

TOWNSHIP OF BLANDFORD-BLENHEIM

COUNCIL MEETING AGENDA

Wednesday, January 11th, 2023

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 January 11th, 2023 Regular Meeting of Council be adopted.

4. Disclosure of Pecuniary Interest

5. Minutes

a. [December 21st, 2022 Minutes of Council](#)

Recommendation:

That the minutes of the December 21st, 2022 Meeting of Council be adopted, as printed and circulated.

6. Business Arising from the Minutes

7. Public Meetings

None.

8. Delegations / Presentations

a. [Trevor Hawkins & Juliane von Westerholt, MHBC Planning, Re: Village of Drumbo Recommendation Final Report for Secondary Plan](#)

9. Correspondence

a. Specific

None.

b. General

- i. [Paul Michiels, Manager of Planning Policy, Oxford County, Re: Review of a Place to Grow and Provincial Policy Statement;](#)
- ii. [Rebecca Smith, Manager of Housing Development, Oxford County, Re: Master Housing Strategy Completion; and,](#)
- iii. [Ronda Stewart, Economic Development Director, Rural Oxford Economic Development, Re: September-November 2022 Economic Development Activity.](#)

Recommendation:

That the general correspondence items be received as information.

10. Staff Reports

a. Trevor Baer – Manager of Community Services

[i. CS-23-01 – Monthly Report](#)

Recommendation:

That Report CS-23-01 be received as information.

b. Jim Borton – Director of Public Works

[i. PW-23-01 – Monthly Report](#)

Recommendation:

That Report PW-23-01 be received as information.

c. Jim Harmer – Drainage Superintendent

[i. DS-23-01 – Monthly Report](#)

Recommendation:

That Report DS-23-01 be received as information.

d. Denise Krug – Director of Finance

[i. TR-23-01 – Temporary Borrowing](#)

Recommendation:

That Report TR-23-01 be received as information;

That Council pass By-law 2340-2023 authorizing the temporary borrowing for the Township of Blandford-Blenheim in 2023 at \$1,000,000.00.

e. Rodger Mordue - Chief Administrative Officer / Clerk

i. CAO-23-01 – Prospect Street Property Sale

Recommendation:

That Report CAO-23-01 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 Drumbo being a portion of the unopened road allowance of Mill Street, to Jason Parke and Jennifer Parke.

11. Reports from Council Members

12. Unfinished Business

13. Closed Session

14. Motions and Notices of Motion

15. New Business

16. By-laws

a. 2339-2022, Being a By-law to provide for the closure and sale of a portion of Mill Street, Drumbo. More particularly described designated as Part 1, Plan 41R-10431; Blandford-Blenheim, County of Oxford, Being Part of PIN 00282-0066 (LT);

b. 2340-2022, Being a By-law to authorize the temporary borrowing of money to meet the current expenditures of the Corporation of the Township of Blandford-Blenheim; and,

c. 2341-2022, Being a By-law to confirm the proceedings of Council.

Recommendation:

That the following By-laws be now read a first and second time: 2339-2022, 2340-2022, 2341-2022.

Recommendation:

That the following By-law be now given a third and final reading: 2339-2022, 2340-2022, 2341-2022.

17. Other

18. Adjournment and Next Meeting

Wednesday, January 18th, 2023, 10:00 am

Recommendation:

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

That Council adjourn to meet again on Wednesday, January 18th, 2023 at 10:00 a.m. for Budget Deliberations.

MINUTES

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

Present: Mayor Peterson, Councillors Banbury, Barnes, Demarest and Young.

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

Other: Robson, Planner.

Mayor Peterson in the Chair.

1. Welcome

2. Call to Order

3. Approval of the Agenda

RESOLUTION #1

Moved by – Councillor Barnes
Seconded by – Councillor Demarest

Be it hereby resolved that the amended agenda for the December 21st, 2022 Regular Meeting of Council be adopted with the addition of item 8. b.

.Carried

4. Disclosure of Pecuniary Interest

None.

5. Adoption of Minutes

a. December 7th, 2022 Minutes of Council

RESOLUTION #2

Moved by – Councillor Barnes
Seconded by – Councillor Demarest

Be it hereby resolved that the Minutes of the December 7th, 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. Council / Staff Presentations

Mayor Peterson presented certificates and a gift to previous Councillor Balzer and retiring staff Richardson. Previous Councillor Read was not in attendance.

b. Curtis MacIntyre, K. Smart Associates, Re: McCrow Drain ‘

Engineer MacIntyre presented the Report for the McCrow Drain. J. Campbell expressed concerns with the proposed construction. MacIntyre responded. Council accepted the report.

RESOLUTION #3

Moved by – Councillor Demarest
Seconded by – Councillor Barnes

Be it hereby resolved that the Engineer’s Report for the McCrow Drain be received as information, and;

That Report DS 22-24 be received as information;

And further that council give consideration to By-Law No. 2334-2022 for the McCrow Drain and give first and second reading (provisional by-laws);

And further that the Court of Revision be set for Wednesday January 18, 2023 at 4:00 p.m.

And further, that the Engineer be directed to invite tenders for the McCrow Drain with tender closing Wednesday February 8th 2023 at noon.

.Carried

9. Correspondence

a. Specific

None.

b. General

None.

10. Staff Reports

a. Rick Richardson – Director of Protective Services

- i. FC-22-24 – Monthly Report

RESOLUTION #4

Moved by – Councillor Demarest
Seconded by – Councillor Barnes

Be it hereby resolved that Report FC-22-24 be received as information.

.Carried

b. John Scherer – Chief Building Official

- i. CBO-22-13 – Monthly Report

RESOLUTION #5

Moved by – Councillor Demarest
Seconded by – Councillor Barnes

Be it hereby resolved that Report CBO-22-13 be received as information.

.Carried

c. Denise Krug – Director of Finance

- i. TR-22-19 – 2023 Salaries and Wages

RESOLUTION #6

Moved by – Councillor Banbury
Seconded by – Councillor Young

Be it hereby resolved that Report TR-22-15 be received as information;

And further that the remuneration for Council members, Volunteer Fire Fighters, Fence-Viewers, Livestock Valuers, Police Service Board and Property Standards Committee members and all Township employees, with the exception of those affected by minimum wage legislation, be increased effective January 1, 2023 by 6.9%;

And further that the Treasurer bring back a policy in regards to the COLA increases to be considered by Council, once the pay equity, market study and staffing studies are completed in 2023.

.Carried

d. Rodger Mordue – Chief Administrative Officer / Clerk

i. CAO-22-27 – Mechanic Street Property Sale

RESOLUTION #7

Moved by – Councillor Banbury
Seconded by – Councillor Young

Be it hereby resolved that Report CAO-22-27 be received.

.Carried

11. Reports from Council Members

Councillor Demarest reported on the holiday gathering in Drumbo and thanked the Drumbo Fire Fighters, Drumbo Lions and the Drumbo Heritage Society for a successful event. Mayor Mark Peterson wished everyone a Merry Christmas and Happy New Year and asked that everyone be safe over the holidays.

12. Unfinished Business

None.

13. Motions and Notices of Motion

None.

14. New Business

None.

15. Closed Session

None.

16. By-laws

- a. 2334-2022, Being a By-law to provide for drainage works in the Township of Blandford-Blenheim in the Restructured County of Oxford;
- b. 2335-2022, Being a By-law to establish the Corporation of the Township of Blandford-Blenheim Fees and Charges;
- c. 2336-2022, Being a By-law to provide for the sale of a portion of Township property located on Mechanic Street Drumbo, more particularly described as Part of Centre Street, Plan 104, Designated as Part 1, Plan 41R-10420; Blandford-Blenheim, County of Oxford, Being Part of PIN 00289-0256;

- d. 2337-2022, Being a By-law to amend Zoning By-Law Number 1360-2002, as amended (ZN1-21-14, PVW Legacy); and,
- e. 2338-2022, Being a By-law to confirm the proceedings of Council.

RESOLUTION #8

Moved by – Councillor Young
Seconded by – Councillor Banbury

Be it hereby resolved that the following By-laws be now read a first and second time: 2334-2022, 2335-2022, 2337-2022, & 2338-2022.

.Carried

RESOLUTION #9

Moved by – Councillor Young
Seconded by – Councillor Banbury

Be it hereby resolved that the following By-laws be now read a third and final reading: 2335-2022, 2337-2022, & 2338-2022.

.Carried

17. Other Business

None.

