comparison, 2020

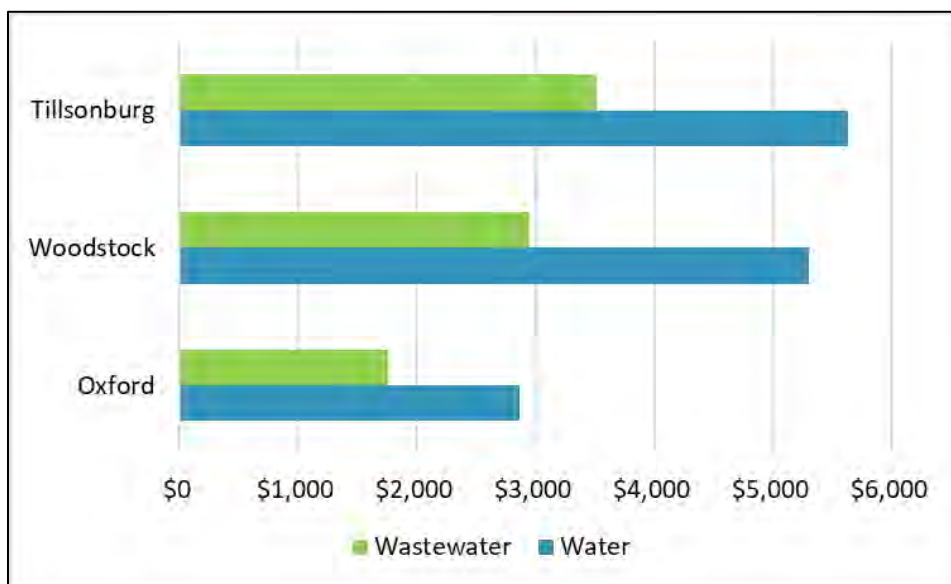
Commitment	Target Indicator (annual)	Current Performance (2020)		
		Oxford	Tillsonburg	Woodstock
Safe	Zero Ministry non-compliances, orders			
	Zero DWQMS external non-conformances			
	Zero precautionary boil water advisories			
	Zero adverse water quality incidents			
Reliable	100% of critical valves cycled			
	25% of non-critical valves cycled			Plus
	Hydrants regularly flushed (number of flushes)			
	20% of all hydrants flow tested ⁴	Plus		
	7% of sewers inspected with CCTV			
	20% of sewers flushed (not including flushing for CCTV)		Plus	
	20% of maintenance holes inspected	Plus		Plus
Sustainable	Financial metrics – to be discussed in Section 3.3	-	-	-

- ³ **Green** indicates current performance meets the target level. These target levels are considered to optimize and balance operational awareness, asset life, reliability and operational cost.
- **Orange** indicates current performance is 50-100% of the target, or at least one advisory/adverse occurred. Deviations from these targets may reduce operational awareness, asset life, or reliability, or increase public health risk.
- **Red** indicates less than 50% of the target is met. Operating at this level may significantly affect operational awareness, asset life, or reliability.
- 'Plus' indicates operational activities exceeded the target. Operating above targets may provide increased asset benefit, but also result in increased operational costs to complete.
- ⁴ Based on data and staff feedback

3.3 Metrics and Costs

As part of the current state analysis, GM BluePlan looked at some comparators metrics which are often used in benchmarking exercises to assess effectiveness and/or efficiency of operations. The comparison of actual operating costs/km of water distribution and wastewater collection main is shown below.

Figure 3 Water & Wastewater Operating Cost / km, 2020 (actuals)



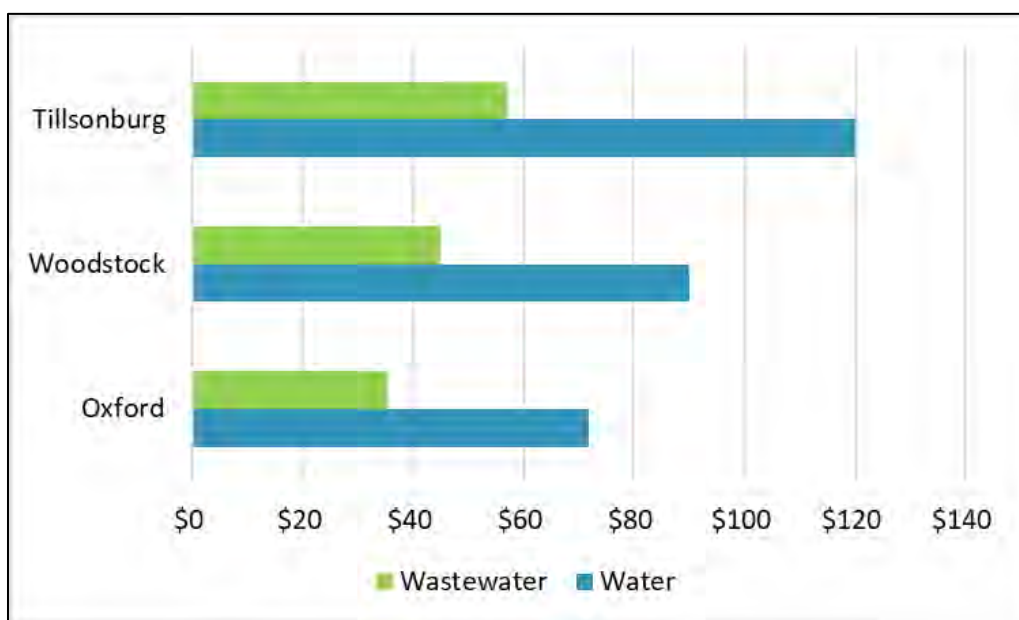
The following table describes the number of operators and the costs per km of watermain and wastewater main by municipality. There are a total of 24.5 operators currently operating all of the distribution and collection systems. Oxford has a lower cost per km of main than Woodstock and Tillsonburg.

Table 3 Operators and Cost per km of Watermain and Wastewater Main Combined, 2020

Water Distribution & Wastewater Collection Combined							
	Total km	# Operators	km / Operator	Actuals \$	Budget \$	Actuals \$/KM	Budget \$/KM
Oxford	549	9	61.00	\$1,301,842	\$1,564,031	\$2,371	\$2,849
Woodstock	521	11.5	45.30	\$2,182,819	\$2,518,175	\$4,190	\$4,833
Tillsonburg	273	4	68.25	\$1,286,953	\$1,313,100	\$4,714	\$4,810
Total	1343	24.5	54.82	\$4,771,614	\$5,395,306	\$3,553	\$4,017

The figure below shows the cost of water and wastewater operations and maintenance indexed to the number of customer accounts (indicated by number of metered water services).

Figure 4 Water & Wastewater Operating Cost per Customer Account (Metered Water Services), 2020



The table below shows the combined cost of water and wastewater indexed to the total number of customer accounts (metered water services). Similar to the cost per km above, Oxford exhibits the lowest cost per customer account.

Table 4 Water and Wastewater Combined Operating Cost Per Customer Account, 2020

Water Distribution & Wastewater Collection			
Total Water Services		2020 Actuals \$/service	2020 Budget \$/service
Oxford	12159	\$107	\$129
Woodstock	16192	\$135	\$156
Tillsonburg	7261	\$177	\$181

4. Comparison of Models

With current state established, GMBP proceeded to evaluate three alternate service delivery models to deliver water distribution and wastewater collection services for the County of Oxford. The three most viable models were discussed and selected in consultation with the stakeholder group. The models, related assets, responsibilities and current service levels are provided in this report.

Through consultation workshops, data review and analysis, and comparative municipal benchmarking, each model was evaluated, in comparison to current state or 'status quo'.

- Levels of service were defined and compared.
- Strengths, weaknesses, external opportunities and external threats were discussed and defined.
- Organizational Considerations, Financial Considerations were evaluated in detail.
- Risks were explored in the categories of operational, staffing, compliance, environmental, technological, financial, reputational / customer and Infrastructure risks.

Using the analysis listed above, a qualitative summary of pros and cons was developed and the highlights of that analysis are summarized in the following sections.

4.1 Model A – Oxford Model

This model is estimated to demonstrate a wide range of benefits to Oxford and the citizens of the County. The model allows for the alignment of accountability and responsibility and the control of treatment, distribution and collection services within one singular entity; customer service, billing, operations, planning, engineering and policy-setting are managed solely from one organization across the County, which allows for better coordination amongst the divisions within the County. This singular operational hub and drinking water quality management system as owner and operating authority allows for processes currently performed in triplicate to reduce to one, and allows for consistent levels of service and efficiencies to be found in economies of scale.

These benefits extend to staffing in terms of work process efficiency, coverage of duties in case of absence, OIC and ORO coverage. The span of control for the supervisory and management staff are more in line with comparator municipalities. Staff in Oxford already have experience operating water distribution and wastewater collection systems and these new assumed responsibilities align with those skillsets, thus reducing the need for additional training or licensing.

Drinking Water Quality Management is a rigorous system requiring staff resources to administer and maintain its conformance to the legislated standard. Oxford currently administers the drinking water QMS requirements on behalf of the operating authorities, such as preparation and updates of the Operational Plan and procedures. As stated above, this is currently being carried out in triplicate and can be much more efficient and effective as one owner and one operator.

Oxford has well established processes for operations, maintenance, planning, billing, engineering, budgeting, climate change adaptation and mitigation, water conservation and energy demand management would all apply directly to the additional assets being operated.

Existing County systems and technology well equip the County to take on the additional Operating Authority responsibilities, while increasing seamless access to data.

The transition, however, would not be without some challenges. Oxford staff are less familiar with the Tillsonburg and Woodstock underground linear infrastructure and customers than the current operating authorities, which would require time to learn the details of the systems. In addition:

- The additional geographical scope of coverage lengthens travel/response time for current Oxford operators (assuming an alternative geographical staff reallocation is not afforded).
- Coordination of capital WD and WWC projects within local municipal roads will still require coordination and communication, as is the current practice.
- A detailed transition plan for successful transfer of Operating Authority duties and data will be required.
- Minor administrative licensing change would be required as Oxford would become Operating Authority for the two systems.

4.2 Model B – Local Municipalities Model

This two-tier model is in place in other Ontario municipalities such as Region of Niagara and Region of Waterloo. The main strength of the model stems from the local municipality owning and operating the local infrastructure at service levels and rates based on direct and local community preferences. Existing local municipal staff know their citizens and community.

Certain processes such as billing, budgeting, asset management, and capital delivery may be further streamlined with one owner and operating authority. However, work will still require coordination with the County, such as development review and planning, water and wastewater SCADA systems, capital planning (linear infrastructure within County Roads), and some bylaws.

With this model, the local municipalities will have the authority to set and manage the billing rates for customers directly based on budgeting and capital forecasting within their full authorities. However, the water distribution and wastewater collection costs make up a small portion of the overall costs and they would be required to purchase wholesale water and wastewater treatment services from the County and given the differences in operating costs at each municipality, it is likely that Woodstock and Tillsonburg would have different rates set to meet their needs. If costs rise, the local municipalities will need to raise rates or take on additional debt. This is currently the responsibility of the County as the owner.

Numerous other challenges arise from this model, not due to the service model itself, but the cost and risks of transitioning into this model and taking on new ownership responsibilities.

The most one-time ‘administrative’ challenges exist with this model. The one-time administration tasks due to the transfer of assets, such as asset valuation, legal agreements, provincial licensing and permits will require staff, legal and consulting resources. The transition to a two-tier model, and resulting contractual agreements, will require the County to conduct a rate study to establish wholesale water and wastewater rates for the local municipalities, accounting for treatment costs and reserves.

New or expanded technology may be required for the new responsibilities for billing, document management and system optimization. This would require one-time purchasing costs, training, and staffing resources.

One-time capital costs for transition are estimated at \$575,000 to \$825,000, and may include the following initiatives:

- \$100,000 - \$150,000 - Transition Implementation Plan
- \$200,000 - \$300,000 – Asset Transfer Study - Asset Valuation / Reserve / Debt Considerations for Transfer
- \$100,000 - \$200,000 Legal Costs
- \$100,000 - Initial Wholesale / Retail Rate Study
- \$75,000 – Revised Asset Management Plan
- Meter Reading Software (Itron Temetra)
- SCADA

As stated above, the cost of transferred assets and associated cost of borrowing to cover one-time capital or to cover transferred assets is not included and depending on the methodology agreed to by the parties, could potentially be a significant impact.

Operating the WDs and WWCs is currently a familiar responsibility of both Tillsonburg and Woodstock, however this model requires operation of forcemains, transmission watermain, sewage pumping stations and odour control facilities, all of which would be new to Tillsonburg and Woodstock.

There is a need to increase staff capacity and skillsets within both Tillsonburg and Woodstock, to absorb the new responsibilities related to now owning and operating licensed systems, including new vertical assets not operated before by staff. This transition requires additional skilled staff, training, and additional demand on current staff. The additional roles and skillsets are, in a sense, triplicated with this model, although it is acknowledged that the authority and control over budgets will allow for resources to align with rates.

Economies of scale and consistent service levels can be experienced when one group or role manages the same tasks for multiple municipalities, and inversely, some redundancies or loss of efficiencies arise when several smaller groups are carrying out the same tasks in smaller areas. There was some expectation that the additional duties, other than water/wastewater operators, could be partially absorbed by current staff, however, they may not possess the necessary skillsets and expertise to absorb new and additional program responsibilities, such as drinking water QMS, billing administration, hydraulic modelling, SCADA systems, backflow prevention, inflow/infiltration studies,

etc. in addition, it was noted at several workshop discussions that Woodstock and Tillsonburg staff are operating at full capacity.

4.3 Model C – External Agency/Contractor Model

The strength of this model is the ability to harness the experience, expertise and breadth of a larger agency or contractor to carry out operating authority responsibilities that are its core business all day every day. Contracting to an external agency allows for both the County and the local municipalities to transfer some of the risk and responsibility of operating water and wastewater distribution and collection to a third party, while tightly managing and controlling the work done and service levels achieved.

There are several weaknesses with this model. The first being the contractor's staff will be completely unfamiliar with the Tillsonburg, Woodstock and Oxford underground linear infrastructure and customers than the current operating authorities are dealing with, which would require time to learn the details of the systems.

There will need to be a comprehensive operating contract developed and an elaborate RFP or tendering process. Once that is completed there will need to be an extensive transition plan developed, which would be the most complex of all of the models. This entire process is expected to take 18 to 24 months, at a minimum, to accomplish and through the financial modelling there does not seem to be the financial incentive that corresponds with the level of effort.

Most contracting entities are profit motivated and decision on the wellbeing of the assets could be affected due to the divergence of interests. As well, any changes in legislation will allow the contractor to claim extras and there are numerous pieces of legislation that are rumoured to be coming on the wastewater side of the business.