18. Adjournment and Next Meeting

RESOLUTION #10

Moved by – Councillor Young
Seconded by – Councillor Banbury

Whereas business before Council has been completed at 4:32 p.m.;

Be it hereby resolved that Council does now adjourn to meet again on Wednesday, January 11th, 2023 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 Blandford-Blenheim Township Council
From:	Juliane vonWesterholt, Associate, MHBC Planning
Date:	January 11, 2023
File:	Drumbo Secondary Plan
Subject:	Updates to the Secondary Plan

At their meeting on October 19th, the Township of Blandford- Blenheim Council received an update regarding the Drumbo Secondary Plan. A presentation was presented to the Council and those members of the public in attendance at the meeting by Juliane von Westerholt, an Associate at MHBC Planning, who was retained by the County and Municipality to prepare the Secondary Plan.

Also in attendance were two (2) Delegations - Mr. Brandon Flewwelling (from GSP) and Mr. Denis Brolese that appeared before council with comments on the draft Secondary Plan on behalf of their clients which included:

Mr. Flewwelling's comments:

- On the Land Use Schedule- Map 1-Concern was raised over the need for the Village Convenience Commercial block on the east end of the Village of Drumbo;
- On the Land Use Schedule- Map 1-Concern was raised over the configuration (shape) of the Medium Density Residential block on the east end of the Village of Drumbo;
- On the Land Use Schedule- Map 1-Concern was raised over the conceptual location of the proposed parks in the northeast and southeast quadrants of the Village of Drumbo;
- On the Transportation Network Plan Schedule-Map 2-concern was raised over the conceptual location and configuration of the proposed future collector roads in the Village;
- On the Land Use Schedule- Map 1- the delegate proposed that additional lands in the Northeast quadrant of the plan be brought into the Village of Drumbo for future residential development;
- On the Phasing Plan Schedule- Map 3- the delegate requested clarity over phasing adjacent to the Convenience Commercial block on the east side of the Village.

Mr. Denis Brolese's comments:

- Encouraged Council to expedite plan of subdivision approvals;

- On the Transportation Network Plan Schedule-Map 2-concern was raised over the conceptual location and configuration of the proposed future collector roads in the Village;
- On the Land Use Schedule- Map 1- the delegate proposed that additional lands in the southwest quadrant of the plan be brought into the Village of Drumbo for future industrial development;
- On the Land Use Schedule- Map 1- the delegate proposed that a portion of the lands currently shown as industrial be re-designated to residential to provide better transition between residential and industrial lands near the park.

Council heard the comments from the delegations and Council had expressed a preference for a clarification that only lots along Wilmot and Oxford Streets in the Village Core would be prohibited from having new ground floor residential uses. After a brief discussion and question and answer period, the following resolution was passed:

"Be it hereby resolved that the report prepared by MHBC entitled 'Village of Drumbo Recommendation Report for Secondary Plan' be endorsed by Council for the purposes of informing the preparation of the Official Plan amendment required to implement the Secondary Plan.

And further that Council direct Planning staff to initiate the required Official Plan Amendment (OPA) process and bring the resulting draft OPA to Council for their consideration and endorsement, prior to presenting the Secondary Plan and implementing OPA to County Council for final approval"

Follow up Meetings with Delegations

Following the meeting on the 19th of October and the direction to County Staff and MHBC planning on behalf of the County and Township of Blandford- Blenheim, meetings were held with both delegations to discuss their outlying concerns or comments and to provide a resolution to their concerns.

County Planner Dustin Robson and Juliane vonWesterholt, Associate at MHBC Planning, met with Mr. Flewwelling regarding his concerns on November 1st, 2022 and were able to resolve matters with him. It was agreed that some minor wording adjustment to the mapping and the related policy in the draft Secondary Plan would resolve the concerns regarding the location of the proposed conceptual roads and parks. Additionally, the configuration of the multiple residential block will be reconfigured to a more regular shape or form. Mr. Flewwelling conceded that the additional lands in the northwest quadrant could not be accommodated as part of this revision to the Secondary Plan given the current wastewater capacity constraints.

In addition, a second meeting was held with Mr. Denis Brolese and his client Amer Cengic on November 18th, 2022. The concerns regarding the above noted matters were resolved. The shared concern over the depiction of the conceptual Transportation Network Plan Schedule-Map 2 was resolved during the discussion. Similar to the discussion with Mr. Flewwelling, Mr. Brolese was advised that no additional lands are being added to the Village at this time, whether for Industrial or Residential use due to existing servicing constraints. Mr. Brolese was also advised that there are numerous transitional policies and design guidelines built into the Secondary Plan to provide for a transition from one land use to another. The concerns are considered resolved.

A third meeting was held with Ms. Kristen Barisdale (GSP Group) and Craig Robson (Robson Carpenter LLP) on December 11th after receipt of a letter with concerns on December 9th for their client's lands (the Harmers) who had expressed an interest in having their lands designated residential rather than

industrial and within Phase 1 of the servicing timeline. It is important to note that the designation as "industrial" is the current designation within the existing Secondary Plan and the proposed Secondary Land Use plan does not propose to change that designation. Comments were made regarding compatibility of the industrial designation in proximity to residential lands. Nothing in the proposed Secondary Plan would prevent the Harmers from submitting a private site specific application for OPA or ZBA in the future, once their development plans are confirmed.

In response, County Planner Dustin Robson and Juliane von Westerholt, Associate at MHBC Planning, indicated that there are several policies in the Secondary Plan to ensure compatibility and provide for transition of use in order to mitigate or minimize any impact between the two (2) land uses.

These include:

- **Policy 3.9.5** which outlines "that industrial and employment uses shall be sensitive to their context including the integration of uses with existing and planned residential uses."
- **Policy 3.9.8** which states that "Compatibility between the new industrial uses and existing and planned residential uses will be a key planning consideration through future development applications. Uses that do not generate on and off site adverse impacts such as noise, vibration, and odours, are encouraged adjacent to residential areas or other sensitive land uses. "
- **Policy 3.9.12** which states that "Outdoor Storage of goods and materials shall only be permitted where they can be screened from view of public streets. Outdoor storage shall not be permitted in yards adjacent to lands designated for residential uses."
- **Policy 3.9.13** which states that "Lands designated Industrial that are adjacent to existing or planned residential uses or other sensitive land uses shall provide adequate buffering through distance separation, landscaping and/ or fencing and building siting and orientation, so as to avoid any potential impacts and ensure compatibility with adjacent sensitive land uses. The nature of the mitigation measures shall be determined through a Land Use Compatibility Study, the scale and scope of which shall be at the discretion of the Township and the County. The Land Use Compatibility Study shall be required as part of a complete planning application required to develop the lands, unless otherwise determined by the Township and County."
- **Policy 4.2.10** which states that "Industrial/ commercial properties adjacent to low- rise residential uses shall provide a transition in height and massing from a residential zone, as well as appropriate separation distances in order to minimize impacts and ensure compatible development."

Also, the Harmers and their consultant were advised that the Provincial D6 guidelines can also be relied upon to ensure compatibility between lands uses.

The Harmers also expressed concern over the location over the proposed conceptual collector road. As was messaged to the other delegations, and were advised that a notation was added to the Transportation Plan to clarify that the proposed collector road is conceptual and will be confirmed through a Planning Act application.

Furthermore, Ms. Barisdale and Mr. Robson (Lawyer) were advised that there is limited capacity for WWTP even after the two (2) proposed upgrades and that we have to provide for not only residential growth but also for employment growth for the planning horizon to 2046. This message was consistent with the message to the other land owners that appeared as delegations and no additional adjustments to the Phasing and Servicing plan are proposed.

Lastly, a minor concern over the dual designation of the lands with the small portion of the driveway being in "Low Density Residential " designation with the majority of the balance of the lands in Industrial designation and the fear that access would not be permitted. Lands in either designation have access permissions and the land use does not determine that. However, the concern over the mapping was proposed to be rectified as a mapping exercise.

Changes in the Secondary Plan

Since the meeting on the 19th of October and the subsequent follow-up meetings with the delegations from that meeting, the Secondary Plan and the associated mapping has been updated and amended to address the concerns raised.

These amendments or updates to the Secondary Plan include the following:

1. A notation was added to Land Use Schedule- Map 1- that clarified that the locations of the parks with the "P" symbol are conceptual and will be further refined through a subdivision or official plan amendment process.
2. A notation was added to Transportation Schedule- Map 2- that clarified that the locations of the parks with the proposed collector roads are conceptual and will be further refined through a subdivision or official plan amendment process.
3. Phasing Plan Schedule- Map 3 was updated to more clearly reflect the phasing adjacent to the Convenience Commercial block on the east side of the Village.
4. A notation was added to Phasing Plan Schedule- Map 3 that indicates that all service allocations are at the discretion of the County of Oxford and the Township of Blandford-Blenheim.
5. The Land Use Schedule-Map 1 was revised to delineate a Medium Density Residential block in the southeaster quadrant of the Village, that was more regular in shape and size in order to facilitate development thereof.
6. Policy 3.6.4 in the Secondary Plan was revised as follows in order to provide clarity regarding the prohibition of ground floor residential within the core only along two (2) streets within the core:

"New ground floor residential uses shall be prohibited for lands located within the Core along Wilmot Street and Oxford Street."

7. Policy 3.10.6 has been modified as shown below to provide clarity that the location of parks on the Land Use Schedule- Map 1 is conceptual and is further refined through the Subdivision or Official Plan process.

"New parks, trails and other active transportation pathways shall be strategically located and linked to the broader trail system and other key destinations. Parkland acquired through a development application shall be located within 400 m from the majority of the residential units within the neighbourhood in which it is located and generally in the location as conceptually shown on the Land Use Schedule Map1. The final location of parks will be refined through the Subdivision / Official Plan process."

8. Policy 4.9.3 has been modified to provide additional clarity that the location of the proposed conceptual collector roads can be refined through a Plan of Subdivision or Official Plan process.

“Map 2 identifies conceptual Collector Roads within the undeveloped portions of the Village. The location of the proposed conceptual collector roads may be further refined and determined through a Plan of Subdivision or Official Plan Amendment. The location and design of the new roads shall be subject to the normal approval process, including detailed engineering design. The location of the conceptual Collector Roads is intended to illustrate desired connections to ensure that new development within the Village is appropriately connected to existing development, roads, and cycling and pedestrian infrastructure. The County and/or Township may require a Transportation Impact Study as part of a complete application for new Draft Plans of Subdivision and/or Condominium or for the development of new employment uses within the Industrial designation. The Transportation Impact Study shall consider all forms of connectivity, including active transportation, and shall include recommendations for any required traffic calming measures that ensure the safety of pedestrians and cyclists. Traffic calming measures, where required, should be incorporated into the design of new roads as part of the development review process.”

Recommendation:

As these modifications are minor and are intended to provide further clarity on the affected policy or mapping, it is recommended that the presented Memo, as amended, concerning the Drumbo Secondary Plan be recommended for **endorsement**. Further, it is recommended that staff be directed to prepare the necessary Official Plan Amendment and bring it forward to Township Council for their consideration and endorsement prior to presenting the Drumbo Secondary Plan to County Council for approval.

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1.0 INTRODUCTION

1.1 The Village of Drumbo Secondary Plan

- 1.1.1 Sections 3.1.6 and 4.2.2.4.1 of the County Official Plan provide the guiding policies for the preparation of secondary plans. It is intended that the Secondary Plan would be incorporated into the County Official Plan similar to other existing Secondary Plans for other municipalities in the County. The Secondary Plan is a Council approved planning document that provides additional detail and informs land use matters within the Village of Drumbo and is primarily implemented through the Official Plan.
- 1.1.2 The Secondary Plan is intended to complement and expand upon existing policies in the County of Oxford Official Plan. All development within the Village of Drumbo shall conform to the Secondary Plan.
- 1.1.3 The boundary of the Village of Drumbo is identified on Map 1. The Secondary Plan applies to the entire Village and is intended to accommodate a significant portion of the planned residential and employment growth for the Township of Blandford-Blenheim.

1.2 Purpose of the Plan

- 1.2.1 The purpose of the Secondary Plan is to provide a planning framework to guide the future development of Drumbo until 2046. The Secondary Plan ('Plan') builds on the policies established in the Provincial Policy Statement and the County Official Plan in order to provide direction for the complete and orderly development of the community and to accommodate a significant portion of the projected residential and employment growth for the Township of Blandford- Blenheim.
- 1.2.2 The Secondary Plan shall establish the principles and objectives for the development of the community.
- 1.2.3 The Secondary Plan includes general and specific land use and development policies, as well as urban design policies for the Village and its public spaces and streets. The Secondary Plan shall establish the land use patterns and conceptual identification of community infrastructure, such as trails, parks and collector roads that are anticipated through future draft plan of subdivision and other planning applications.
- 1.2.4 The Secondary Plan policies are intended to guide development in Drumbo in a manner that integrates new development with the existing community, while broadening the range of housing choice, making efficient use of existing and planned infrastructure and diversifying the supporting land uses.

1.3 Basis of the Plan

- 1.3.1 The Township of Blandford Blenheim is located in Oxford County, and has a population of approximately 7,600. The Village of Drumbo represents one of two fully serviced Settlement Areas

within the Township, with an individual population of approximately 950. Its location and proximity to many large economic centres, such as the Region of Waterloo, Cities of London, Hamilton and Brantford through nearby connections to Hwy 401 and Hwy 403, make Blandford-Blenheim an ideal place to live, work, and visit. As one of the two serviced villages within the Township, it is anticipated that Drumbo will accommodate a significant portion of the Township's future growth.

1.4 The Secondary Plan is based upon:

- a) Policy Analysis including a detailed review of the applicable elements of the Provincial Policy Statement, the County of Oxford Official Plan and growth projections produced through the Phase One Comprehensive Review of Oxford County Report produced by Hemson Consulting Ltd (March 2020);
- b) A recognition that there is limited existing sanitary servicing capacity and a planned expansion to the wastewater treatment plant (WWTP) that will provide additional capacity during the planning horizon of the Secondary Plan;
- c) Drumbo accommodating a significant portion of the Township's future growth as one of two settlement areas with full municipal services and in consideration of the planned expansion of the WWTP;
- d) A projected need for the Township to accommodate 600 new residential units, with a significant portion of the planned growth accommodated within the Village of Drumbo, with an estimated land need of 35 gross hectares;
- e) A projected need for the Township to accommodate approximately 22 gross hectares of employment land and additional lands to accommodate commercial and institutional uses;
- f) The need to provide for a range of housing choice, including multiple residential units;
- g) Support for active transportation;
- h) The existing land use framework established in the County Official Plan and the existing development patterns and road networks in the Village;
- i) Establishing appropriate transitions between residential and employment land uses to ensure their compatibility;
- j) Opportunities for intensification and redevelopment, where appropriate; and,
- k) The need for appropriate public open spaces, including parks, to serve the existing and anticipated residents of the Village.

2.0 GUIDING PRINCIPLES

2.1 Goals of the Plan

- 2.1.1 The Village of Drumbo is planned to accommodate residential and employment growth that will be integrated with the existing Village through compatible built form, active transportation connections and a design that maintains the small town character that has been established.
- 2.1.2 Building on the policies of the County of Oxford Plan, Drumbo is to be developed as a complete community that:
- i) is pedestrian-oriented;
 - ii) contains a variety of housing types that offer choice to future residents;
 - iii) has a high level of urban design;
 - iv) enhances existing open space areas and provides new connections to key community destinations;
 - v) encourages active transportation;
 - vi) creates a sense of place that reflects and enhances the existing character of the Village.