Lastly, this model will be the most disruptive to existing staff in the County and Area Municipalities. Once the contractor has been hired, most frontline staff experience and knowledge will be lost and this creates a situation where the municipality could be married to the contract model in perpetuity with no ability to regain the staff or knowledge in the future, should they want to someday revert back to an in-house model.

4.4 Financial Comparisons

In addition to the qualitative analysis above, a financial model was developed for each scenario to come up with an estimated operating cost of operations and maintenance. This was then used as a comparator to the status quo.

Throughout the consultation and data review (2018-2020), it became evident that a financial estimate for a fourth service model should be considered, Status Quo Plus. Based on scope restrictions, this model was not evaluated through earlier sections of this report, but financial comparisons have been included. The model involves no changes to the current service delivery method but assumes some

efficiency improvements are implemented based on service levels and desired synergies as well as the addition of new staff that have been requested by Tillsonburg and Oxford.

The results of the financial modelling are listed below.

Table 5 Summary of Overall Annual WD and WWC Opex for Each Model

Status Quo (baseline)	\$	5,673,185
Model A	\$	4,666,059
Model B	\$	6,161,004
Model C	\$	6,524,163
Status Quo - Plus	\$	5,702,035

Compared to Status Quo, Model A equates to an estimated **annual savings of \$1,007,126, or 18% reduction in the operating cost.** Operational surplus could be applied to reserves to assist with the impending infrastructure deficits. Based on County municipal staffing projections only (not including GM BluePlan staffing recommendations), the resulting overall Model A cost would be \$4,396,059.

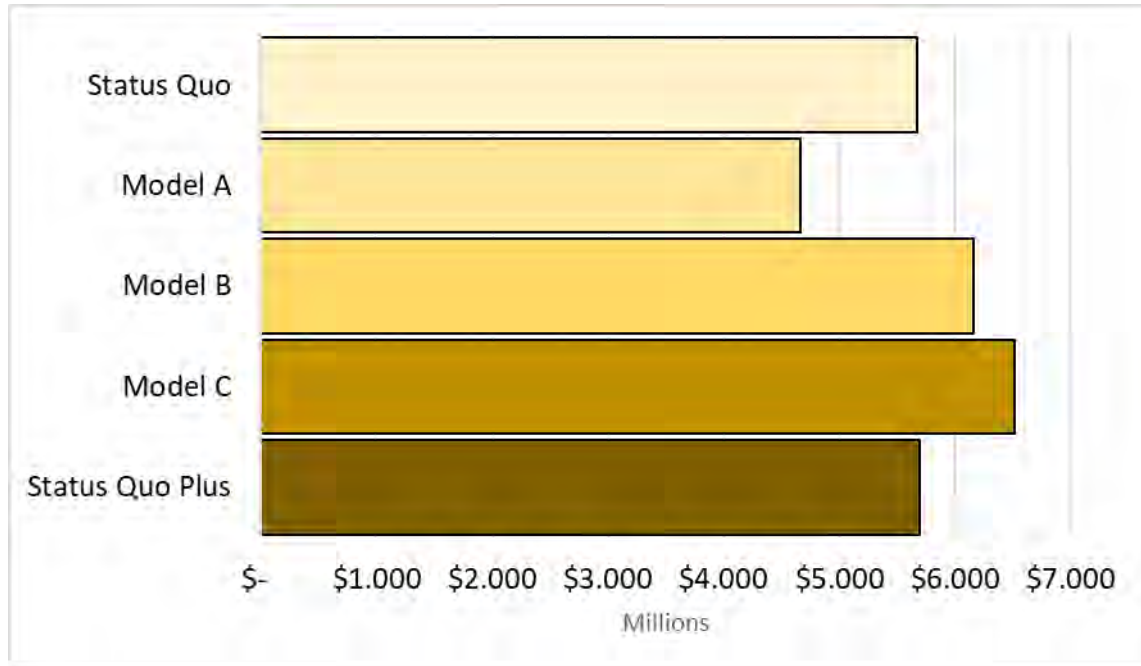
Compared to Status Quo, Model B equates to an estimated **annual increase of \$487,819 This increase equates to an approximate 9% increase in total operating costs.** The increases are generally related to increased staffing required for ownership and operation of the linear and vertical infrastructure. Based on local municipal staffing projections only, (not including GM BluePlan staffing recommendations), the resulting overall Model B cost would be \$5,611,004.

Compared to Status Quo, Model C equates to an estimated **annual increase of \$850,978. This increase equates to an approximate 10% increase in total operating costs,** which has the potential to result in increased customer water rates. The increases are generally related to the change inherent to service delivery by an external contractor.

Compared to Status Quo, the Status Quo Plus Model equates to an estimated that savings of approximately \$326,847 may be realized from bundling of goods/contracted services, reallocation of operational labour hours to align with industry standards, regular application of the County's fees and charges by-law, and administering a user-pay backflow prevention program. This is offset by an additional staffing cost of \$355,698 to address new service levels standards. In total, **the estimated net annual increase is \$28,850.**

These totals are also shown on the following chart. It should be noted that the models were developed using 2020 budgeted values and have not been inflated to current dollars but are relative.

Figure 5 Comparisons of Overall Annual WD & WWC Operating Expenditures



Further breakdown of the expenditures by cost category and municipality, for each model, is provided in Appendix A and Appendix B.

Financial estimates of the three original service delivery models indicate that Model A is estimated to have lower overall operating costs to operate and maintain all of the WDs and WWCs within the County, including vertical and linear distribution and collection infrastructure. This could result in an increase contribution to reserves of approximately \$1 million, without increasing water and wastewater rates.

5. Industry Best Practices

One of the deliverables for this assignment was to analyze the current state and identify any best practices that could be implemented regardless of the decision on which model was selected.

The following is a high-level summary of the identified initiatives. It should be noted that these best practices would most likely require further work by the parties to explore their viability and identify a path towards implementation.

5.1 Backflow as a User Fee

Backflow of water from industrial users' systems into the drinking water system is a real and serious threat to the safety of the drinking water. The County has identified this as a priority in its annual Management Reviews as part of its drinking water QMS. The County is in the process of developing a Backflow Prevention By-law to address the risk.

Currently, Woodstock has a process in place where backflow devices have been installed, maintained and inspected within the industrial sector within its borders. The City has approximately one dedicated FTE and approximately \$100 K budgeted for this activity. Authority for this activity is lacking as Oxford has not yet passed a by-law laying out the responsibilities and costs for this program. Tillsonburg and the rest of the communities in Oxford do not have a formal program yet for backflow prevention devices.

The best practices throughout almost all municipalities across Ontario, is to have a by-law passed that passes the responsibility for installation, maintenance and annual inspection of these device to the industrial sector customer (user pay model). This removes the cost burden of this activity from the residential homeowner who is not posing a threat to the drinking water and places that onus, cost and responsibility to the industrial customer that is connected to the system and is the entity that has introduced the threat to the system.

GMBP recommends that the County finalize its Backflow Prevention By-law and introduce a user pay system that is self funding to address the issue of possible cross contamination from industrial and commercial customers.

5.2 Standard Service Levels

As stated above, Woodstock and Tillsonburg are acting as the Operating Authority for the WD and WWC systems for Oxford, who owns the assets. Woodstock and Tillsonburg are both performing this service under contracts with the County, which have not been updated in the last decade and are technically expired. Each entity is providing different standard levels of service with respect to operations and maintenance of the assets.

Over the recent years and prior to this assignment, the parties were meeting to discuss updating those contracts and in those discussion the concept of standardized operating parameters was brought

forward. Although those discussion were halted during this exercise a table of service standards was brought forward.

GMBP has reviewed the table of service industry standards and agrees that these are best practices as identified by AWWA and WEF and we recommend that which ever model is pursued that these service levels should be adopted throughout all of Oxford County. This would create consistency across the County and the resources that are currently being used exceeding those standards could be shifted to areas of the system where those standards are not being met.

5.3 Joint Procurement

Throughout the course of the year there are inherent peaks and valleys that arise with respect to the operations and maintenance of the water distribution and wastewater collection systems. Most municipalities, including Woodstock, Tillsonburg and Oxford set their staffing levels to meet the base amount of work and they utilize contracted service to supplement either a skill set that they do not currently employ or to address the peak workload that is occurring at a given time.

In addition to contracted services, each municipality individually purchases materials that are required to operate and maintain the systems, with the exception of fuel procurement (EMOP). Over all three municipalities, there is approximately \$1.7 million budgeted for contracted services and materials and supplies. That is almost 30% of the total cost to operate and maintain all of the systems in Oxford.

GMBP recommends that a procurement group or committee be established amongst all three municipalities that consists of purchasing professionals, management staff and operations staff to look for ways to jointly procure additional services and materials. It is estimated that 5 to 10% of this cost could be avoided through economies of scale as well as a reduction in administrative time to tender and manage these contracts.

The total value of purchased goods and services in Status Quo is \$1,575,594, which can lend to significant opportunity for savings. The following table summarizes some goods that are currently jointly procured or bundled, which may relate to water and wastewater activities. The three municipalities perform standalone procurement for goods and services that are common across water and wastewater, where potential for joint procurement savings exist. Some adhoc informal sharing of purchased items currently occurs between the groups as needed.

Table 6 Joint Procurement and Bundling Status for Oxford/Tillsonburg/Woodstock

Service	Currently Jointly Procured or Bundled Tenders?	Opportunity for Potential Savings?	Comments
W & WW Goods			
Fuel	Yes		EMOP joint purchasing group
Fleet/Equipment rentals		Yes	All individual procurement currently. Mini-excavator, welding equipment & light duty fleet rentals
Water meters	Yes		Iconix Waterworks (County pricing), includes Tillsonburg and Woodstock
Meter transmitter	Yes		Itron transmitters are supplied by Wolesley Canada (County pricing)
Meter software (Oxford only)			Itron Temetra – water reading software package, including handheld radios and equipment for contracted meter reading
Piping, valving & appurtenances		Yes	All individual procurement currently
Gravel / Stone		Yes	All individual procurement currently
Asphalt			All individual procurement currently
W & WW Services			
Watermain Break		Yes	
Watermain Swabbing		Yes	
Locates		Yes	If external provision is considered
Fleet Maintenance		Yes	Small repairs in house
Hydrant Flow Testing		Yes	
Meter Installations		Yes	
CCTV		Yes	
Sewer Flushing		Yes	Main sewer lines
MH Inspections/ Repairs		Yes	Small repairs in house
Sewer/ Forcemain Repair		Yes	Excavation/trucking on larger excavations and lining/sport repairs contracted out

5.4 Collapsing Water and Wastewater Reserves

Oxford currently has numerous reserves set up to address future capital expenditures. There are currently 11 reserves set up for wastewater (one for each local municipality) and 4 reserves set up for water (one each for Tillsonburg, Woodstock and Ingersoll and a fourth for the remainder of the local systems).

Transfers in or out of each of these reserves originates from the surplus/deficit between the revenues and expenditures of a particular municipality. The issue that is arising is the fact that many of these reserves are experiencing peaks and valleys at different times throughout the 10-year horizon and creating pressures on the reserve itself.

GMBP recommends that the County consider collapsing these reserves into one water reserve and one wastewater reserve which would offer more flexibility to the County to allocate funds to the required capital project and smoothing out the peaks and valleys somewhat. There would also be a reduced effort in accounting to manage these 15 reserves. It is understood that this is a much more complex decision that has been identified here and that it would require Finance to explore further.

5.5 Capital Coordination in the ROW

Regardless of the model that is chosen, there will be assets in the ROW that will require replacement and rehabilitation and coordination of these capital works is critical to ensure that each municipality understands what the priorities are of their partner municipalities. Depending on the model decided upon, there will be situations where the local municipality will be doing work on a County Road, or the County will be doing work on the local road.

GMBP recommends that a formal coordination committee be set up that includes, finance staff, management staff, engineering staff and planning staff to review the annual capital requirements and look for opportunities to better coordinate the work within the ROW. The group would also look for opportunities to shift projects into the future or backwards to gain alignment with their municipal partners and future growth projects.

5.6 Inflow and Infiltration

Like many municipalities across province, Oxford experiences substantive costs related to wastewater pumping and treatment of extraneous flows which are present due to high I&I into the WWC systems. Although certain rates of I&I are expected and incorporated in the design of all municipal wastewater infrastructure, industry best practice is to focus on reducing or minimizing I&I into the WWC systems to reduce the cost of pumping and treating extraneous flows and to increase existing capacities. Types of I&I reduction projects include removing cross-connections from storm sewers and catchbasins, sewer lining or replacement, maintenance hole lining and disconnection of downspouts and weeping tile drains, for example.

5.7 Cost Recovery

Costs related to specific services and growth can often be incurred without corresponding revenues (through fees and charges) to offset. Initiatives should be considered to ensure services not offered to the general public are covered through a suitable user fee, specifically items around growth. It is important that all municipalities apply the County's Fees and Charges By-law consistently to ensure that growth pays for growth and that these costs are not indirectly passed on to the rate payer.

An example of a cost recovery initiative that may be further considered is below.

Non-Revenue and Unaccounted Water Usage

Water that is treated and distributed but not billed is considered non-revenue water and can contribute to financial losses when not offset by rate revenues. Also, water usage that is unaccounted for, such as meter error, leaks or theft, can relate to significant financial costs. Several recovery considerations are discussed below related to non-revenue and unaccounted water.

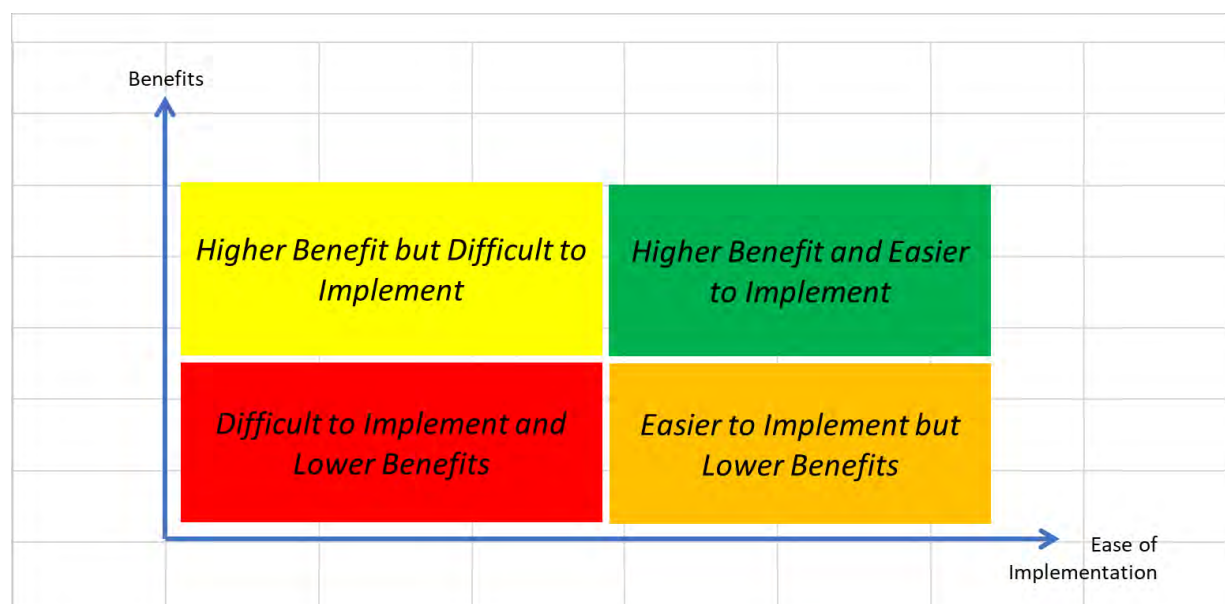
- There may be opportunity to increase accountability for non-revenue water use within the County. Internal services use water for municipal processes, which may be unaccounted for in billing. Water is often used through hydrants for fire services training exercises, flushing irrigation lines, hydrant/main flushing, and this usage may not be fully captured through accounting processes.
- Capital construction (municipal) and watermain commissioning also require water which may not be consistently metered.
- Accounting for water use for through metered hydrant connections or flow estimations allows for improved internal cost recovery.
- With a quantified assessment of non-revenue water, unaccounted water can be further explored. Unaccounted water may arise through meter error or bypasses, unaccounted usage, or theft, for example. Estimates of losses from watermain breaks or known leaks should also be tracked and included. A study on the amount of unaccounted water and its costs will further indicate the most suited recovery initiatives.

6. Ease of Implementation

As requested in the RFP, an implementation scatterplot was prepared, showing the proposed ease of implementation and benefits for each model. The scatterplot visually plots the comparatives for each model, based on the information from consultation, data review, and technical memos.

The purpose of plotting the ease of implementation and benefits for each model is to show the most viable options compared to those with less benefits or implementation ease. The figure below shows how this placement is portrayed, with models in the top right quadrant likely to demonstrate the easiest transition with the most benefits.

Figure 6 Example Plot Showing Preference of Quadrants



- Those models that land in the green area show high benefit and are expected to be easier to implement. These are high priority 'quick wins' and are recommended.
- Models with scores in the yellow area offer high benefits but are challenging to implement, which can be considered from recommendation, but would require a robust implementation strategy.
- Models with scores in the orange area offer easy implementation but fewer benefits, and are generally lower priority or not recommended.
- Finally, models with scores in the red area offer lower benefits and are difficult to implement, and are generally not recommended.

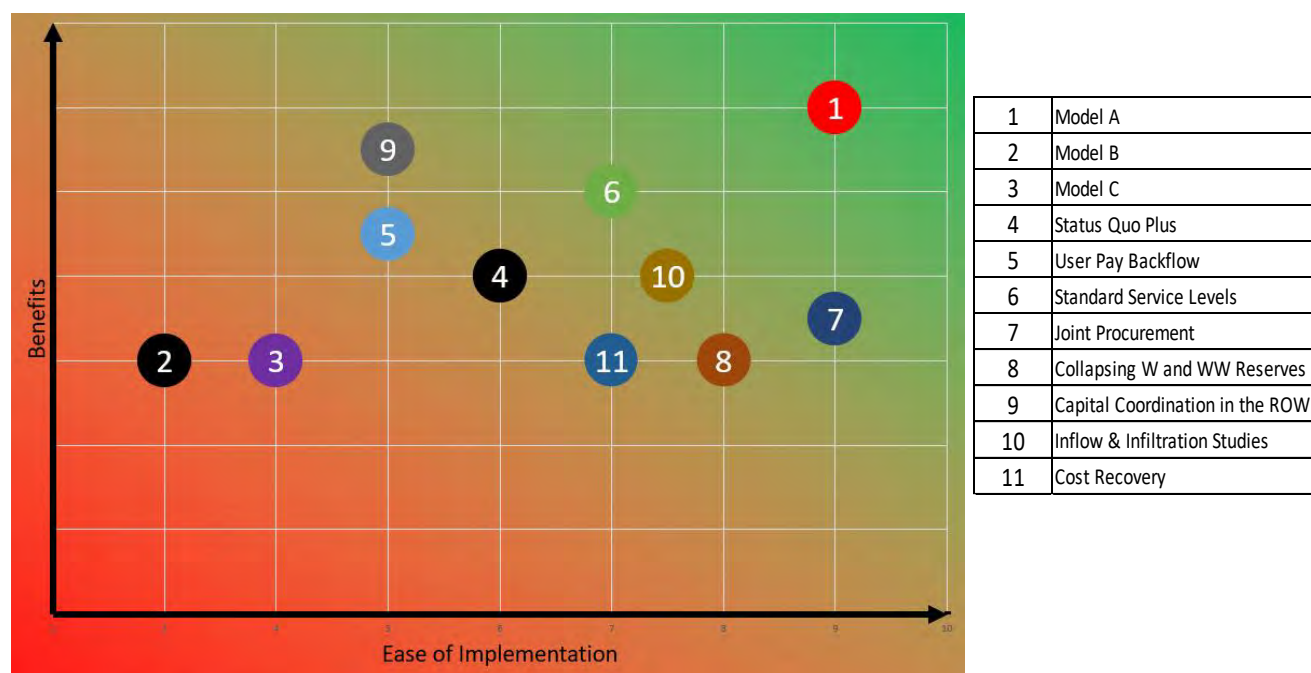
To plot the scores for each model, the ease of implementation and expected benefits were quantified using the table below, based on ease and benefits to the County of Oxford and its citizens. Higher scores indicate the more favourable options based on the noted criteria.

Table 7 Ease of Implementation and Benefits Scoring

Score	Highly Positive / Advantageous	Moderately Positive	Somewhat Positive/ Neutral
	3	2	1
Ease of Implementation			
Ease of implementation / change	Relatively simple, smaller process or procedural changes, less formalities or legal requirements	Moderate changes, changes require consultation with some stakeholders	Difficult, changes required across the organization, formal planning required, require consultation with many stakeholders
Time to implement	Prompt, swift change within one to two quarters	Moderate timing, within one year	Extended timing, at least one or more years
Costs to implement	Low operating and/or capital costs to implement, no debt incurred	Moderate costs to implement, some debt incurred	Higher costs to implement, likely that significant debt may be incurred or long-term costs
Benefits			
Cost Savings	Substantial, repeatable cost savings expected	Moderate cost savings expected	Minor/No cost savings expected
Customer Experience	Customers will experience enhanced service or improved value for money	Customers may experience service improvements or more value for money	Customers likely will not experience improvements
Service Levels	Service levels will be improved and aligned across all municipalities	Service levels may be improved in some municipalities	No service levels improvements are expected

Based on the analysis and consultation, each model was evaluated and scored using the above framework, resulting in the plot shown below.

Figure 7 Ease of Implementation and Benefits for Various Models and Best Practices



The chart above shows the implementation of Model A (item 1) as the highest scoring initiative, demonstrating substantial benefits and relatively simple, timely and low cost implementation. Model B (item 2) and Model C (item 3) both demonstrate fewer benefits with more difficulty to implement and higher costs.

Items 5 to 11 are the Best Practices identified in section 5 of this report and fall in various areas of benefit and ease of implementation. These items are all considered of reasonable effort, defined benefits and recommended to be initiated regardless of which model is chosen. The Status Quo Plus (item 4) is essentially the compilation of items 5 to 11 and hence its scoring and placement on the graph is more difficult to implement but offering substantial benefits.

Scoring is provided in Appendix C.

7. Recommendation

In our opinion, **Model A** offers the most advantages and least number of disadvantages and risks to the County and its citizens. It is recommended that Model A be further pursued as the preferred model to deliver water distribution and wastewater collection services in Oxford County.

Model A involves the County of Oxford assuming full Operating Authority responsibility for the WDs and WWCs in Tillsonburg and Woodstock, and continuing as WD and WWC Operating Authority for all of the other Area Municipalities. The County continues to own all of its assets in this regard and contractual agreements with the Town of Tillsonburg and City of Woodstock would not be renewed.

Model A is the only model that offered annual savings, rather than estimated increases in costs.

- In Model A, the annual operational savings for overall WD and WWC are estimated at approximately \$1 million, in comparison to the current expenditures in status quo.
- The one-time capital costs to implement Model A, estimated at \$50,000, is significantly lower than Model B, estimated at \$575,000 to \$825,000. Minor one-time capital costs to implement Model C and the Status Quo Plus are likely, but these were not calculated as part of this assignment.

Beyond financial benefits, other considerations for Model A contribute to this recommendation.

- In terms of the customer experience, Model A offers similar customer service as the other models, and would streamline customer service approach, documentation and response across all of the Area Municipalities.
- Model A allows for service levels to be optimized, consistent across all Area Municipalities, and based on the best practice standard operating parameters and processes.
- Established and proven systems and resources can be utilized, including the Oxford Customer Relationship Management (CRM) System, Work Order Management System (WMS), GIS system, and staffing.
- As Owner, Oxford is already carrying out the planning, billing and engineering responsibilities, including such processes as Hydraulic Modelling, Master Planning, Billing, Policy and By-law Enforcement, Source Water Protection, and SCADA. Oxford is also managing the drinking water QMSs within the WDs and WWCs, including some DWQMS operating authority responsibilities within Tillsonburg and Woodstock. Oxford also has an established Asset Management Plan in place for all of the assets.
- Under Model B, these activities would require a triplication of many of these efforts, would require additional resources, and would eliminate the economies of scale that will be found in Model A.

In 2021 budget deliberations, Oxford Council has given staff direction to freeze fixed water/wastewater rates (Woodstock) and freeze wastewater fixed rates (Townships) at 2020 levels for the period between 2021 to 2024. This direction has resulted in the use of water and wastewater rate reserves to offset cost increases, which already have numerous large draws to deal with the required water/wastewater infrastructure investments identified in the 2017 Asset Management Plan (AMP) as well as servicing of new employment lands (not covered through development charges). Oxford is in the process of

finalizing an update to the 2017 AMP, and this is expected to add further pressure on rate reserves as overall increase to the water/wastewater infrastructure replacement costs are anticipated. Adopting Model A will allow Oxford to reduce operating expenditures by approximately \$1 Million annually, which could be directed to these reserves without raising rates for customers.

Finally, as identified in the scatterplot graph in Section 6, Model A is identified as the option with the greatest ease of implementation and benefits, with substantive annual operational cost savings. It is estimated that this model could be implemented in as little as 3 to 6 months.

Regardless of which model is chosen, all of the best practices listed should be implemented. These initiatives are outlined in Section 5.

7.1 Future Organizational Structure

The structure for Model A below is proposed as a sustainable approach to delivering the expanded operation and maintenance services. Based on the County's current level of operators per km of pipe, it is estimated 23 operators in total would be required for all systems - 17 WD operators and 6 WWC operators.

- Of the 17 WD operators, it is estimated that 10 would be allocated to the north and 7 allocated to the south.
- For the WWC operators, 3.5 operators would be attributed to the north and 2.5 to the south.
- Dedication of 2.0 Utility Locate Technicians for County-wide coverage.

8. Next Steps

Should Model A be approved by County Council for implementation, the following steps are suggested for planning and consideration.

1. *Set up a transition team.* This transition team should include staff from the following areas in Oxford:
 - Senior Management
 - Operational management staff
 - Human resources staff
 - Finance staff
 - Legal staff or consultation
 - Drinking water QMS staff
 - Communications staff

Representation from Woodstock and Tillsonburg, including Senior Management and support staff as needed from Operations, Corporate Services, Legal, Finance and Human resources.

Clearly define the key stakeholders, responsibilities, authorities and staffing complements.

2. *Develop a Project Charter* that includes the values that are to be followed and the overall objectives and responsibilities of the parties.
3. *Develop a Communications Strategy* that clearly identifies the key stakeholders and the messaging to each group. This should go down to the tactical level and identify who will be discussing what. Stakeholder should include Council, CAOs, unions, staff, the Public, the MECP, etc.
4. *Develop a Change Management Plan* to ensure that the objectives and values set up front are being adhered to and accomplished while minimizing disruption. A change management plan helps manage the change process, and also ensures control in budget, schedule, scope, communication, and resources. The change management plan will minimize the impact a change can have on the organizations involved, employees, customers, and other important stakeholders.
5. *Explore asset considerations* including fleet, facilities, and equipment that will be required, and any stranded assets in Woodstock and Tillsonburg that may be transferred or purchased by Oxford.
6. *Review the Collective Agreements* to ensure commitments are met and issues such as potential successor rights are explored and resolved.
7. *Identify and address other legal and administrative issues* such as Operating Authority administrative changes under the Municipal Drinking Water License, new staff reporting relationships and organization changes, and so on.

Appendix A

Financial Breakdown of Each Model by Cost Category

	Status Quo	Model A	Model B	Model C	Status Quo Plus
Salaries & Benefits	\$2,687,245	\$2,788,927	\$3,452,943	\$3,090,332	\$2,839,687
Materials & Supplies	\$926,550	\$880,223	\$962,900	\$1,065,533	\$880,223
Purchased Service	\$772,635	\$734,003	\$736,285	\$888,530	\$695,371
Overhead, Internal Charges & Other	\$1,286,754	\$262,906	\$1,008,876	\$1,479,768	\$1,286,754
Total	\$5,673,184	\$4,666,059	\$6,161,004	\$6,524,162	\$5,702,035
Notes	Other includes overhead for corporate & engineering, and Oxford work in Tillsonburg and Woodstock.	Other includes overhead for equipment and general.	Other includes overhead for corporate, engineering and WWW general.	Other includes overhead for corporate & engineering and Oxford work in Tillsonburg and Woodstock.,	Other includes overhead for corporate & engineering and Oxford work in Tillsonburg and Woodstock.