2.2 Guiding Principles

- 2.2.1 The following principles shall guide the development within Drumbo:
- a) Open Space:
 - i) Establish an open space system within the Village of integrated and connected public spaces including parks, trails, recreational facilities and natural features;
 - ii) Locate and design parks and recreation spaces that will serve all age groups and physical abilities within individual neighbourhoods and connect the open spaces within the Village with an integrated active transportation system;
 - iii) Locate stormwater management facilities in proximity to other open space uses to create larger parcels and provide trail connections within the facilities to encourage physical activity and social interaction.
 - b) Built Form:
 - i) Ensure diversity in housing forms to improve choice and affordability;
 - ii) Ensure built form is human-scaled and pedestrian oriented;

- iii) Encourage a mix of uses in the Village Core;
 - iv) Provide appropriate transitions in built form and physical separation between non-residential and residential uses;
 - v) Encourage a connected active transportation system;
 - vi) Plan for a range of densities and housing types;
 - vii) Encourage a high quality of urban design;
 - viii) Design new development to orient the built form to the street to help establish a pedestrian scale and feel;
 - ix) Promote compatibility of building scale and form between new and existing development;
 - x) Encourage development to apply the principles of Crime Prevention Through Environmental Design (CPTED) to maintain a safe community;
 - xi) Encourage sustainable design throughout the built environment to promote the efficient use of energy, land, and infrastructure through conservation and energy-saving practices and systems.
- c) Mobility:
- i) Encourage pedestrian walkability and connectivity throughout the Village through a network of sidewalks, pathways and trails;
 - ii) Plan for a diversity of mobility routes for pedestrians; cyclists, and automobiles;
 - iii) Develop a well connected network and hierarchy of streets, paths, trails and active transportation routes that improve connectivity around the Village, while safely accommodating various modes of transportation, including walking, cycling, and automobiles;
 - iv) Develop new neighbourhoods within the Village that emphasize, promote and encourage social interaction, active streetscapes and overall walkability;
 - v) Ensure amenities such as parks, schools, places of employment and commercial and service uses are accessible without use of the automobile.
- d) Economic Development:
- i) The Village Core plays an important role in the community, by providing services and supporting commercial uses and by acting as a focal point and central area that is accessible from each neighbourhood;
 - ii) The Village Core should be supported through the Secondary Plan policies to maintain, and wherever possible, improve its vitality and viability;
 - iii) Outside of the Village Core, opportunities will be provided to accommodate commercial and industrial development of a compatible type, scale, and intensity

consistent with County Official Plan policies and the planned employment growth for the Township;

3.0 COMMUNITY STRUCTURE AND DESIGN

3.1 Land Use Plan

3.1.1 The Land Use Plan for the community is illustrated on Map 1– Land Use. The County Official Plan includes land use designations and policies that apply to the Village of Drumbo. The Secondary Plan contains additional area specific policy direction under those land use designations, to provide more specific policies and to help guide the growth and development of the Village.

3.2 General Policies

3.2.1 The Village of Drumbo is planned to accommodate a substantial portion of the Township’s residential and employment growth over the planning horizon (2021-2046) in recognition of the availability of full municipal services and the amount of undeveloped growth land located within the existing settlement area boundary.

3.2.2 The Village of Drumbo shall be planned to be accessible to all and to accommodate a variety of housing types, sizes and tenures with a general low-rise to mid-rise built form. Housing that is affordable and attainable is encouraged.

3.2.3 The Village of Drumbo is a fully serviced community. It is recognized that there is limited capacity in the WWTP to accommodate new development. The Township and County have approved an expansion to the existing WWTP that will provide additional capacity to support growth and development. It is recognized that even with the expansion of the WWTP, not all of the lands within the Settlement Area boundary will be able to be development. In this regard, the Secondary Plan includes servicing policies, with allowance for the phasing of development, to ensure that the expansion and use of existing and planned municipal services occurs in an orderly manner. Section 5 of this Plan, and Map 3 contain policies that provide direction for the expansion of the community in the context of planned and available municipal services.

3.2.4 To ensure a range of housing choice, for lands within the Low Density Residential designation, new development applications for lands greater than 2 hectares shall include a minimum of 20 % of new units that are other than single detached or semi-detached.

3.2.5 Specific regulations concerning lot frontages, setbacks, height and lot sizes shall be contained within the implementing Zoning By-law in order to ensure a consistent development pattern within the community, while making efficient use of municipal infrastructure.

3.2.6 The Township encourages innovative forms of employment that efficiently use land, including home based businesses, in appropriate locations. The permission for and regulating of home based businesses will be contained in the Zoning Bylaw.

- 3.2.7 Schools, parks, community centres and other public amenities are encouraged to be centrally located within the area they serve. New development applications proceeding through a plan of subdivision will consider the open space needs of the development including local servicing parks and active transportation connections.
- 3.2.8 New development applications requiring a Draft Plan of Subdivision, Zoning Bylaw Amendment and/or Site Plan Control, shall demonstrate how pedestrians and cyclists can move through the community and/or site, and connect to existing active transportation infrastructure or planned infrastructure.

3.3 Future Urban Growth

- 3.3.1 It is anticipated that the Village Settlement Area boundary will accommodate planned growth through to the year 2046 and beyond, provided sufficient servicing capacity is available.
- 3.3.2 Lands designated Future Urban Growth are included within the Settlement Area Boundary in anticipation of their future development. However, based on population projections, the lands are not required at this time to accommodate projected residential growth and is likely beyond the servicing capacity. Until such time as the County and Township identify the need for and adequacy of servicing capacity for additional residential lands, the interim land use shall be agricultural uses as they existed on the date of approval of the Secondary Plan. No expansions or additions to the agricultural uses shall be permitted within the Secondary Plan boundary area. This shall also apply to other existing lands uses that existed as of the date of the approval of the Secondary Plan.
- 3.3.3 If the County and Township determines that additional lands are required to accommodate growth, the lands designated Future Urban Growth shall be considered first. The lands shall be considered for a mix of Low and/or Medium Density Residential uses, the specifics of which shall be determined through the County and Townships' review and amendment to this Plan, as required.

3.4 Low Density Residential

- 3.4.1 In addition to the policies of the County Official Plan, the following specific policies shall apply to lands designated Low Density Residential.
- 3.4.2 The development of lands designated Low Density Residential shall be subject to the Servicing and Phasing policies of the Secondary Plan, as well as policies in the County's Official Plan and the County's Servicing Allocation policy.
- 3.4.3 The Low Density Residential designation is intended to accommodate the development of low-rise residential land uses within the Village of Drumbo. The Village of Drumbo, one of two Serviced Villages in the Township, is currently expected to accommodate the majority of the Township's forecasted residential growth, as there is limited remaining land and municipal servicing capacity is constrained in Plattsville, the other serviced Village within the Township.
- 3.4.4 Where a proposed plan of subdivision identifies a public elementary or secondary school, the lands shall be placed in an appropriate land use designation to recognize the use.
- 3.4.5 Lands designated Low Density Residential shall only permit the following residential uses:
- i) Single detached dwellings;
 - ii) Semi-detached dwellings;

- iii) Duplex dwellings;
- iv) Additional dwelling units and,
- v) Townhouse dwellings.

3.4.6 In addition to permitted residential uses in Section 3.5.4 above, the following compatible and complementary uses shall also be permitted, subject to the provision of sufficient parking. These uses shall be further regulated in the Township's Zoning By-law:

- i) Home Occupations; and,
- ii) Places of Worship.

3.4.7 Low Density Residential uses shall be planned to achieve a minimum net residential density of 18 units per hectare and a maximum net residential density of 25 units per hectare. The Zoning By-law shall contain regulations for minimum lot area and lot frontage, to ensure that the development pattern makes efficient use of infrastructure, while maintaining a complementary relationship with the existing development pattern in the Village.

3.4.8 The maximum building height in the Low Density Residential designation shall generally be three storeys and may be further regulated in the Township's Zoning By-law.

3.4.9 Intensification of underutilized or vacant lands within the Village is encouraged, in accordance with the applicable policies of the Official Plan. The Township shall utilize the Zoning Bylaw and other planning tools, as appropriate, to ensure compatibility with existing development.

3.5 Medium Density Residential

3.5.1 In addition to Section 6.2.3 of the County Official Plan the following specific policies shall apply to lands designated Medium Density Residential.

3.5.2 The development of lands designated Medium Density Residential shall be subject to the Servicing and Phasing policies of the Secondary Plan, as well as policies in the County's Official Plan and the County's Servicing Allocation policy.

3.5.3 The Medium Density Residential designation is intended to accommodate the development of multi-unit residential land uses, with a greater density, within the Village of Drumbo, providing housing choice and building designs that differ from the Low Density Residential designation.

3.5.4 The minimum net residential density shall be 25 units per hectare and the maximum net residential density shall be 50 units per hectare. The maximum building height shall be 4 storeys, which shall be further regulated in the Zoning Bylaw.

3.5.5 In order to provide housing opportunities for those requiring greater care, assisted living facilities and long term care homes shall be permitted within the Medium Density Residential designation at a greater height than is permitted within the Low Density Residential designation, consistent with the maximum permitted height in policy 3.6.3.

3.5.6 All Medium Density Residential development shall be subject to Site Plan Control, unless otherwise approved by the Township. The Township shall encourage and support the mixing and integrating of innovative and different forms of housing to achieve and maintain a medium density built form and to ensure more compatible development within existing areas.

- 3.5.7 Medium Density Residential development shall consider and demonstrate general compliance with the urban design policies of this Plan, the County Official Plan and any Urban Design Guidelines, as approved by Council.
- 3.5.8 The Township may consider other forms of medium density housing, on a site specific basis, subject to an Amendment to the Zoning By-law with appropriate justification and consideration of the surrounding land uses, density, built form, urban design policies and the ability to provide municipal services in a financially feasible manner.
- 3.5.9 Single detached, semi-detached dwellings; and duplexes shall not be permitted. Additional Dwelling Units (ADU's) shall only be permitted in street townhomes.
- 3.5.10 In evaluating proposals where an increase in height and or density are proposed, beyond those permitted in the Medium Density Residential designation, and in addition to other matters such as the availability of municipal services, the Township will consider whether the modest increased building height and or density is compatible with the built form and physical character of the surrounding neighbourhood and is consistent with the urban design policies of this Plan and any Urban Design Guidelines.
- 3.5.11 The Zoning By-law shall establish minimum lot area and lot frontage requirements to ensure compatibility with surrounding development and the existing Village character, while achieving the density objectives of this Plan and the efficient use of municipal infrastructure.

3.6 Village Core

- 3.6.1 In addition to the policies in the County Official Plan that apply to development in the Village Core, the following specific policies shall apply.
- 3.6.2 The Village Core designation is intended to apply to and recognize the importance of the existing commercial centre of Drumbo, as identified on Map 1. The policies in the Village Core designation are intended to preserve and concentrate the Village's commercial uses within the centre of the Village, with pedestrian, cyclist and vehicular access along Wilmot and Oxford Streets. The Village Core designation shall remain flexible and responsive to land use changes and will permit a mix of commercial and residential uses which are compatible with the surrounding area and that are intended to provide services that meet the day-to-day or weekly needs of the community.
- 3.6.3 Mix-used development, including live-work units, will be encouraged within the Village Core, with ground floor commercial uses and residential uses above. The Zoning Bylaw shall regulate mixed-use developments, with appropriate regulations that permit opportunities for sharing parking between complementary uses to optimize the use of available land.
- 3.6.4 **New ground floor residential uses shall be prohibited for lands located within the Core along Wilmot Street and Oxford Street.**
- 3.6.5 New single detached dwellings are not permitted.
- 3.6.6 The creation of wider pedestrian realms and boulevards will be encouraged where feasible, to provide for additional space along the streetscape, contributing to the activation of the public realm.
- 3.6.7 In addition to the uses permitted in the County Official Plan, lands designated Village Core may be zoned to permit the following uses:

- i) Medical Clinics;
- ii) Restaurants (dine in or take-out, not including drive-through facilities);
- iv) Bakery;
- v) Café or Coffee Shop;
- vi) Hotel;
- vii) Dwelling Units above the First Storey;
- viii) Museum;
- ix) Financial Services; and,
- x) Personal Service.

3.6.8 New driveway accesses proximate to the intersection of Wilmot Street and Oxford Street shall be discouraged.

3.6.9 New drive through facilities within the Village Core shall be prohibited.

3.6.10 In addition to the general Urban Design Policies of the County Official Plan and this Plan, the Village Core shall be subject to the following additional policies:

- i) The public realm, which includes the physical space between the building face and the travelled portion of any public street shall be designed in such a manner to encourage pedestrian activities such a walking, gathering, and sitting;
- ii) The public realm should be designed with consistent streetscape, including soft and hardscape elements;
- iii) The public realm is intended to create and establish an inviting space that prioritizes pedestrians over vehicles. The location of on-street parking within the Village Core shall be balanced with a desire to create safe and attractive pedestrian environments;
- iv) Wayfinding and a uniform approach to signage that fosters awareness of key destinations within the Village shall be encouraged;
- v) The Township shall consider establishing urban design guidelines for private signage, with the objective of establishing a consistent visual appearance that enhances the character of the Village Core;
- vi) Street lighting that combines safety, visibility, a pedestrian scale and that is distinguished from street lighting in other parts of Drumbo is encouraged in the Village Core to create a distinct sense of place;
- vii) Building design that locates entrances towards Wilmot Street or Oxford Street is encouraged wherever possible. In the case of corner lots, buildings are encouraged to contain treatment and design elements that address both street frontages.

3.6.11 The maximum building height in the Village Core designation shall be 4 storeys.

- 3.6.12 Development within the Village Core designation shall be subject to Site Plan Control. Development shall be evaluated in consideration of the Urban Design policies of this Plan, and any applicable Urban Design Guidelines.
- 3.6.13 The Township may require the submission of an Urban Design Brief with any development application that evaluates the proposed development and its general conformity with the Urban Design Policies in the Secondary Plan.

3.7 Village Convenience Commercial

- 3.7.1 The Secondary Plan has identified additional lands for supporting commercial uses, in recognition of the residential and employment growth over the planning horizon. The Village Convenience Commercial designation is intended to provide convenience commercial uses to serve the residents and employees of the Village in close proximity to their homes and places of employment, as part of a complete community. The commercial uses are not intended to compete with the planned function of the Village Core, but rather, are intended to complement and supplement the commercial uses located in the Village Core. Buildings shall address the street and parking shall be encouraged to be located at the rear of buildings in order to enhance the streetscape and to create a more walkable community.
- 3.7.2 The permitted uses in the Village Convenience Commercial designation are as follows:
- i) Take out Restaurant (not including drive-through restaurant)
 - ii) Bakery;
 - iii) Variety store (does not include retail commercial);
 - iv) Café or Coffee Shop (does not include drive through Restaurant);
 - v) Child Care Centre;
 - vi) Personal Service; and,
 - vii) Pet store and related services (does not include a Veterinary Clinic or Kennel).
- 3.7.3 Village Convenience Commercial uses shall be small in scale, with a maximum unit size of 300 square metres with a total maximum of 2000 m² for the entire site. The uses permitted may be further refined and regulated in the Zoning By-law. Multi-unit buildings that contain more than one use are encouraged.
- 3.7.4 Village Convenience Commercial uses shall be located on an arterial road proximate to existing or planned residential neighbourhoods and/or employment areas.
- 3.7.5 Development of lands within the Village Convenience Commercial designation shall be subject to site plan control.
- 3.7.6 Residential uses are not permitted in the Village Convenience Commercial designation.
- 3.7.7 The development of lands designated Village Convenience Commercial shall be subject to the Servicing and Phasing policies of Section 5 of the Secondary Plan, as well as policies in the County's Official Plan and the County's Servicing Allocation policy.

3.8 Service Commercial

- 3.8.1 Notwithstanding any Service commercial policies to the contrary, the following additional specific Village Service Commercial policies shall apply. In the case of a conflict, the following policies shall take precedence.
- 3.8.2 Development of lands within the Service Commercial designation shall be subject to Site Plan Control. Development is encouraged to orient buildings away from any adjacent residential lands. In particular, HVAC equipment, loud speakers, drive through aisles and other potential sources of noise/odor shall be directed away from adjacent more sensitive land uses such as residential or institutional uses so as to minimize any adverse impacts wherever possible. The submission of a Land Use Compatibility Study may be required and shall consider such mitigation measures as screening, fencing, and landscape buffers, as appropriate, to mitigate any adverse impacts. The implementation of the mitigation measures shall be through Site Plan Control, as appropriate and permitted by the Planning Act.
- 3.8.3 Service Commercial uses that require large areas for storage of goods or vehicles may include a limited amount of retail commercial uses that cannot be accommodated in the Village Core. These retail uses are not intended to accommodate those uses typically characteristic of a Village Core location and shall not directly compete with the function of the Village Core. These uses shall be further refined and regulated in the zoning by-law.
- 3.8.4 Service Commercial uses shall be located on an arterial road and shall have direct vehicular access to such road.
- 3.8.5 Adequate on-site parking shall be provided and the specific requirements shall be contained in the Zoning Bylaw.
- 3.8.6 Given the servicing capacity limitations in the Village, uses that have low water and wastewater requirements are preferred.
- 3.8.7 The development of lands designated Service Commercial shall be subject to the Servicing and Phasing policies of Section 5 of the Secondary Plan, as well as policies in the County's Official Plan and the County's Servicing Allocation policy.

3.9 Industrial

- 3.9.1 The Village of Drumbo, one of two serviced Villages in the Township, is planned to accommodate the majority of the Township's forecasted employment growth, as there is no remaining land and municipal servicing capacity is limited in Plattsville, the other serviced Village within the Township.
- 3.9.3 In addition to the policies in the County Official Plan, the following policies shall also apply to lands designated Village Industrial.
- 3.9.4 The primary planned function of Industrial designation is to provide for a range of employment uses that will meet the forecasted employment land needs of the Township over the planning horizon.
- 3.9.5 Permitted industrial and other employment uses shall be sensitive to their context, including the integration of uses with existing and planned residential uses.