Appendix B

Financial Breakdown of Model A, Model B and Status Quo Plus by Cost Category

Woodstock Water	Status Quo	Model A	Model B	Status Quo Plus
Salaries & Benefits	\$1,060,530	\$0	\$1,432,972	\$908,088
Materials & Supplies	\$195,200	\$185,440	\$195,200	\$185,440
Purchased Service	\$61,800	\$58,710	\$61,800	\$55,620
Internal Charges & Insurance	\$286,260	\$0	\$172,390	\$286,260
Other	\$76,800	\$0	\$190,670	\$76,800
Total	\$1,680,590	\$244,150	\$2,053,032	\$1,512,208
Woodstock Wastewater	Status Quo	Model A	Model B	Status Quo Plus
Salaries & Benefits	\$229,590	\$0	\$229,590	\$331,218
Materials & Supplies	\$48,650	\$46,218	\$85,000	\$46,218
Purchased Service	\$322,735	\$306,598	\$286,385	\$290,461
Internal Charges & Insurance	\$171,310	\$0	\$135,030	\$171,310
Other	\$65,300	\$0	\$101,580	\$65,300
Total	\$837,585	\$352,816	\$837,585	\$904,507
Tillsonburg Water	Status Quo	Model A	Model B	Status Quo Plus
Salaries & Benefits	\$463,100	\$0	\$886,356	\$463,100
Materials & Supplies	\$199,400	\$189,430	\$199,400	\$189,430
Purchased Service	\$76,500	\$72,675	\$76,500	\$68,850
Internal Charges & Insurance	\$134,200	\$0	\$134,200	\$134,200
Other	\$16,800	\$0	\$16,800	\$16,800
Total	\$890,000	\$262,105	\$1,313,256	\$872,380
Tillsonburg Wastewater	Status Quo	Model A	Model B	Status Quo Plus
Salaries & Benefits	\$144,000	\$0	\$144,000	\$347,256
Materials & Supplies	\$63,700	\$60,515	\$63,700	\$60,515
Purchased Service	\$75,000	\$71,250	\$75,000	\$67,500
Internal Charges & Insurance	\$137,800	\$0	\$137,800	\$137,800
Other	\$2,600	\$0	\$2,600	\$2,600
Total	\$423,100	\$131,765	\$423,100	\$615,671

Oxford Water	Status Quo	Model A	Model B	Status Quo Plus
Salaries & Benefits	\$556,247	\$2,788,927	\$556,247	\$556,247
Materials & Supplies	\$388,300	\$368,885	\$388,300	\$368,885
Purchased Service	\$17,200	\$16,340	\$17,200	\$15,480
Internal Charges & Insurance	\$77,087	\$77,087	\$77,087	\$77,087
Other	\$153,265	\$145,100	\$0	\$153,265
Total	\$1,192,099	\$3,396,339.00	\$1,038,834.00	\$1,170,964.00
Oxford Wastewater	Status Quo	Model A	Model B	Status Quo Plus
Salaries & Benefits	\$233,778	\$0	\$123,778	\$233,778
Materials & Supplies	\$31,300	\$29,735	\$31,300	\$29,735
Purchased Service	\$219,400	\$208,430	\$219,400	\$197,460
Internal Charges & Insurance	\$40,720	\$40,720	\$40,720	\$40,720
Other	\$124,613	\$0	\$0	\$124,613
Total	\$649,811	\$278,885.00	\$415,198.00	\$626,306.00

Appendix C – Scatterplot Scores

	Model A	Model B	Model C	Status Quo Plus	User Pay Backflow	Standard Service Levels	Joint Procurement	Collapsing W and WW Reserves	Capital Coordination in the ROW	Inflow & Infiltration Studies	Cost Recovery
Plot Number	1	2	3	4	5	6	7	8	9	10	11
Ease of implementation/ change	3	1	1	2	1	3	3	2	0	3	2
Time to implement	3	1	1	2	2	3	3	3	2	2	2
Costs to implement	3	1	2	2	2	1	3	3	3	2.5	3
Total - Ease of implementation	9	3	4	6	5	7	9	8	5	7.5	7
Cost Savings	3	1	1	1	2.5	2	2.5	1	2.5	3	2
Customer Experience	2	2	1	2	1	2	1	2	2	1	1
Service Levels	3	2	3	3	3	3	2	2	3	2	2
Total - Benefits	8	5	5	6	6.5	7	5.5	5	7.5	6	5

Municipal Council of the County of Oxford
Council Meeting - Oxford County

Date: Wednesday, March 23, 2022

Moved By: Stephen Molnar

Seconded By: David Mayberry

Resolved that the recommendations contained in Report No. PW 2022-19, titled "2018-2020 Water Distribution and Wastewater Collection Service Delivery Review – Overview", be adopted;

And further that any subsequent staff report is presented to County Council once the lower tier municipalities have had the opportunity to review and respond by the end of May 2022.

Motion Carried



March 3, 22

Members of Council.

Thank-you for the opportunity to submit a proposal for the vision I had for roller hockey in the Princeton Community. I appreciate all of you taking the time to discuss and review. I understand that is not the wishes of the Friends of the Park and they wish to keep it open for all members of the community to use. I respect that and will continue to volunteer time to upkeep the floor and clean up around the rink after each time my family and I come out for a skate.

My wife Sara loved the sport of roller hockey as much as myself. This is why you see the beautiful space that was created in her memory at the rink. Originally the space was intended to be just a couple chairs on a cement pad. After much thought our family decided to make it something that would stand the test of time and bring beauty to the park. With donations that came in from Friends of the Park, Canning Mudhogs Players and Sara and I's company Monarch we were able to bring this to life.

Sara was not someone who garnered the spotlight. However, she did smile at the thought of this space being there for all groups that play on the rink to enjoy with their friends and family. We both grew up in the community and actually met in this park when we were in our teens at what I believe was a Canada Day Celebration.

Please know that our intention was to bring an opportunity to play the sport of roller hockey and experience the amazing friendships that a group of us from the community of Princeton had growing up playing this sport. It was never to monopolize the space but rather to create a sense of organization for any of those seeking to play. Should the community of Princeton ever seek to have the Canning Mudhogs showcase the sport during the Annual Firework Celebration we would be happy to be a part of the day.

Thank-you again and I wish you all health & happiness.

Brock Murray



TOWNSHIP OF BLANDFORD-BLENHEIM

Agenda Item

To:	Members of Council	From:	Jim Harmer Drainage Superintendent
Reviewed By:	Rodger Mordue	Date:	March 2, 2022
Subject:	Monthly Report	Council Meeting Date:	April 06, 2022
Report #:	DS-22- 07		

Recommendation:

That Report DS-22-07 be received as information

Background:

Monthly activities of the Drainage Department to March 30, 2022

Analysis/Discussion

- Working on drain maintenance and various site meeting to review work required with ratepayers.
- Hughes Drain major settlement and major repair will be required See Section 78 report DS 22-03 appointment of Engineer. John Kuntze has accepted appointment as project Engineer from K Smart & Assoc.
- Working with lawyer on compliance letters.
- Commenting on planning applications
- 30 locates for ON 1 Call in March 2022 including 0 emergency locates.
- Update of drainage mapping for ON 1 Call / OMAFRA / Township Web site and asset management, 100-year storm review, update SWMP mapping
- Mitchell Drain County and Region have submitted petitions for drainage works, for the construction work being proposed at Trussler Road and Oxford Road 8. Council has accepted petition from County and Region for improved outlet, Engineer appointed on September 4 2019. Kenn Smart (Project Engineer). Had meeting with Engineer, Folling and Hurlbut about next step. Site meeting January 29 2020 for the road

petition. Engineer working on concept plans and cost estimates waiting to have 2 site meeting with Ratepayer to review option for new report ON HOLD

- Princeton Drain working with Engineer on the option that maybe used as outlets for this drain. Had meeting with Engineer about SWMP and had discussion with property owner that may be affected with SWMP locations work on land purchase for SWMP. Working with Engineer and CN on proposal for drain crossing
- Princeton Drain Section 78 report has been approved by GRCA and council and will be add to the new Engineer's Report for Princeton Drain (2017) working on setting up of onsite meeting with effected land owners
- Hanchiruk Drain (Magda) petition received and P Eng. appointed at December 18 2019 council meeting, GRCA have been informed of the appointment. Site meeting with Magda and Engineer February 4 2020 engineer has been reviewing option with Magda. Drain is temporary on hold for Magda to review route options. ON HOLD
- Working on SWMP with engineer on the silting issue at the outlet at Fennel and Todd Way, final design has been review and approved by Township Engineer, the repair work to the outlet to be done Summer 2022 by developer
- McCrow Drain Council accepted petition for drainage on September 2, 2020. Engineer appointed October 7, 2020; project Engineer will be Curtis MacIntyre K Smart & Assoc. site meeting held March 23 2021. Engineer working on surveys. ON HOLD
- Working on CLI-ECA (Consolidated Linear Infrastructure – Environmental Compliance Approval) report with Adam and Jim Borton
- Working with the Engineer on Princeton Drain on assessments, public meeting/open house info. **Open house to be held April 21, 2022 Princeton Hall 3:00-7:00 pm**
- Attended staff meeting
- Working on Drumbo SWMP on details of ownership and existing subdivision agreements
- Working on updates on the Municipal Service Standards
- Attended Webinar Bill 93 Ontario 1 Call dedicated locater enforce by ON1CALL
- Attended Webinar ORCGA dig safety workshop

Financial Considerations:

None

Attachments:

None

Respectfully submitted by:

Jim Harmer

Jim Harmer Drainage Superintendent



TOWNSHIP OF BLANDFORD-BLENHEIM

Agenda Item

To: Members of Council

From: Trevor Baer

Reviewed By: Rodger Mordue, CAO/Clerk

Date: Mar 29th 2022

Subject: Monthly Report – March

Council Meeting Date:
April 7th 2022

Report #: CS-22-05

Recommendation:

That Report CS-22-05 be received as information.

Background:

The following will provide Council with an update regarding the activities of the Community Services Department, for the month of March.

Analysis/Discussion

Administration

Staff have been working on completing a layout for the Drumbo Cemetery addition, there will be 325 plots, trees on outside, and a driveway that will connect existing driveways.

Staff are setting up phase 3 of our cemetery care and maintenance plan. We will be moving forward with this plan when the weather improves.

Arena

Our ice in the arena is coming out April 17 2022. We have some bookings for the Pad in the next few months. There will be retro rolling skating starting July 16 2022.

Parks

It is looking like our parks are going to be very busy this summer, right now there are 12 weekend baseball tournaments, Drumbo Richwood Soccer, Minor ball, Friday night ball league, and Co-Ed ball league. Still waiting on schedules for some leagues.

Thanks

Trevor Baer



TOWNSHIP OF BLANDFORD-BLENHEIM

Agenda Item

To:	Members of Council	From:	Jim Borton Director of Public Works
Reviewed By:	Rodger Mordue	Date:	March 23, 2022
Subject:	2022 Surface Treatment Tender Results	Council Meeting Date:	April 6, 2022
Report #:	PW-22-06		

Recommendation:

That Report PW-22-06 be received for information;

And further that Council accept the Surface Treatment tender submitted by Walker Construction (formally NorJohn Contracting), Niagara Falls, ON.

Background:

The Townships surface treated roads require resurfacing every 7 years to maintain them. The Township started using FibreMat in the surface treatment process in 2015, it has added strength, flexibility and is proving to be a beneficial product.

The Tender was sent out by Oxford County to qualified contractors. Walker Construction (formally NorJohn Contracting) and MSO Construction submitted bids.

Analysis/Discussion:

This year we are converting Township Rd. 2 from Blenheim Rd. to Canning Rd. (12,000 m²) from gravel to hard surfaced, as approved in our 10-year capital works.

We will be resurfacing with FibreMat:

Township Rd. 5 from Oxford Rd. 3 to Blenheim Rd. & Township Rd. 5 Apron on the west side of Oxford Rd 3. (27,850 m²)

Blandford Rd. from Oxford Rd. 29 to Oxford Rd. 8 (40,150 m²)

The conversion cost is \$7.50 m² for a double treatment and the FibreMat Surface treatment cost is \$5.49 m². This is an increase of \$0.80 & \$0.40 m² from 2021. The high oil pricing is the main contributor to the increase in cost.

Financial Considerations:

Tender Results	Walker Construction	MSO Construction
Resurfacing	\$481,885.12	\$729,810.50
Double Surface	<u>\$115,216.00</u>	<u>\$100,344.00</u>
	\$597,101.12	\$830,154.50

Budget

Road	Budget	Cost	Difference
Double Surface Twp Rd. 2	\$75,000.00	\$115,216.00	-\$40,216.00
Resurfacing	\$584,000.00	\$481,885.12	\$102,114.88
Asphalt padding		\$50,000.00	
Totals all projects	\$659,000.00	\$647,101.12	\$11,898.88

Attachments:

None.

Respectfully submitted by:



Jim Borton, C.R.S.I
Director of Public Works



TOWNSHIP OF BLANDFORD-BLENHEIM

Agenda Item

To:	Members of Council	From:	Jim Borton Director of Public Works
Reviewed By:	Rodger Mordue	Date	March 23, 2022
Subject:	Pickup Truck Tender Process	Council Meeting Date:	April 6, 2022
Report #:	PW-22-07		

Recommendation:

That Report PW-22-07 be received as information;

And further that Council allow staff to purchase a new 1500 Pickup Truck off the lot rather than through the normal tender process.

And further that Council give the Director of Public Works the authority to purchase a new 1500 Pickup Truck off the lot without first having to seek Council permission.

Background:

The Director of Public Works tenders every 3 years for a new pickup truck for the Director of Public Works and staff to use. The current truck is then transferred to Community Services. Due to the pandemic back log we are seeing lead times of 12 – 18 months to receive vehicles. Although this has little effect on the Public Works department it does have an adverse effect on the Community services department. Community Services are currently waiting for 2 vehicles, a 2500 that was tendered in 2021 and a 1500 that is to be tendered in 2022 these vehicles will replace trucks that are 10+ years old and have had their service life ended.

Analysis/Discussion:

Staff has been told that if the Township goes through the regular tender process and requests a vehicle be ordered that we should expect to not see this vehicle until the fall of 2023. In speaking with dealers, they are receiving vehicles on to their lots. They may not be exactly as we would order but they will be close. Staff is asking that Council allow the Director to visit dealer lots to see what may be available for purchase off of the lots rather than through the tender process. The Director will visit more than 1 lot and try to acquire a minimum of 3 quotes as per our purchasing policy. The Director would also request that council give permission to purchase a vehicle from a lot should one be available. The Director of Public Works would consult with the Director of Finance and/or the CAO about the purchase before it is made. Under normal circumstances a report would first be submitted to council for approval and then

the purchase would be approved and made after. Due to the high demand of these vehicles and low supply should a suitable vehicle be found; it may not be available if this process needs to be followed. Council has approved \$50,000.00 for the purchase in the long-term capital plan. If staff is able to find and purchase a 1500 pickup truck from a dealer's lot the director will return with a detailed report of the purchase after the deal has been made to purchase the vehicle.

Financial Considerations:

Amount approved in Capital Budget: \$50,000.00

Attachments: None

Respectfully submitted by:



Jim Borton C.R.S.I.
Director of Public Works



TOWNSHIP OF BLANDFORD-BLENHEIM

Agenda Item

To:	Members of Council	From:	Jim Borton Director of Public Works
Reviewed By:	Rodger Mordue	Date:	March 30, 2022
Subject:	Monthly Report	Council Meeting Date:	April 6, 2022
Report #:	PW-22-08		

Recommendation:

That Report PW-22-08 be received as information.