- 3.9.6 Given the servicing capacity limitations in the Village, uses that have low water and wastewater requirements are preferred.
- 3.9.7 Permitted uses within the Industrial designation are intended to reflect the Village's location, size and proximity to Highway 401, the major interprovincial highway in Ontario.
- 3.9.8 Compatibility between the new industrial uses and existing and planned residential uses will be a key planning consideration through future development applications. Uses that do not generate on and off site adverse impacts such as noise, vibration, and odours, are encouraged adjacent to residential areas or other sensitive land uses.
- 3.9.9 In addition to the permitted uses identified in the County Official Plan, the following additional uses shall be permitted:
- i) Fulfillment centre;
 - ii) Warehousing and Distribution facilities;
 - iii) Business Incubator;
 - iv) Makerspace;
 - v) Couriers and delivery services;
 - vi) Data Centre;
 - vii) Office including Major Office;
 - viii) Artisan Studios; Craftsman Shops;
 - ix) Micro Breweries.
- 3.9.10 For the purposes of this Secondary Plan the following definitions shall apply:
- i) Fulfillment Centre - means an industrial facility used for, but not limited to, the assembly, storing, sorting, processing, packaging and distribution of goods, the management of inventory, and the temporary on-site storage of commercial motor vehicles or trailers for freight handling
 - ii) Business Incubator - means an establishment that is dedicated to nurturing the development and commercialization of start-ups, early-stage companies, and established companies (enterprises) by providing incubator services such as management training, networking facilities, programming, mentorship programs, business assistance services, and office space.
 - iii) Makerspace - means a community workshop or community studio that is dedicated to nurturing creativity, collaboration and hands-on learning through the provision of shared do-it-yourself space where like-minded individuals can gather and interact together:
 - a) Create (make, build), invent, tinker, explore, learn; and
 - b) Share ideas, resources (tools, materials), knowledge and skill sets.
- 3.9.11 Micro Brewery – means the use of a building for the small scale production of beer, wine, cider and/or spirits which may be in conjunction with a tasting bar, but shall not include a restaurant.
- 3.9.12 Lands designated Industrial shall be subject to Site Plan Control.
- 3.9.13 Outdoor Storage of goods and materials shall only be permitted where they can be screened from view of public streets. Outdoor storage shall not be permitted in yards adjacent to lands designated for residential uses.

- 3.9.14 Lands designated Industrial that are adjacent to existing or planned residential uses or other sensitive land uses shall provide adequate buffering through distance separation, landscaping and/or fencing and building siting and orientation, so as to avoid any potential impacts and ensure compatibility with adjacent sensitive land uses. The nature of the mitigation measures shall be determined through a Land Use Compatibility Study, the scale and scope of which shall be at the discretion of the Township and the County. The Land Use Compatibility Study shall be required as part of a complete planning application required to develop the lands, unless otherwise determined by the Township and County.
- 3.9.15 The development of lands designated Industrial, shall be subject to the Servicing and Phasing policies of Section 5 of the Secondary Plan, as well as policies in the County's Official Plan and the County's Servicing Allocation policy.

3.10 Parks and Open Space

- 3.10.1 In addition to the Parkland and Open Space policies in the County Official Plan, the following specific policies shall apply.
- 3.10.2 It is expected that over the life of this Plan, additional parks and other open space lands will be created and/or acquired by the Township. If new Parkland or Open Space lands are acquired and/or provided as part of a development application, the Secondary Plan shall be updated as part of a general housekeeping amendment to identify the Open Space lands on Map 1. If the Township acquires additional Open Space lands through other means, the Secondary Plan shall be updated as part of the regular review of its policies and Maps.
- 3.10.3 The Township shall seek opportunities to provide additional open space lands, and to provide connections between new and existing open space lands within the Village.
- 3.10.4 The Township shall utilize the provisions of the Planning Act, to acquire parkland through development applications, in accordance with the provisions of the Act, and any Township Bylaws related thereto.
- 3.10.5 For new Draft Plan of Subdivision Applications, the County and Township may require the submission of an Active Transportation Plan that illustrates pedestrian and cyclist trails/pathways and how such trails/pathways connect to existing trails/pathways or other pedestrian and cycling infrastructure.
- 3.10.6 New parks, trails and other active transportation pathways shall be strategically located and linked to the broader trail system and other key destinations. Parkland acquired through a development application shall be located within 400 m from the majority of the residential units within the neighbourhood in which it is located and generally in the location as conceptually shown on the Land Use Schedule Map1. The final location of parks will be refined through the Subdivision / Official Plan process.
- 3.10.7 Parks shall be easily accessible to all residents of Drumbo and shall be designed to provide activities for a variety of age groups. Parks shall be of a size and grade elevation that provides the greatest and best use for outdoor recreation and active use. Notwithstanding the preceding, the Township shall view the collective park system as working towards providing a variety of uses and activities, rather than each individual park and shall seek to provide connections to the park/trail system where feasible.

- 3.10.8 The Township encourages the integration of stormwater management facilities as part of the open space system, including providing pathways and/or trails that link with other trails or open space lands in public ownership. Wherever feasible and appropriate, such lands shall be designed to provide a park-like setting or the character of a natural wetland and, where appropriate, may be adjacent to public parks. However, stormwater management facilities shall not be accepted as parkland under the provisions the Planning Act.
- 3.10.9 Parks shall be located with access to and sufficient frontage upon a municipal road. The Township shall discourage parks that front on an Arterial Road.
- 3.10.10 The development of condominium applications that include a private road may contain private outdoor amenity space. However private amenity space shall not be considered a substitute for public parkland. The County/Township shall encourage the integration of condominiums with the community to foster social interaction and shall ensure they do not impeded the pedestrian connectivity of neighbourhoods.

4.0 COMMUNITY DESIGN

4.1 Background

- 4.1.1 The Village of Drumbo has a unique character, reflected in the development pattern, its proximity to Highway 401 and nearby large urban centres such as the Region of Waterloo, Brantford, Woodstock and London, as well as the surrounding rural community, the fabric of the streets, open spaces and built form. It is important for the community's present and future, to protect and enhance that character, as new development pressures evolve and as the Village grows.
- 4.1.2 In order to achieve the desired vision, new development applications for draft plan of subdivision or draft plan of condominium shall be required to prepare and submit Urban Design Guidelines that align with and implement the policies in the County Official Plan and the Secondary Plan.
- 4.1.3 The Secondary Plan is based on neighbourhood urban design principles, aimed at establishing a complete community. The principles and policies are to be considered when evaluating development applications within Drumbo, and when considering Urban Design Briefs for development applications.

4.2 Village Design

- 4.2.1 In addition to the policies in the County Official Plan regarding Urban Design in Section 6.2.4, all proposed developments requiring a planning application shall demonstrate general compliance with the Village Design Policies of this Plan.
- 4.2.2 The Township may require an Urban Design Brief for developments subject to Site Plan Control that demonstrates how the development achieves the Design policies in the County Official Plan and the Secondary Plan. To the extent that Urban Design Guidelines for Drumbo are approved by Council, the Urban Design Brief shall also demonstrate general compliance with the any such guidelines as well as consider the following:
- i) For Subdivisions-
 - a. Existing conditions;
 - b. Surrounding context;
 - c. Connectivity;
 - d. Walkability;
 - e. Variety of unit types and densities;
 - f. Streetscape considerations
 - g. Priority Lots (heritage, terminating view, corner)
 - h. Implementation guidelines for priority lots,
 - i. Park design (if applicable); and,
 - j. Sustainability.
 - ii) For Site Plan/Zone Change-

- a. Context;
- b. Existing conditions;
- c. Description of development proposal;
- d. How zoning and /or any development conditions will be met;
- e. Built form;
- f. Landscaping; and,
- g. Sustainability.

iii) These may be further refined through a Terms of Reference in consultation with Township and County staff.

4.2.3 Development within the Secondary Plan area, including but not limited to areas of public use, shall be designed in accordance with the Accessibility for Ontarians with Disabilities Act, and other applicable Provincial legislation and the County’s Integrated Accessibility Standards Regulation.

4.2.4 Streetscapes throughout the Village are important components of the public realm. Streetscapes will be designed to enhance community character and create a sense of place. Draft Plan of Subdivision or Condominium conditions may include requirements for the submission of a streetscape plan.

4.2.5 Residential streetscapes shall be designed to ensure the provision of sufficient on-street parking through creative design solutions such as varying housing types, driveway locations and lotting patterns. An on-street parking plan may be required as a condition of Draft Plan approval.

4.2.6 Development throughout the Drumbo Village Area shall be encouraged to respond to and enhance the community’s existing unique identity and sense of place through the use of various means, including building typologies, architectural design treatments, building materials, decorative lighting, decorative street signs, boulevard treatments, gateway features and landscaping elements.

4.2.7 New neighbourhoods shall be designed to promote walkability and a seamless connectivity to the established and surrounding adjacent neighbourhoods.

4.2.8 Buildings shall be located close to the street such that social interaction is encouraged and facilitated throughout the community.

4.2.9 Low-rise built form (maximum 2-4 storeys) will be achieved through the siting and orientation of a building on a lot (or vacant land unit) and the distribution of building massing. Consideration of building materials and architectural design shall have regard for maintaining a form of development that is compatible with and complementary to the existing Village character.

4.2.10 Industrial/ commercial properties adjacent to low- rise residential uses shall provide a transition in height and massing from a residential zone, as well as appropriate separation distances in order to minimize impacts and ensure compatible development.



Decorative lighting and street signage can enhance the character of the community (Image Credit: Town of Perth)

4.2.11 Decorative lighting, street signage and entrance features that enhance the character of Drumbo and that assist in way-finding are encouraged.

4.2.12 Dwellings located on lots in visually prominent locations are considered priority lot dwellings. Priority lots include those lots on corners, at 'T'- intersections, or directly adjacent to open spaces, parks, trails, or other key public areas. Priority lot dwellings shall be identified as such in the Urban Design Guidelines prepared by proponents for plans of subdivision and/or condominium and the treatment of priority lots shall be described in the Guidelines. For the purposes of the foregoing, a vacant land unit shall be considered a lot.



4.2.13 Buildings that abut two or more streets should articulate facades on all street frontages.

4.2.14 Buildings at terminating vistas will be encouraged to be designed as focal points, with architectural innovation and quality urban design that reflects the community character. Enhanced landscaping will be encouraged in these areas.

4.2.15 Stormwater management facilities shall be integrated into the design of the community as an open space amenity and shall include trails, where feasible and appropriate as determined by the Township.



T-intersections are another visually prominent location

4.2.16 New parks proposed as part of a plan of subdivision shall have frontage on a public street, shall be located in the plan in a highly visible location, shall be of a configuration with topographical grades that allow for flexibility of use and programming of the space.

4.3 Village Core Urban Design Policies

4.3.1 The following Specific Urban Design policies apply to development within the Village Core:

- i) Façade openings and large windows on the ground floor are encouraged, so as to activate the public realm;

- ii) Large signs that may obstruct the ground floor windows and the view onto the public realm or into the building shall generally be discouraged;
- iii) Main entrances shall face the street to encourage pedestrian activity;
- iv) Façades along the ground floor shall be encouraged to be transparent and inviting in design to create an interesting and pedestrian friendly streetscape;
- v) Where feasible, outdoor patio areas for restaurants or areas along the street that create a sense of place and invite people to gather, sit or socialize shall be encouraged;
- vi) Protection from the elements for pedestrians such as awnings, porticos, porches etc. shall be encouraged along front facades of buildings;
- vii) Soft landscaping, including street trees, is encouraged along Wilmot and Oxford Streets to provide shade and enhance the public realm;
- viii) The Township shall consider the development of unique signage that identifies the Village Core;
- ix) Large blank walls are discouraged through the incorporation of increased fenestration and the use of a variety of building materials;



Large ground floor windows unobstructed by signs accompanied by outdoor patio areas create a sense of place, inviting people to gather and socialize (Image Credit: Brie Welton)

4.4 General Built Form Policies

- 4.4.1 All building façades will be articulated, with particular attention to building elevations visible from the surrounding public realm. No blank walls facing the public realm are permitted.
- 4.4.2 The massing of larger buildings should be broken up using a number of techniques including changes in building materials/colours; projections; recessions; and varying window sizes.
- 4.4.3 The massing of all proposed buildings should be designed to create a comfortable pedestrian environment, which will be further enhanced through the provision of private amenity space for residential and employment uses, and landscaping.
- 4.4.4 Building designs and architectural elements that add variety to rooflines are encouraged.
- 4.4.5 High quality, durable materials should be incorporated into the building facades.
- 4.4.6 A variety of architectural styles will be permitted, however building designs that include natural materials are encouraged.

4.5 Residential

4.5.1 Street Townhouse development will form an important component of the range of housing available within the Village. The following design guidelines should be considered in the design of street fronting townhouses:

- i) Street fronting townhouses are to be a maximum height of 3 storeys;
- ii) Single storey townhouse blocks should include variations along the roof line to help break up the building mass and to provide visual interest;
- iii) Generally a maximum of 4-6 units should be provided within each townhouse block;
- iv) The overall design merits of the entire building are to be considered rather than the individual units;
- v) Townhouse buildings which are side-by-side or along the same streetscape are to be coordinated with each other in terms of colours, materials, and architectural styling;
- vi) The main facade is to be located parallel to the street;
- vii) Corner unit townhouses should have enhanced side facades, similar to the front façade and materials from the front facades should wrap around the corner to the side elevations;
- viii) Where possible utility hardware to be inset into enclosures and screened from the public realm;
- ix) Colour and material variation is encouraged between adjacent blocks of street fronting townhomes;
- x) For interior units paired driveways should be considered, where appropriate, to provide landscape and on street parking opportunities;
- xi) Garages should be flush with the habitable portion of the building. Garage projections may be permitted provided garages do not project beyond the front porch/entry;
- xii) For attached garages efforts should be made to ensure the garage(s) are not the visually dominant element of the dwelling.



Street fronting townhouses (Image Credit: Gatehouse Developments)

4.5.2 Apartment and other multi-storey, multi-unit buildings (not including Street Townhouses) are subject to site plan control and their design will be considered by the Township and County in accordance with the following urban design direction:

- i) Buildings should generally be oriented towards a public street and should be directly accessible from any future public sidewalks;
- ii) Buildings should be sited to locate the main entrances towards the street. If this is not possible then they should be directly visible, easily accessible and as close to the street as practically possible. They should also provide a sense of enclosure and be designed to give maximum protection from wind and rain for comfortable and safe pedestrian access;
- iii) Developments should be designed with sufficient areas for landscaping including landscaping along the public street;
- iv) The incorporation of bicycle parking spaces is strongly encouraged to promote active transportation;
- v) Service and drop-off area circulation should not interfere with pedestrian circulation;
- vi) On-site amenity areas shall be provided; and,
- vii) Design techniques to break up building mass including vertical and horizontal articulation, changes in building materials and colours, variation in roof line etc. shall be encouraged.

4.5.3 Single Detached and Semi-detached development shall be encouraged to provide a variety of unit types and elevations.

4.5.4 For interior single detached or semi-detached lots paired driveways should be considered, where appropriate, to provide landscape and on street parking opportunities;

4.5.5 Garages on Single detached and Semi-detached homes should be flush with the habitable portion of the building. Garage projections may be permitted provided garages do not project beyond the front porch/entry;

4.5.5.1 For attached garages efforts should be made to ensure the garage(s) are not the visually dominant element of the dwelling

4.5.6 The provision of front porches on single detached and semi-detached dwellings are strongly encouraged to promote village character and front porch living.

4.5.7 All new development is encouraged to use high quality building materials that contribute to the character and add visual interest.

4.6 Age Friendly Design and Accessibility

4.6.1 Age-friendly design involves consideration of all ages, to ensure that natural and built environment is designed to help people get around the area easily and safely, which fostering healthy living and social interaction.

4.6.2 The following design principles should be considered by the Township and County when reviewing development applications in Drumbo:

- i) Ensuring that a range of park spaces are included for both active and passive recreation;
- ii) Prioritize pedestrian connections that facilitate movement to key destinations;
- iii) Consider the inclusion of multi-generational community gardens to foster social interaction;
- iv) Include seating areas in active spaces to allow for supervision of children.



4.7 Sustainability

4.7.1 The Township recognizes the importance of addressing climate change. Development is encouraged to consider energy use and sustainability through the design process.