Capital

- Blenheim CN Bridge – CN has made the decision to replace the steel bridge structure. The bridge deck redesign is complete and the new contractor is building it. Dufferin Construction will be doing the install and are expected to have it done by October of 2022.
- Gobles CN Bridge – The third-party engineering report has been reviewed, Dagmar and CN have sent a warranty proposal to Iron bridge for the repairs required to fully reopen Gobles bridge. There has been no response from Iron bridge. Now that the days are getting longer and we are seeing more sunlight the traffic lights on the bridge have not been as much of an issue. Staff will continue to monitor.
- The Tender was awarded to Finch Auto Group. The 2022 ¾ ton, 4x4 pick up was tendered in April of 2021. Staff has received a build date of May 02, 2022. If it indeed gets built, we could see the truck by the end of May early June.

Working during Covid-19

- Staff is monitoring the regulations coming out from the province and from SWPH. Staff continues to work under the current guidelines.

County Shared Service/Road Association/Training

- Shared Services meeting – Oxford County hosted the March meeting. Discussions we had about the trench training currently taking place, recent tenders that closed and pricing, pot hole season, gravel pricing and salt management reporting.

- Road Association – Oxford County Road Supervisors Assoc. We have scheduled an in-person meeting for April 7th.
- AORS – I attended a board of directors meeting and Education committee meeting in March. We discussed our 2022 strategic plans and the benefits of keeping some of the training virtual as well as the plan to move some courses back to in person. The AORS AGM has also been moved to April 11th as part of the OGRA Good Roads conference from April 10th – 13th.
- Staff will be receiving Trench training, Traffic control training and some grader training in April.

Other

- March has been a true transition month weather wise; we have had temperatures higher than 15 degrees with rain and temperatures below -10 with snow accumulation, throw in some freezing rain and flooding and it has been an eventful month. Staff continues to monitor the road network and deal with the challenges as they come up. We look forward to a more stable weather pattern in April so we can get some grading done and clean up the pot holes.
- Met with KSmart and the CN preferred contractor about the bore work under the tracks for the upcoming Princeton project.
- Met with Sedum Master regarding running the gas line through the closed section of Township Road 2.
- Working with the GRCA on the clean-up of illegal material that was dumped on the closed section of Township Road 2 and trying to clear up what can be done on that property.
- Working with KSmart and Drainage Superintendent on planning the open house for the Princeton project.
- Working with the Drainage Superintendent on creating the CLI-ECA documentation required by the province.
- Staff is still continuing to meet with land owners at outdoor sites to discuss ditch or road issues.
- Working with the County, KPMG and the area Municipalities on the Oxford Transportation Network (Roads and Bridges) Operations and Maintenance review.

Attachments March Service Sharing minutes

Respectfully submitted by:



Jim Borton CRS-I
Director of Public Works

Service Rationalization

MEETING MINUTES

DATE: March 10, 2022

LOCATION: Oxford County

PRESENT: Adam Prouse, Shawn Vanacker, Tom Lightfoot, Steve Oliver, Daniel Locke

REGRETS: Frank Gross, Ken Farkas, Jim Borton, Richard Sparham, Doug Wituik

COMMITTEE CHAIRMAN: Shawn Vanacker

SECRETARY: Tom Lightfoot

ITEM	ACTION	ASSIGNED TO
1. Meeting called to order	10:08 am	
2. Minutes of Last Meeting:	Reviewed- Moved by Adam Seconded by Dan	
3. Correspondence/ Speaker	None	
4. Old Business	Dan- Trench training, training to be supplied by Acute- Dan will send out the information. Also looking into Book 7 traffic Control training. Steve and Tom will look into venues.	
5. New Business	Shawn- street sweeping looking to see who is interested in Oxford County completing some sweeping. - Oxford County will be doing line painting this year for those that are interested. The paint price has increased significantly.	
6. Round Table	Dan- Woodstock closed a plow tender, the final price is subject to increases due to markets. Adam- Looking for information on warranty for last year's surface treatment. Several discussions were held on: Construction pricing/processes Pothole discussion ECA/CLI Fuel prices Parts supply issues Gravel pricing Salt usage reporting Truck Roadeo	
7. Health & Safety	Adam – received an email from MOL stating that active screening is no longer required for covid. He will forward the email. Covid- discussion and a discussion on online training for H&S	
8. Next Meeting	April 14, 2022 - 10:00 am start at Blandford Blenheim	
9. Adjourned	11:25a.m. Moved by Steve Seconded by Adam	

Service Sharing Meeting Dates 2022

January 13 EZT

February 10 Zorra

March 10 Oxford County

April 14 Blandford Blenheim

May 12 Norwich

June 9 SWOX

September 7 Tillsonburg

October 13 Woodstock

November 10 Ingersoll

December 7 Zorra



TOWNSHIP OF BLANDFORD-BLENHEIM

Agenda Item

To:	Members of Council	From:	Jim Borton Director of Public Works
Reviewed By:	Rodger Mordue	Date:	March 30, 2022
Subject:	2022 Gravel Tender Results	Council Meeting Date:	April 6, 2022
Report #:	PW-22-09		

Recommendation:

That Report PW-22-09 be received for information;

And further that Council accept the tender submitted by Ross Roth Sand & Gravel Inc. for the supply, crushing and placement of approximately 24,000 Tonnes of granular "A" at a unit price of \$11.92/tonne.

Background:

The Township puts out an annual gravel tender for the supply, crushing, loading, weighing and placement. The Township alternates each year between the North end of the Township and the South end. This year the North end is scheduled to be done. Staff used the online procurement site bids&tenders to run the Gravel tender. The tender was sent out to all our regular plan takers as well as any in the area that may have interest. Bids&tenders sent out notifications to 20 plus suppliers. There were 7 contractors that took plans and 4 plan takers submitted prices.

Analysis/Discussion:

The Township received 4 bids for the supply, crushing and placement of the gravel; Ross Roth Sand & Gravel Inc. \$11.92/tonne for granular "A" with the source of material coming from the Bright Pit on Township Road 12.

Lakeview Sand and Gravel Ltd. \$12.75/tonne for granular "A" with the source for the material coming from there pit at 1368 Beke Rd. Cambridge.

Oxford Sand & Gravel Ltd. \$15.40/tonne for granular "A" with the source of the material coming from the Karn pit at 544969 Clarke Rd. Woodstock.

C. R. Chittick Construction Ltd. \$14.52/tonne for granular "A" with the source of the material coming from the Karn pit at 544969 Clarke Rd. Woodstock.

The contract is for placement on the north end of the Township and for preparation of hard surfacing of Township Road 2 from Blenheim Rd. to Canning Rd.

Staff is recommending that the contract be awarded to Ross Roth Sand & Gravel Inc. Staff has confirmed that the gravel is of good quality and a sieve analysis will be provided once awarded. RR is in the process of installing a new scale and once that is complete a calibration report will be made available to the Township. RR is a local supplier and is located in the heart of the north end that is being gravelled this year. This should allow for a speedy application.

Financial Considerations:

Placement of 24,000 tonne A gravel		Budget: \$360,000.00
Ross Roth Sand & Gravel Ltd.	A gravel \$11.92	\$323,270.40
Lakeview Sand & Gravel Ltd.	A gravel \$12.75	\$345,780.00
C. R. Chittick Construction Ltd.	A gravel \$14.52	\$393,782.40
Oxford Sand & Gravel Ltd	A gravel \$15.40	\$417,648.00

Attachments:

None

Respectfully submitted by:



Jim Borton
Director of Public Works



TOWNSHIP OF BLANDFORD-BLENHEIM

Agenda Item

To:	Members of Council	From:	Rick Richardson – Director of Protective Services
Reviewed By:	Rodger Mordue	Date:	March 3 rd ,2022
Subject:	Princeton Fire Station	Council Meeting Date:	April 6 th ,2022
Report #:	FC-22-08		

Recommendation:

That Report FC-22-08 be received;

That a committee be established to investigate the possible replacement or renovation to the Princeton Fire Station consisting of:

Fire Chief Rick Richardson

Princeton Station Chief Drew Davidson

CAO/Clerk Rodger Mordue

Council Representative _____

Council Representative _____

Background:

Staff presented a business plan to Council at the November 17th ,2021 regular Council meeting that purposed to complete renovations to the current 37-year-old Princeton Station. This new addition would require removing one of the current baseball diamonds at the rear along with removing a piece of the new walking trail and a large part of the berm. This new addition would also provide a much-needed underground cistern to provide water for firefighting. A modern-day septic system and an emergency backup generator was also requested. A new training room would be located on the second floor of this addition to accommodate a proper training room for the current number of firefighters. This new build would also have an elevator to the second floor. Demolition of the current main floor would also be required in order to facilitate three drive through apparatus bays. Staff provided conceptual drawings layouts and a complete breakdown of the cost for this type of renovation. The approximate cost would be \$2 million dollars. This

price does not include purchasing price to replace the current ball diamond property and accessories.

The second part of Staff's business plan suggested that we purchase 3 to 4 acres of land in Princeton and construct a new modern day fire station that would suit the needs of the Township residents and the Princeton Firefighters for 40 to 50 years of great service. This new build should copy the best features of the current stations in Drumbo and Plattsville. This new structure would also have a much-needed underground cistern to provide water for firefighting. A modern-day septic system and an emergency backup generator will also be provided. This new station would have a large room located on the second floor to accommodate a proper training room along with an elevator. Staff has been advised that this new fire station would cost approximately 1.5 million excluding the price of land for this new structure. The current fire station and property would be disposed of as surplus and be sold at the current market price which would assist in the cost of this new build.

Analysis/Discussion:

Staff would suggest that business plan one where we would complete a major renovation to the current Princeton Fire Station and remove valuable park land to fit this renovation into the site plan should not be entertained. Many groups and countless volunteer hours have been spent in Princeton Park to provide all residents some great parkland and greenspace areas for everyone to enjoy for many years to come. A major renovation to the current fire station in this form would be a disaster to such a valuable piece of parkland property.

No matter what happens to Princeton's future growth rate Princeton Station will still have the largest fire area to protect and they currently have shown to be the 2nd busiest station in our Township for the past 30 years.

Drumbo Station have received the most fire calls in the past based on the service required to the 401. If we could remove the 401 calls for the last 30 years from Drumbo Station stats, this would reveal that Princeton would have had the most fire calls in our Township along with protecting the largest fire area. Contrary to belief residential growth doesn't always produce increased fire calls as these dwelling units are constructed with current building and fire code which creates a very safe dwelling unit.

With the new provincial mandatory certification for all Ontario firefighters coming into effect on July 1, 2022 will be another added burden to all of our firefighters moving forward and proper training faculties will be a must to ensure that Princeton Firefighters and all our township firefighters meet the requirements to operate a full-service fire department.

Staff would suggest that now is the time to build a new stand-alone fire station in Princeton.

Completing any type of renovations to the current station would just be a "Band-Aid" solution to a building that does not meet the health and safety requirements that our firefighters require. Any suggestions to move this new build down the road for 3 or 5 more years would probably realize an additional 1 million increase based on today's inflation rates.

Financial Considerations:

Funding a new Fire Station in Princeton would be allocated in part by:

- Development Charges
- Balance to be funded from a Debenture
- Building a new modern day fire station would require funding the purchase of 3 to 4 acres of land for the structure, keeping in mind that we would realize surplus funds from the sale of the current Princeton Fire Station and property

Respectfully submitted by:

Rick Richardson

Director of Protective Services



TOWNSHIP OF BLANDFORD-BLENHEIM

Agenda Item

To:	Members of Council	From:	Denise Krug, Director of Finance
Reviewed By:	Rodger Mordue	Date:	March 25, 2022
Subject:	2021 Development Charges Annual Report	Council Meeting Date:	April 6, 2022
Report #:	TR-22-07		

Recommendation:

That Report TR-22-07 be received as information, and is posted on the website for public information.

Background:

Under the provisions of the Development Charges Act, the Treasurer is required to provide Council with an annual statement, including the reporting of all other financing sources for a capital project partially financed with Development Charges.

Analysis / Discussion:

The 2021 Opening balance for Development Charges was \$43,149.28.

The total amount of Development Charges collected in 2021 was \$172,644.80.

The total amount of interest earned in 2021 by all Development Charges was \$1,217.92.

The total amount transferred from Development Charges in 2021 was \$111,908.65, including \$92,770 towards the arena debenture payment and \$19,138.65 towards capital projects.

The Treasurer has reviewed this report and confirms that the Township is in compliance with Section 59(1) of the Act, which defines when Development Charges can be imposed.

Financial Considerations:

NA

Attachments:

2021 Development Charges Annual Report

2021 Development Charges Capital Report

Respectfully submitted by:

Denise Krug
Director of Finance/Treasurer

Township of Blandford-Blenheim
DEVELOPMENT CHARGES RESERVE FUNDS
January - December 2021

	Public Works: Roads & Related 01-0109-0105	General Government 01-0109-0110	Fire Department 01-0109-0115	Parks and Recreation 01-0109-0155	Totals	
Opening Balance	\$6,081.37	\$12,653.17	\$44,273.46	(\$19,858.72)	\$43,149.28	
Development Charge Collections	\$81,524.24	\$5,326.40	\$43,268.48	\$42,525.68	\$172,644.80	
Interest Earned (1.0% = Prime less 1.75%)	\$479.27	\$125.86	\$612.79	\$0.00	\$1,217.92	
Less:						
Amounts Transferred to Capital or Other Funds						
Hardsurfacing Twp Rd 8F	\$13,362.09					
Reconstruction of Twp Rd 2F-1	\$5,776.56					
Road Resurfacing						
Plattsville Arena Debenture				\$92,770.00		
					\$111,908.65	Total 2021 DCs transferred
					\$92,770.00	Arena Debenture
					\$19,138.65	Total 2021 DCs for capital
Balance at Year End	\$68,946.23	\$18,105.43	\$88,154.73	(\$70,103.04)	\$105,103.35	

Township of Blandford-Blenheim**2021 Capital Project Funding Including Development Charges**

Project Description	2021 Project costs	Financing							
		Taxation	Grant Fed	Grant Prov	FGT	DC	External	Other	Reserves
Hardsurfacing Twp Rd 8F	\$178,161.23	\$0.00	\$0.00	\$153,352.37	\$0.00	\$13,362.09	\$0.00	\$0.00	\$11,446.77
Reconstruction of Twp Rd 2F-1	\$62,245.51	\$0.00	\$0.00	\$0.00	\$0.00	\$5,776.56	\$0.00	\$0.00	\$56,468.95
Totals	\$240,406.74	\$0.00	\$0.00	\$153,352.37	\$0.00	\$19,138.65	\$0.00	\$0.00	\$67,915.72



TOWNSHIP OF BLANDFORD-BLENHEIM

Agenda Item

To: Members of Council **From:** Rodger Mordue, CAO/Clerk

Reviewed By: **Date:** March 21, 2022

Subject: ROEDC Board Representation **Council Meeting Date:** April 6, 2022

Report #: CAO-22-05

Recommendation:

That Report CAO-22-05 be received; and,

That Council direct staff to initiate a process to recruit one member to represent the Township of Blandford-Blenheim on the ROEDC Board.

Background:

The Township joined the Rural Oxford Economic Development Corporation (ROEDC) in 2015. As a member the Township is entitled to appoint two individuals to its ten-member Board of Directors. Currently the Township is represented on the Board by Councilor Nancy Demarest who was appointed after the last municipal election in 2018 and community member Dean Jancsar who was appointed at the beginning of the Township's involvement in 2015.

Mr. Jancsar has advised that he will be stepping down from the Board. With his departure the Township now needs to appoint a replacement.

Analysis/Discussion:

Appointment of representation to the Board of the ROEDC is a decision of each member municipality. Each rural Council appoints two Directors, each with an initial two-year term. Each Director can serve up five two-year terms. Some municipalities appoint members of Council to the Board, some have non-political appointees while others opt for a combination.

For the past 3.5 years a political appointment and a community member has represented the township on the Board. Prior to this the Township was represented on the Board by two community members. With Mr. Jancsar stepping down the Township needs to fill this vacancy. The vacancy can be filled by either appointing a second member of Council to the Board or searching for a community representative.

If it is Council's desire to continue with the same political/community member mix it is suggested that staff would advertise for an individual who might be interested in serving on the Board. Applicants would be required to submit a letter of interest to the Township which would then be reviewed by Council. The successful applicant would be chosen by Township Council and their names put forward to the ROEDC for membership on the Board at their annual meeting in June.

Financial Considerations:

- ROEDC Board members receive no financial compensation.

Attachments:

- N/A

Respectfully submitted by:

Rodger Mordue
CAO/Clerk



TOWNSHIP OF BLANDFORD-BLENHEIM

Agenda Item

To: Members of Council

From: Rodger Mordue, CAO/Clerk

Reviewed By: N/A

Date: March 28, 2022

Subject: Request to close and transfer
opened road allowance

**Council
Meeting Date:** April 6, 2022

Report #: CAO-22-06

Recommendation:

That Report CAO-22-06 be received; and,

That a portion of the Township Road 2 road allowance in Part Lot 4 and 5, Concession 1 west of Canning Road be declared surplus; and,

That staff be instructed to begin the process of closing the road allowance and transferring the property provided that all costs associated with the conveyance be borne by the party receiving the land.

Background:

A request has been received from a property owner adjacent to the dead-end Township Road 2 road allowance west of Canning Road. The individual would like to construct a new residence and would like to utilize a portion of the adjacent road allowance for that purpose. The property requested is outlined below in yellow.



Analysis/Discussion:

Because of the topography of the land, Township Road 2 in the Canning area has many dead ends. One such dead end is west of Canning Road. Currently that section of road is used by one property owner as a private access to their house which is located between the road allowance and the CN Rail right-of-way. The property owner has plans to demolish the existing house and build a new one. When doing this they would like to be able to use a portion of this road allowance and have requested that the Township consider selling it to them.

Township Road 2 was never developed within the original road allowance because of a large wet area. The travelled portion of the road diverts to the north around this marshy area. The road allowance currently being requested extends the length of the 955135 Canning Road property. At some point in the past the road allowance west of this property was closed off and transferred to the property to the west. If Council is agreeable this section of the road allowance would be stopped up at its intersection with Canning Road.

The Township has a procedure to follow when requests such as this are received. If Council agrees to the sale of this parcel of land the following would happen:

1. Survey of the property would need to be done. Purchaser would be responsible for the cost of that.
2. Once the survey is complete the actual area of the road allowance would be determined and the matter would come back to Council for a final decision and enactment by by-law.

Township staff have been circulated. The Director of Public Works had the following comment:

PW would be fine to sell the piece identified. It doesn't lead to anything for any future development. Staff will still need to maintain the piece of right of way up to the new property so that 995135 & 955141 have access to Canning Rd. This will entail creating a hammerhead turn around for our trucks to turn around and a snow storage location near the end of the existing driveway. This is a minor project and can be done using current approved budget funding.



The rest of staff have no concerns with the request.

Financial Considerations:

The purchasers would be responsible for all costs associated with the transaction. This would include but not be limited to:

1. Survey
2. Cost of land.

According to the Township's fees and charges by-law unserviced municipal land has a value of \$0.22/ square foot. The estimated area of the land being requested is 62,500 sq. ft. which translates into \$13,750. The actual area would be determined by the survey which would need to be completed.

Its is suggested that any revenue derived from this sale be placed into the Public Works Reserve account as there would be a small expense to that department to construct the proper turn around area.

3. Township legal fees.

Attachments:

- Request from property owner

Respectfully submitted by:

Rodger Mordue
CAO/Clerk

Rodger Mordue

From: James Cooke <[REDACTED]>
Sent: March 23, 2022 10:04 AM
To: Rodger Mordue
Subject: property

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

Good day to you and I am emailing you for a property purchase of 955135 Canning Rd. Princeton On. I am interested in purchasing the lane way entrance to our home in return I will maintain it .Please look into this request and advise me of your decision and how much money that the township would need to get to take this costly road way off there hands.for correspondence please contact Jim Cooke 519-861-[REDACTED] or email Thank you for taking the time for this matter

THE CORPORATION OF THE
TOWNSHIP OF BLANDFORD-BLENHEIM

BY-LAW NUMBER **2295-2022**

Being a by-law to establish the Corporation of the Township of Blandford-Blenheim Fees and Charges.

WHEREAS, Section 391(1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provides that a municipality may pass by-laws imposing fees or charges for services or activities provided, for costs payable by it for services or activities provided or done by or on behalf of the municipality for the use of its property including property under its control;

AND WHEREAS, the Planning Act, R.S.O. 1990, c.P.13, as amended, and the Building Code Act, S.O. 1992, c.23, as amended, and various other statutes provided municipalities with authority to impose various fees and charges;

AND WHEREAS, notice was given of Council's intent to consider changes to the Township of Blandford-Blenheim Fees and Charges By-Law on the Township's website in accordance with Township of Blandford-Blenheim Notice By-Law 1668-2011.

NOW THEREFORE the Council of the Corporation of the Township of Blandford-Blenheim hereby enacts as follows:

1. That all fees and charges by-laws previously established by Council of the Township of Blandford-Blenheim are hereby repealed.
2. That the fees and charges as set out in Schedules "A" through "J" attached hereto and forming part of this By-law are hereby established and adopted by the Council of the Township of Blandford-Blenheim.
3. That no request by any person for any information, service, activity or use of County property described in Schedules "A" through "J" will be processed or provided by any Township Official, unless and until the person requesting the information, service, activity or use of the Township property has paid the applicable fee or charge in the prescribed amount as set out in Schedules "A" through "J" to the Township or payment arrangements have been made with a Township Official;
4. That unless otherwise prescribed, the fees and charges established by this By-Law shall be payable to The Township of Blandford-Blenheim by cash, money order, certified cheque, cheque or debit card when due.
5. That fees and charges that have been imposed in accordance with this By-Law that remain unpaid after the date on which they are due shall be subject to prescribed interest and penalty charges of one and one quarter percent per month (1.25%), non compounded or fifteen percent (15%) per annum.

6. That in the event another by-law of the Township of Blandford-Blenheim establishes a fee or charge that is not referenced by this By-Law and that is not inconsistent with this By-Law, the fee or charge established by that other by-law shall be deemed to be included in Schedules "A" through "J" attached hereto;
7. That any provision of any by-law that is inconsistent with this By-Law be hereby repealed;
8. That the effective date of this By-Law shall be May 1, 2022.

By-law **READ** a **FIRST** and **SECOND** time this 6th day of April, 2022.

By-Law **READ** a **THIRD** time and **ENACTED** in Open Council this 6th day of April, 2022.

Mark Peterson, Mayor

Rodger Mordue, CAO/Clerk

					Schedule A
Administrative Services - Clerk					
Fees and Charges (excluding HST)					
Description	Unit	2019 Amount	2020 Amount	2021 Amount	2022 Amount
Sale of Photocopies - black & white (letter or legal size only)	1 - 2 sheets	\$0.00	\$0.50	\$0.50	\$0.50
	3 - 5 sheets	\$0.50	\$1.00	\$1.00	\$1.00
	6 sheets and up (per sheet)	\$0.10	\$0.25	\$0.25	\$0.25
Black & White copies - 11 x 17	per sheet	\$0.20	\$0.40	\$0.40	\$0.40
Colour photocopies (letter or legal size only)	per sheet	\$0.40	\$0.50	\$0.50	\$0.50
Colour photocopies (11x17)	per sheet	\$0.75	\$1.00	\$1.00	\$1.00
Faxing	First sheet	\$2.00	\$2.00	\$2.00	\$2.00
	Each additional sheet	\$1.00	\$1.00	\$1.00	\$1.00
Request under the Freedom of Information Act (HST Exempt)	Each	\$5.00	\$5.00	\$5.00	\$5.00
	staff time - first 30 minutes of investigation	\$0.00	\$0.00	\$0.00	\$0.00
	staff time per 15 min. interval beyond 30 minutes	\$7.50	\$7.50	\$7.50	\$7.50
(Where the estimate under section 45 (3) of the Municipal provide a deposit of 50% of the estimate prior to the application proceeding)					
Meeting Investigation Fee (HST Exempt)	Each	\$25.00	\$25.00	\$25.00	\$25.00
Cutting of Noxious Weeds			*	*	*
* Actual fees incurred by the Township in relation to the specific incident/request + 15%					
Lottery License Fee: Raffles, Bingos & Nevada Tickets (HST Exempt)	%	3%	3%	3%	3%
Marriage License (HST Exempt)	Each	\$110.00	\$110.00	\$110.00	\$120.00
Civil Marriage Ceremony:					

CLERK

					Schedule A
Administrative Services - Clerk					
Fees and Charges (excluding HST)					
Description	Unit	2019 Amount	2020 Amount	2021 Amount	2022 Amount
on site at municipal office during regular office hours	Each	\$250.00	\$250.00	\$250.00	\$250.00
Off site civil marriage ceremony	Each				\$350.00
Rehearsal fee					\$50.00
booking deposit	Each	\$100.00	\$100.00	\$100.00	\$100.00
administration fee if booking is cancelled	Each	\$50.00	\$50.00	\$50.00	\$50.00
Township provided witness	Each	\$50.00	\$50.00	\$50.00	\$50.00
Special Events Permit (HST Exempt)	Each	\$50.00	\$50.00	\$50.00	\$50.00
Burial Certificate (HST Exempt)	Each	\$10.00	\$10.00	\$10.00	\$15.00
Encroachment Agreements (HST Exempt)	Each	\$75.00	\$75.00	\$75.00	\$75.00
Section 65 of Drainage Act assessment apportionment.					
Staff time per 15 minute interval	Each	9.25	9.50	9.50	10.00
Tile Drainage Loan Inspections	Each	150.00	160.00	160.00	160.00
Site Alteration Application for area less than 2 ha	Each	250.00	250.00	250.00	250.00
Site Alteration Application for area equal to 2 ha	Each	550.00	550.00	550.00	550.00
Site Alteration Application for each ha beyond 2 ha	Each	25.00	25.00	25.00	25.00
First conviction in contravention of Site Alteration By-law (person)		10,000.00	10,000.00	10,000.00	10,000.00
Subsequent conviction in contravention of Site Alteration By-law (person)		25,000.00	25,000.00	25,000.00	25,000.00
first conviction in contravention of Site Alteration By-law (corporation)		50,000.00	50,000.00	50,000.00	50,000.00
subsequent conviction in contravention of Site Alteration By-law (corporation)		100,000.00	100,000.00	100,000.00	100,000.00
- Kennell Licence	Each	\$40.00	\$60.00	\$60.00	\$60.00
Black Composters (HST Exempt)*	Each	10.00	10.00	10.00	10.00
Green Cone Composters (HST Exempt)*	Each	40.00	40.00	40.00	50.00
Blue Box - Large - 80L (HST Exempt)*	Each	5.50	5.50	5.50	6.20

CLERK

					Schedule A
Administrative Services - Clerk					
Fees and Charges (excluding HST)					
Description	Unit	2019 Amount	2020 Amount	2021 Amount	2022 Amount
Blue Box - Lid (HST Exempt)*	Each	1.50	1.50	1.50	2.70
Bag Tags (HST Exempt)*	Each	2.00	2.00	2.00	2.00
* Guideline only, price established by County of Oxford and is subject to change					
Criminal Record Check / Vulnerable Sector Check (for employment, student placements, children's aid or any other reason than volunteer)**	Each	\$ 41.00	\$ 41.00	\$ 41.00	\$ 41.00
Criminal Record Check / Vulnerable Sector Check (for volunteering)**	Each	No charge	No charge	No charge	No charge
** Guideline only, price established by the Ontario Provincial Policed and is subject to change					
***Due to COVID-19, these are only being done at OPP detachments					
Fence Viewing application fee		\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00
Memorialization of Existing Tree in Parks (does not include cost of the plaque & stand)	each				\$ 150.00
Park Benches (does not include cost of the plaque)	each	\$1,400.00	\$1,400.00	\$1,400.00	\$1,400.00
Sale of unserviced municipal land (By-law 2272-2021 Sec.8)	per sq. ft.				\$0.22
Sale of serviced municipal land (By-law 2272-2021 Sec.8)	per sq. ft.				\$2.03

CLERK

Administrative Services - Tax
Fees and Charges (HST Exempt)

Description	Unit	2019 AMOUNT	2020 AMOUNT	2021 AMOUNT	2022 AMOUNT
Tax Certificate	Each	\$50.00	\$50.00	\$50.00	\$50.00
Returned Cheque or PAP	Each	\$30.00	\$30.00	\$30.00	\$35.00
Loan Agreement Administration Fee (Debenture Administration)	Each	2% of principal	2% of principal	2% of principal	2% of principal
Payment of Tile Drainage Loans Before Expiry Date	Each	\$50.00	\$50.00	\$50.00	\$50.00
Tax Sale Registration Process	Each	Actual Cost + \$100 Admin Fee	Actual Cost + \$100 Admin Fee	Actual Cost + \$100 Admin Fee	Actual Cost + \$100 Admin Fee
Reprint of Prior Year Tax Bills	Each	\$10.00	\$10.00	\$10.00	\$10.00
Commission of Oaths or Certified True Copy (resident)	Each	\$10.00	\$10.00	\$10.00	\$10.00
Commission of Oaths or Certified True Copy (non-resident)	Each	\$15.00	\$15.00	\$15.00	\$15.00
Registered Mail Fee	Each	\$12.00	\$12.00	\$12.00	\$15.00
- as set by Canada Post / Includes HST					
Tax Confirmation Letters	Each	\$15.00	\$15.00	\$15.00	\$15.00
Payment Redistribution Fee (per roll #)	Each	\$10.00	\$10.00	\$10.00	\$10.00
Refund Administration Fee (Client error/overpayment)	Each	\$25.00	\$25.00	\$25.00	\$25.00
Account Statement (outside of 4 regularly mailed on outstanding accounts after installment due dates)					\$10.00

					Schedule C
Administrative Services - Development Charges					
Fees and Charges (HST Exempt)					
Description	Unit	Effective Aug 8, 2019	Effective April 1, 2020	Effective April 1, 2021	Effective April 1, 2022
Development Charges					
<u>Residential</u>					
Single, Semi-detached	each	\$ 9,788.00	\$ 10,071.85	\$ 10,160.00	\$ 11,714.48
Other Multiples	each	\$ 6,150.00	\$ 6,328.35	\$ 6,384.00	\$ 7,360.75
Apartments - 2 Bedrooms or Larger	each	\$ 5,218.00	\$ 5,369.32	\$ 5,417.00	\$ 6,245.80
Apartments - Bachelor or 1 Bedroom	each	\$ 3,530.00	\$ 3,632.37	\$ 3,664.00	\$ 4,224.59
NOTE: current by-law 2148-2019 - indexing will happen on April 1st each year based on					
Statistics Canada Quarterly, "Construction Price Statistics"					

				Schedule D	
Cemetery					
Fees and Charges (excluding HST)					
Description	Unit	2019	2020	2021	2022
		Amount	Amount	Amount	Amount
Purchase of Interment Rights and care and maintenance					
Interment Rights	each	\$720.00	\$720.00	\$720.00	\$720.00
Care and Maintenance	each	\$480.00	\$480.00	\$480.00	\$480.00
Cremation lots	each	\$255.00	\$255.00	\$255.00	\$320.00
Care and Maintenance	each	\$250.00	\$250.00	\$250.00	\$280.00
Interment					
Adult - standard	each	\$650.00	\$650.00	\$650.00	\$750.00
Child	each	\$325.00	\$325.00	\$325.00	\$400.00
Infant	each	\$325.00	\$325.00	\$325.00	\$340.00
Cremated Remains	each	\$325.00	\$325.00	\$325.00	\$400.00
Columbaria *NEW	each		\$220.00	\$220.00	\$250.00
Disinterment / Exhumation					
Adult - standard	each	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00
Cremated Remains	each	\$500.00	\$500.00	\$500.00	\$1,000.00
Columbaria *NEW	each				\$250.00
Child *NEW	each				\$1,000.00
Infant *NEW	each				\$1,000.00
Columbaria Fees					
Bottom Row	each	\$935.00	\$935.00	\$935.00	\$1,020.00
Bottom Row- Care and Maintenance	each	\$165.00	\$165.00	\$165.00	\$180.00
Second Row	each	\$1,020.00	\$1,020.00	\$1,020.00	\$1,105.00
Second Row- Care and Maintenance	each	\$180.00	\$180.00	\$180.00	\$195.00
Third Row	each	\$1,105.00	\$1,105.00	\$1,105.00	\$1,190.00
Third Row- Care and Maintenance	each	\$195.00	\$195.00	\$195.00	\$210.00
Top Row	each	\$1,232.50	\$1,232.50	\$1,232.50	\$1,275.00
Top Row- Care and Maintenance	each	\$217.50	\$217.50	\$217.50	\$225.00
Initial Engraving of Niche Plate	each	\$350.00	\$350.00	\$350.00	\$350.00
Each Subsequent Engraving of Niche Plate				\$200.00	\$200.00

				Schedule D	
Cemetery					
Fees and Charges (excluding HST)					
Description	Unit	2019	2020	2021	2022
		Amount	Amount	Amount	Amount
Monument Care Fund - Flat marker (smaller than 1,116.13 sq cm / 173 sq in.)	each	\$0.00	\$0.00	\$0.00	\$0.00
**Monument Care Fund - Flat marker (1,116.23 sq cm / 173 sq in. or larger)	each	\$50.00	\$50.00	\$50.00	\$100.00
**Monument Care Fund - Upright marker (1.49 sq m / 16 sq ft or smaller, including the base)	each	\$100.00	\$100.00	\$100.00	\$200.00
**Monument Care Fund - Upright marker (larger than 1.49 sq m / 16 sq ft. including the base)	each	\$200.00	\$200.00	\$200.00	\$400.00
<i>** as set by the Bereavement Authority of Ontario</i>					
Sundays & Municipal Holiday Interments	each	\$300.00	\$300.00	\$300.00	\$350.00
Foundation layout fee	each	\$60.00	\$60.00	\$60.00	\$60.00
Snow Removal	each	*	*	*	*
Winter Burial - Full Interment (December 1st to March 31)	each	*	*	*	*
Winter Burial - Cremated Remains (December 1st to March 31)	each	*	*	*	*
* Actual fees incurred by the Township in relation to the specific incident/request + 15%					
Park Benches	each	\$1,400.00	\$1,400.00	\$1,400.00	\$1,400.00
Transfer Fee					
Transfer Fee (Certificate picked-up at Township Office)	each	\$50.00	\$50.00	\$50.00	\$60.00
Registered Mail Fee					
	each	\$12.00	\$12.00	\$12.00	\$15.00
<i>- as set by Canada Post / Includes HST</i>					

					Schedule E
Community Services - Indoor Facilities					
May 1st to April 30th					
Fees and Charges (including HST)					
Description	Unit	Effective May 1, 2019	Effective May 1, 2020	Effective May 1, 2021	Effective May 1, 2022
Arena					
**Prime Time - Minor Groups	per hour	\$138.00	\$140.00	\$143.00	\$145.00
**Prime Time - All Others	per hour	\$188.00	\$190.00	\$193.00	\$196.00
Non-Prime Time - Minor Groups	per hour	\$75.00	\$75.00	\$75.00	\$75.00
Non-Prime Time - All Others	per hour	\$105.00	\$105.00	\$110.00	\$110.00
Arena Floor Rental (Dances, Trade Shows)	per hour	\$165.00	\$165.00	\$165.00	\$165.00
Arena Floor Rental (Dances, Trade Shows)	full day	\$650.00	\$650.00	\$650.00	\$650.00
Arena Floor Rental (Recreation, Sports)	per hour	\$48.00	\$48.00	\$48.00	\$48.00
**Prime Time ice rentals are M-F 5-10 p.m. and weekends 8 a.m. - 10 p.m.					
Recreational Program					
Public Skating - Adult	per person	no charge	no charge	no charge	no charge
Public Skating - Child Elementary School Age	per person	no charge	no charge	no charge	no charge
Public Skating - Pre-School	per person	no charge	no charge	no charge	no charge
Parents & Tots	per person	no charge	no charge	no charge	no charge
Sponsored Public Skating	per hour	\$100.00	\$100.00	\$100.00	\$100.00
School Skating Program	per hour	\$45.00	\$45.00	\$45.00	\$45.00
Ticket Ice (minimum with 1 to 4 skaters)	per hour	\$45.00	\$45.00	\$45.00	\$45.00
Ticket Ice (exceeding 4 skaters)	per skater	\$10.00	\$10.00	\$10.00	\$10.00
Shinny Hockey (adult)	per skater/hour	\$10.00	\$10.00	\$10.00	\$10.00
Shinny Hockey (child - under age 18)	per skater/hour	\$5.00	\$5.00	\$5.00	\$5.00
Birthday Specials:					
1 hour of ice time (based on availability) and 1 hour in Room A	per event	\$75.00	\$75.00	\$75.00	\$75.00
1 hour of ice time (based on availability) and 1 hour in Hall	per event	\$105.00	\$105.00	\$105.00	\$105.00
Advertising					
Ice Logo (sponsor must supply logo at their cost)		\$500.00	\$500.00	\$500.00	\$500.00
Arena Board Advertising (sponsor must supply logo at their cost)		\$500.00	\$500.00	\$500.00	\$500.00
Wall Advertising (sponsor must supply logo at their cost)		\$300.00	\$300.00	\$300.00	\$300.00
Zamboni advertising (sponsor must supply logo at their cost)				\$900.00	\$900.00
Community Centre Halls					

					Schedule E
Community Services - Indoor Facilities					
May 1st to April 30th					
Fees and Charges (including HST)					
Description	Unit	Effective May 1, 2019	Effective May 1, 2020	Effective May 1, 2021	Effective May 1, 2022
Plattsville Community Hall	per hour	\$61.00	\$61.00	\$61.00	\$61.00
Plattsville Community Hall	daily	\$225.00	\$225.00	\$225.00	\$225.00
Plattsville Community Hall - weekday daytime	1/2 day	\$122.00	\$122.00	\$122.00	\$122.00
Plattsville Community Hall (Together with Ice Event)	daily	\$122.00	\$122.00	\$122.00	\$122.00
Plattsville Community Hall (Buck & Doe)	daily	\$530.00	\$530.00	\$530.00	\$530.00
Decorating Set-up (for daily events only - prior to day of decorating set-up of event based on availability)	per event	\$120.00	\$120.00	\$120.00	\$120.00
Plattsville Community Hall - Room A	per hour	\$35.00	\$35.00	\$35.00	\$35.00
Plattsville Community Hall - Room A	daily	\$120.00	\$120.00	\$120.00	\$120.00
Plattsville Community Hall - Room B	per hour	\$35.00	\$35.00	\$35.00	\$35.00
Plattsville Community Hall - Room B	daily	\$120.00	\$120.00	\$120.00	\$120.00
Princeton Centennial Hall - Fireside Room	per hour	\$35.00	\$35.00	\$35.00	\$35.00
Princeton Centennial Hall - Fireside Room	daily	\$120.00	\$120.00	\$120.00	\$120.00
Princeton Centennial Hall - Fireside Room - weekday daytime	1/2 day	\$70.00	\$70.00	\$70.00	\$70.00
Princeton Centennial Hall - Main Hall	per hour	\$110.00	\$110.00	\$110.00	\$110.00
Princeton Centennial Hall - Main Hall	daily	\$380.00	\$380.00	\$380.00	\$380.00
Princeton Centennial Hall - Main Hall - weekday daytime	1/2 day	\$220.00	\$220.00	\$220.00	\$220.00
Princeton Centennial Hall - Main Hall (Buck & Doe)	daily	\$530.00	\$530.00	\$530.00	\$530.00
Decorating Set-up (for daily events only - prior to day of decorating set-up of event based on availability)	daily	\$200.00	\$200.00	\$200.00	\$200.00
Kitchen Use	daily	\$85.00	\$85.00	\$85.00	\$87.00
Richwood Hall *NEW*	daily				\$60.00

					Schedule F
Community Services - Outdoor Facilities & Parks					
May 1st to April 30th					
Fees and Charges (including HST)					
		FIELD CLASSIFICATION			
Description	Unit	A	B	C	D
Ball Diamonds					
Adult	per game	\$25.00	\$25.00	\$20.00	n/a
Affiliated Minor	per game	\$20.00	\$20.00	\$17.00	\$12.00
Adult Tournament First Game/Diamond	per day	\$25.00	\$25.00	\$17.00	n/a
Adult Tournament Extra Game/Diamond	per game	\$20.00	\$20.00	\$17.00	n/a
Affiliated Minor Tournament First Game/Diamond	per day	\$20.00	\$20.00	\$17.00	\$12.00
Affiliated Minor Tournament Extra Game/Diamond	per game	\$17.00	\$17.00	\$17.00	\$12.00
Optional Tournament Grooming	per groom	\$25.00	\$25.00	\$25.00	\$25.00
Optional Use of Lights	per game	\$9.00	n/a	\$9.00	\$9.00
Ball Diamond Fence Advertising (sponsor must supply sign at their costs, size, location and content must be approved)	yearly	\$300.00	\$300.00	\$300.00	\$300.00
Description	Unit	Effective May 1, 2019	Effective May 1, 2020	Effective May 1, 2021	Effective May 1, 2022
Soccer Pitches - based upon 90 minute games					
Adult Permit	per game	\$13.00	\$13.00	\$13.00	\$13.00
Adult Tournament	per day	\$75.00	\$75.00	\$75.00	\$75.00
Affiliated Minor	per game	\$10.00	\$10.00	\$10.00	\$10.00
Affiliated Minor Tournament	per day	\$52.00	\$52.00	\$52.00	\$52.00
Park Permit Fees					
Pavillion Day Permit	per day	\$75.00	\$75.00	\$75.00	\$75.00
Open Park Space Event Day Permit	per day	\$75.00	\$75.00	\$75.00	\$75.00

						Schedule G
Protective Services						
Fees and Charges (excluding HST)						
Description		Unit	2019	2020	2021	2022
			Amount	Amount	Amount	Amount
Fire Inspection						
Fire Inspection		per hour	\$87.00	\$89.00	\$90.00	\$92.00
Fire Inspection Admin Fee		each	\$56.50	\$58.00	\$60.00	\$61.00
Liquor Licenses and Occupancy Loads						
Fire Inspection		per hour	\$87.00	\$89.00	\$90.00	\$92.00
Fire Inspection Admin Fee		each	\$56.50	\$58.00	\$60.00	\$61.00
Fire Chief's Letters to Lawyers or Insurance Company		each	\$87.00	\$89.00	\$90.00	\$92.00
Fire Department Compliance Letter		each	\$87.00	\$89.00	\$90.00	\$92.00
By-Law Compliance Letter		each	\$87.00	\$89.00	\$90.00	\$92.00
Copies of Fire Reports		each	\$56.50	\$58.00	\$60.00	\$61.00
Response to Motor Vehicle Accidents and Vehicle Fires (HST Exempt)						
(Chargeable to the registered owner of the vehicle)						
Non-Resident						
Minimum Charge up to 1st hour per Fire Apparatus		each *	\$477.00	\$485.00	\$488.40	\$509.89
Resident						
No Charge						
Motor Vehicle Accident Response-Provincial Highway (HST Exempt)						
(Chargeable to Ministry of Transportation for all provincial highway accident responses)						
Minimum Charge up to 1st hour per Fire Apparatus		each *	\$477.00	\$485.00	\$488.40	\$509.89

Description		Unit	2019 Amount	2020 Amount	2021 Amount	2022 Amount
Fire Response - Public Hazard, Hydro Lines						
Public Property - Chargeable to Hydro Provider						
Minimum Charge up to 1st hour per Fire Apparatus		each *			\$ 488.40	\$ 509.89
Private Property - Chargeable to Registered Property Owner						
Minimum Charge up to 1st hour per Fire Apparatus		each *			\$ 488.40	\$ 509.89
Fire Response -Indemnification Technology						
Current MTO rates, plus personnel /hour rates ,and any cost incurred by the Municipality						
Minimum Charge up to 1st hour per Fire Apparatus		each *	\$477.00	\$485.00	\$488.40	\$509.89
Refilling SCBA air bottles		each	\$20.00	\$20.00	\$20.00	\$20.00
Fire Response - Hazardous Materials Clean Up						
As outlined in the Environment Protection Act, RSO 1990					Actual Costs	
Fire Response - Natural Gas Leak,						
Caused directly by a person or company						
Minimum Charge up to 1st hour per Fire Apparatus		each *	\$477.00	\$485.00	\$488.40	\$509.89
Burn Permit			no charge	no charge	no charge	no charge
Fire Response - Open Air Burning						
Illegal or Unauthorized Fire						
1st Offense			no charge	no charge	no charge	no charge
2nd or Additional Offences		each *	\$ 477.00	\$ 485.00	\$ 488.40	\$ 509.89
Minimum Charge up to 1st hour per Fire Apparatus						
Description		Unit	2019	2020	2021	2022
Fire Response - Preventable Fire Alarm Panel Alarms						

1st Offense			no charge	no charge	no charge	no charge
2nd or Additional Offences		each *	\$477.00	\$485.00	\$488.40	\$509.89
Minimum Charge up to 1st hour per Fire Apparatus						
			Amount	Amount	Amount	
Fire Response - Smoke/Co Alarms						
Fail to return loaner alarm to Fire Department (within one week)		each	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00
Fire Response - Fire Watch or Stand By						
As authorized by Fire Chief			100% of cost recovery			
Review of Fire Works Display Application		each	\$ 125.00	\$ 128.00	\$ 130.00	\$ 132.00
Review of Application for Pyrotechnics display						
Including a site inspection and review of Fire Safety Plan			\$ 200.00	\$ 204.00	\$ 210.00	\$ 215.00
Review of Risk Safety Management Plan for Propane Storage						
As required by the Regulatory Amendments to O.Reg 211/01 of the TSS Act, 2000 for small facilities (less than 5000 USGW)			\$ 100.00	\$ 102.00	\$ 105.00	\$ 110.00
			+ actual cost of engineer / other firm (if necessary)	+ actual cost of engineer / other firm (if necessary)	+ actual cost of engineer / other firm (if necessary)	+ actual cost of engineer / other firm (if necessary)
Review of Risk Safety Management Plan for Propane Storage						
As required by the Regulatory Amendments to O.Reg 211/01 of the TSS Act, 2000 for medium and large facilities (less than 5000 USGW)			\$ 250.00	\$ 255.00	\$ 260.00	\$ 265.00
			+ actual cost of engineer / other firm (if necessary)	+ actual cost of engineer / other firm (if necessary)	+ actual cost of engineer / other firm (if necessary)	+ actual cost of engineer / other firm (if necessary)
* As set by MTO						

Building Services Fees and Charges (HST Exempt)

CLASSES OF PERMITS AND PERMIT FEES			
Unless otherwise noted all definitions of building classifications shall be as defined in the Ontario Building Code for Major Occupancies			
For temporary buildings (greater than 10m ²), alterations, additions, foundations and new buildings (greater than 10m ²).			
Where a fee is not listed below, the Chief Building Official can determine required fee. Administrative fee due at time of application.			
Construction - New Buildings, Additions, Mezzanines		Administrative Fee	Permit Fee
Group A Assembly Buildings & Group B Institutional Buildings & Group D Business/Personal Service & Group E Mercantile Buildings & Group F Industrial Buildings	New, Additions & Renovations - Commercial, Industrial & Institutional Buildings	\$289.00	\$1.45/sq ft
	Public Pool, Public Patios and Exterior Ramps	\$289.00	\$0.58/sq ft
Group C Residential Buildings	Residential Buildings New, Additions	\$289.00	\$1.45/sq ft
	Renovations to non Single/Semi/Towns	\$289.00	\$116.00
	Renovations to Single/Semi/Town Units	\$116.00	\$462.00
	Swimming Pools	\$116.00	\$116.00
	Sheds & Garages	\$116.00	0.87
	Decks & Covered Porches (unheated and unenclosed)	\$116.00	\$116.00
Farm Buildings	Agricultural Buildings (New, Additions, Renovations)	\$289.00	\$0.24/sq ft
	Horizontal/Bunk Silos	\$116.00	\$577.00
	Vertical Silos, Grain Bins etc	\$116.00	\$577.00
	Manure Storage (All Types)	\$289.00	\$577.00
Special Categories	Tents	\$116.00	\$0.00
	Temporary Buildings / Portables	\$116.00	\$462.00
	Change of Use	\$116.00	\$462.00
Miscellaneous	Permit Renewal/Revision	\$116.00	\$0.00
	Fireplace/Wood Stove (each)	\$116.00	\$173.00
	Signs	\$116.00	\$173.00
	Retaining Wall/Balcony Guard (per Linear Foot)	\$116.00	\$5.77/ft
	Wind Turbines	\$289.00	\$2,018.00
	Solar Panel	\$116.00	\$462.00
	Designated Structures (other than listed above)	\$289.00	\$577.00
	Alternate Soutlion Application (see note 2)	\$116.00	\$462.00
	Conditional Permits	\$289.00	\$0.04/sq ft
	Septic Permit	\$116.00	\$519.00
	Septic Permit (Tank Only)	\$116.00	\$116.00
	Re-inspection/Canceled Inspection Fee/ Requested inspection more than 3 years since last inspection	\$116.00	\$58.00
Mechanical Work	Sprinkler System	\$289.00	\$577.00
	NFPA 96 Kitchen Hood Fan	\$289.00	\$289.00
Plumbing/Serviceing Work	Water & Sewer Connection	\$116.00	\$0.00
	Building Services (per Linear Foot per service)	\$116.00	\$0.87/ft
DEMO	Non Farm Structures	\$116.00	\$0.00
Note 1 - Where proposed construction requiring a permit does not match a standard fee, the Chief Building Official may determine the required fee. Note 2 - Where a 3rd party review is required and the cost of that review is incurred by the Township, the fee will be added to the cost of the permit			
Builders Deposits			
	Engineer Letter/New Dwelling Unit	Lot Grading	Public Works
All Classes of Construction	\$ 1,000.00	\$ 1,500.00	\$ 1,000.00
Note 1 - The public works manager shall determine the deposit for work done where municipal owned assets may be damaged. Note 2 - There township will return the paid deposit to the permit applicant within 28 days of approval.			

					Schedule I
Building Services - Planning					
Fees and Charges (HST Exempt)					
Description	Unit	2019 Amount	2020 Amount	2021 Amount	2022 Amount
Zoning By-law Amendment Application	each	\$500.00	\$550.00	\$550.00	\$550.00
**County fee for Zone change application	each			\$150.00	\$150.00
Removal of Holding Zone Provision	each	\$500.00	\$550.00	\$550.00	\$550.00
**County Fee for Removal of Holding Zone Provision	each			\$150.00	\$150.00
Minor Variance Application	each	\$400.00	\$500.00	\$500.00	\$500.00
**County fee for Minor Variance application	each			\$100.00	\$100.00
Zoning Compliance Information	each	\$50.00	\$50.00	\$50.00	\$50.00
Building Compliance Information	each	\$50.00	\$50.00	\$50.00	\$50.00
Drainage Compliance Information	each	\$50.00	\$50.00	\$50.00	\$50.00
Sign Minor Variance Application	each	\$300.00	\$300.00	\$300.00	\$300.00
Fence Minor Variance Application	each		\$300.00	\$300.00	\$300.00
Site Plan Agreement Application	each	\$400.00	\$500.00	\$500.00	\$500.00
**County fee for Site Plan Application				\$500.00	\$500.00
Site Plan Agreement Amendment	each	\$400.00	\$500.00	\$500.00	\$500.00
**County fee for Site Plan Ammendment				\$250.00	\$250.00
Environmental Site Assessment Letter	each	\$70.00	\$70.00	\$70.00	\$70.00
Confirmation of uses permitted in zone letters	each	\$70.00	\$70.00	\$70.00	\$70.00
Communication Tower Application	each	\$400.00	\$500.00	\$600.00	\$600.00
In addition to the above application fees the applicant shall pay all external costs incurred by the municipality in respect of the Planning Application					
REFUNDS					
Planning Application submitted, no work started	each	*new	Full Refund less \$50.00 Admin Fee		
Planning Application submitted, application circulated for comment	each	*new	No Refund		

PLANNING

Building Services - Planning					
Fees and Charges (HST Exempt)					
Description	Unit	2019 Amount	2020 Amount	2021 Amount	2022 Amount
**fees established by the County of Oxford and are subject to change					
Fees contained in Severance Agreements:					
Street lighting	each new lot	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00
Sidewalk	each new lot	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
Parkland dedication	each new lot	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
DEPOSITS:					
Site Plan Peer Review	minimum	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00
Agreement to construct a new single family dwelling while current owners are living in the existing single family dwelling	each				
Sub-Division Agreement	each				
Bunkhouse Agreement	each				
Discretionary Agreement	each				
Garden Suite Agreement	each				

					Schedule J
Public Works - Roads					
Fees and Charges (excluding HST)					
Description	Unit	2019 Amount	2020 Amount	2021 Amount	2022 Amount
Installation of Entrance Culverts	each	\$1,000.00	\$1,200.00	\$1,200.00	\$1,250.00
Curb Cut	each	\$400.00	\$450.00	\$475.00	\$600.00
Moving a Structure along Municipal Roads to Relocate Structure	each	\$35.00	\$40.00	\$40.00	\$40.00
Snow Removal (when contracted out)					
Snow Plowing	per operation	\$57.50	\$58.75	\$60.00	\$62.00
Snow Plowing / Sand / Salting	per operation	\$85.00	\$86.75	\$90.00	\$95.00
Sand /Salting	per operation	\$70.00	\$71.50	\$75.00	\$75.00
Tandem Axle Truck Rental	hour	\$80.00	\$85.00	\$85.00	\$85.00
One Ton Truck Rental	hour	\$50.00	\$55.00	\$55.00	\$55.00
1/2 Ton Pickup Rental	hour	\$25.00	\$27.00	\$28.00	\$30.00
Grader Rental summer	hour	\$100.00	\$110.00	\$115.00	\$115.00
Grader Rental winter	hour	\$120.00	\$125.00	\$130.00	\$130.00
Loader Rental	hour	\$55.00	\$60.00	\$65.00	\$65.00
Backhoe Rental	hour	\$55.00	\$60.00	\$60.00	\$60.00
Tractor Rental	hour	\$50.00	\$55.00	\$55.00	\$55.00
Brush Depot - Labour	hour	\$35.00	\$36.00	\$36.00	\$38.00
Civic Address Signs & Posts	each	\$37.00	\$38.00	\$39.00	\$40.00
Sale of Recycled Asphalt (as available)	3 yard bucket				\$12.00
Sale of Recycled Concrete (as available)	3 yard bucket				\$12.00
Laying a private drain across Township Road Allowance	Separate Agreement				
Laying utility lines along, under, in or upon municipal roads	Separate Agreement				

THE CORPORATION OF THE
TOWNSHIP OF BLANDFORD-BLENHEIM
BY-LAW NUMBER 2296-2022

Being a By-law to assume lands as a public highway.

WHEREAS Section 8 of the Municipal Act, S.O. 2001, Chapter 25, and amendments thereto, provides that Councils of all municipalities have the capacity, rights, powers and privileges of a natural person for the purpose of exercising its' authority under the Act.

AND WHEREAS on the 19th day of November 2021 the Township of Blandford-Blenheim acquired Part Lot 6 Concession 1, being Part 3, Plan 41R-10016, Princeton, ON

AND WHEREAS on the 22nd day of March 2021 the Township of Blandford-Blenheim acquired Part Lot 7 Concession 1, being Part 1, Plan 41R-10016, Princeton, ON

AND WHEREAS on the 10th day of December 2021 the Township of Blandford-Blenheim acquired Part Lot 6 Concession 1, being Part 4, Plan 41R-10016, Princeton, ON

AND WHEREAS on the 15th day of November 2018 the Township of Blandford-Blenheim acquired Part Lot 19, Concession 1, Being Part 1 Plan 41R-9689, Township of Blandford-Blenheim

AND WHEREAS on the 15th day of November 2018 the Township of Blandford-Blenheim acquired Part Lot 19, Concession 1, Being Part 2 Plan 41R-9689, Township of Blandford-Blenheim

AND WHEREAS on the 3rd day of May 2019 the Township of Blandford-Blenheim acquired Part Lot 17, Concession 14, Being Part 1, Plan 41R-9797, Township of Blandford-Blenheim

AND WHEREAS the Council of the Township of Blandford-Blenheim deems it advisable to assume the lands as part of a public highway.

NOW THEREFORE, the Council of the Corporation of the Township of Blandford-Blenheim enacts as follows:

1. That Council accepts and assumes Parts 1, 3 and 4 of Reference Plan 41R-10016 in the Township of Blandford-Blenheim as part of Blenheim Road, and as a municipal highway for the use and benefit of the public.
2. That Council accepts and assumes Parts 1 and 2 of Reference Plan 41R-9689 in the Township of Blandford-Blenheim as part of Gobles Road, and as a municipal highway for the use and benefit of the public.

3. That Council accepts and assumes Part 1 of Reference Plan 41R-9797 in the Township of Blandford-Blenheim as part of Hofstetter Road, and as a municipal highway for the use and benefit of the public.

By-law READ a **FIRST** and **SECOND** time this 6th day of April, 2022.

By-law READ a **THIRD** time and **ENACTED** in Open Council this 6th day of April, 2022.

Peterson Mark, Mayor

Rodger Mordue, CAO/Clerk

THE CORPORATION OF THE
TOWNSHIP OF BLANDFORD-BLENHEIM
BY-LAW NUMBER 2297-2022

Being a By-law to confirm the proceedings of Council.

WHEREAS by Section 5 of the *Municipal Act* 2001, S.O. 2001, c.25, the powers of a municipal corporation are to be exercised by its Council.

AND WHEREAS by Section 11 of the *Municipal Act* 2001, S.O. 2001, c.25, the powers of every Council are to be exercised by by-law;

AND WHEREAS it is deemed expedient that the proceedings of the Council of the Corporation of the Township of Blandford-Blenheim at this meeting be confirmed and adopted by by-law;

NOW THEREFORE the Council of the Corporation of the Township of Blandford-Blenheim hereby enacts as follows:

1. That the actions of the Council of the Corporation of the Township of Blandford-Blenheim in respect of each recommendation contained in the reports of the Committees and each motion and resolution passed and other action taken by the Council of the Corporation of the Township of Blandford-Blenheim, at this meeting held on April 6th, 2022 is hereby adopted and confirmed as if all such proceedings were expressly embodied in this by-law.
2. That the Mayor and proper officials of the Corporation of the Township of Blandford-Blenheim are hereby authorized and directed to do all things necessary to give effect to the actions of the Council referred to in the proceeding section hereof.
3. That the Mayor and the CAO / Clerk be authorized and directed to execute all documents in that behalf and to affix thereto the seal of the Corporation of the Township of Blandford-Blenheim.

By-law read a first and second time this 6th day of April, 2022.

By-law read a third time and finally passed this 6th day of April, 2022.

MAYOR
MARK PETERSON

CAO / CLERK
RODGER MORDUE