4.7.2 The Township encourages and, where appropriate, will require:

- i) Compact development and efficient built form, with due consideration to site context and the Village character;
- ii) Environmentally responsible design and construction practices. Consider using building materials, means and methods that are common within the area or region of construction. The embodied energy, or the energy consumed by all the processes and transportation of materials, can have a dramatic impact on the sustainability of construction;
- iii) The integration, protection and enhancement of natural features and landscapes into building and site design;
- iv) The design of southern exposures and control of east and west fenestration, with the objective of improving the overall energy efficiency of a building; and,
- v) The reduction of resource consumption associated with development.

4.8 Crime Prevention Through Environmental Design

4.8.1 Crime Prevention through Environmental Design (CPTED) is a multi-disciplinary approach of crime prevention that uses site and architectural design and the management of built and natural environments. CPTED strategies aim to reduce victimization, deter offender decisions that precede criminal acts, and build a sense of community among inhabitants so they can gain territorial control of areas, reduce crime, and minimize fear of crime.



4.8.2 The following guidelines should be considered in the design of safe sites and buildings:

- i) Use appropriate features that express ownership and boundaries such as defined entrances, parking areas, and pathways. Landscaping, fences and pavement treatments can be used to delineate different areas;
- ii) When designing sites avoid creating spaces that appear confined, dark, isolated or unconnected with neighbouring uses, or without a clear purpose or function;

Views from residential windows and balconies promote eyes on the street and provide pedestrians with an extra layer of safety (Image Credit: City of Mississauga)

- iii) Integrate informal surveillance by considering visibility, light and openness. Orient and design physical features and activities to maximize the ability to see throughout the site. This includes attention to the placement of windows to provide visual access to areas of the site, and locating walkways, entrances, landscape materials, and other site features to avoid areas for persons to hide;
- iv) Encourage the concepts of 'eyes on the street' and 'eyes on the park' when placing windows, front porches and balconies. This includes the placement of windows relative to private outdoor amenity areas.

4.9 Transportation

4.9.1 Map 2 – Transportation identifies a series of existing and proposed roads within the Secondary Plan Area as well as active transportation trails and routes. It is the intent of this Plan to permit a hierarchy of roads, with different functions, as follows:

- i) Arterial Road;
- ii) Collector Road;
- iii) Local Road;

4.9.2 Arterial Roads (County Roads) are intended to carry higher volumes of traffic within and beyond the Village of Drumbo. County Roads are under the jurisdiction of the County of Oxford and any development located on a County Road shall be subject to County approvals, as required. Within the Village, the Township shall explore opportunities to include sidewalks on both sides of all streets, in consultation with the County, and to delineate cycling lanes within the municipal road allowance, including on paved shoulders, where feasible.

4.9.3 Map 2 identifies conceptual Collector Roads within the undeveloped portions of the Village. **The location of the proposed conceptual collector roads may be further refined and determined through a Plan of Subdivision or Official Plan Amendment.** The location and design of the new roads shall be subject to the normal approval process, including detailed engineering design. The location of the conceptual Collector Roads is intended to illustrate desired connections to ensure that new development within the Village is appropriately connected to existing development, roads, and cycling and pedestrian infrastructure. The County and/or Township may require a Transportation Impact Study as part of a complete application for new Draft Plans of Subdivision and/or Condominium or for the development of new employment uses within the Industrial designation. The Transportation Impact Study shall consider all forms of connectivity, including active transportation, and shall include recommendations for any required traffic calming measures that ensure the safety of pedestrians and cyclists. Traffic calming measures, where required, should be incorporated into the design of new roads as part of the development review process.

4.9.4 It is recognized that different forms of housing may be developed through the condominium process that may include the use of private roads. Private condominium roads are intended to provide an alternate means of access to individual buildings and/or units within a condominium development where a Local Road is not feasible, desirable or required. Private condominium roads will not be assumed or maintained by the Township or County. The County and Township shall evaluate the design of the road in accordance with County standards, the Building Code and any

other applicable legislation. Sidewalks shall be provided on at least one side of a private condominium road and shall connect with a public road.

5.0 SERVICING AND PHASING

5.1 Municipal Services

- 5.1.1 The Provincial Policy Statement directs development to serviced Settlement Areas that offer municipal water and sanitary sewage systems and limit development in Settlement Areas that have partial or private water and sanitary sewage systems. The Village of Drumbo is a Serviced Village.

It is the intent of this Plan that development will only proceed once servicing capacity is made available. It is recognized that the Village has limited sanitary servicing capacity. An expansion to the Wastewater Treatment Plan (WWTP) has been approved, with a two phased approach to the construction of the expansion. Once the WWTP is expanded, it is anticipated that there will be additional capacity to support approximately 330 equivalent residential units.

The anticipated growth for the Township over the planning horizon is 600 additional units. The majority of those units should be accommodated within the two Serviced Villages of Drumbo and Plattsville. The Environmental Assessment prepared for the WWTP expansion indicated that Plattsville would accommodate 137 units, with the remainder to be accommodated through development within Drumbo, or other areas of the Township.

The PPS directs that growth occur first within fully serviced Settlement Areas, such as Drumbo. The PPS affords limited opportunities for new residential development outside of serviced Settlement Areas. In this regard, the Secondary Plan has been planned such that the vast majority of the growth would occur within the Village of Drumbo.

- 5.1.2 The County maintains a Servicing Allocation Policy, which shall be considered for all new development applications. As a requirement of a complete development application submission, the Township and County shall require confirmation that municipal services are, or will be made available to service the proposed development. Where the proponent cannot demonstrate to the satisfaction of the Township and County that services are or will be available to support their development, the Township and County shall consider the application premature.
- 5.1.3 In recognition that the development of all of the lands within the Settlement Area cannot be accommodated within the limitations of the existing and planned WWTP capacity, the Secondary Plan includes Phasing Policies and a Phasing Plan to ensure the orderly development of the lands within the Village and to ensure the expansion of municipal services occurs in a financially responsible and equitable manner. The intent of the Phasing policies is to ensure that development takes place in a fiscally responsible manner that minimizes risk to the Township and County and to ensure that the cost of development is borne by proponents of development applications, where appropriate.
- 5.1.4 The extension of water and sanitary sewage systems shall be orderly, efficient, and financially sustainable, protect human health and the environment and shall not require the premature extension of municipal infrastructure. The Phasing policies outline a number of principles and

requirements for development to ensure that development within the Village occurs in a logical, efficient and well-coordinated manner, integrating with the existing developed area of the Village.

- 5.1.5 To make the most efficient use of municipal services, the County and Township shall encourage water conservation and the efficient use of municipal water supply.
- 5.1.6 The County and Township shall encourage and support, where feasible and appropriate, the implementation of innovative stormwater management approaches as part of new development, redevelopment and intensification proposals. When evaluating new development applications, the County and Township will ensure that where the extension of full municipal services is considered, municipal water supply, and sewage conveyance and treatment are extended in a coordinated manner that is financially feasible. As part of that consideration, development applications shall demonstrate compliance with the Phasing policies of this Plan. To determine compliance with the phasing, the Township and County may require the preparation of Master Servicing Plans with new Draft Plan of Subdivision applications that will document existing servicing conditions, capacity, and identify a phased approach for the orderly development of the lands, in accordance with available capacity.
- 5.1.8 Given the servicing capacity limitations in the Village, uses that have low water and wastewater requirements are preferred.
- 5.1.9 Prior to the approval of a development application for new development within the Village, the County and Township shall be satisfied that sufficient water and wastewater servicing capacity continues to be, or will be available to service the development. The formal confirmation of servicing capacity shall be a condition of draft plan approval. Registration of plans of subdivision shall only proceed where the development, in its entirety, or portions thereof, have received formal servicing allocation from the County. It is acknowledged that registration of plans of subdivision may be required to proceed in phases or sub-phases based on the availability of municipal services, the policies of this Plan and the allocation of capacity by the County. The allocation of servicing capacity shall be at the sole discretion of the County.

5.2 Phasing of Services

- 5.2.1 It is a principle of this Plan that growth shall only proceed with sufficient servicing, while recognizing that servicing availability may be limited to the current planned expansions to the WWTP and the available land within the Settlement Area for development. It is recognized that there are multiple properties within the Village that are planned for residential and or employment uses that are currently vacant or that contain an interim use and that do not yet have servicing capacity. In this regard, there are multiple options for the phasing and progression of development. The phasing policies of this Plan are intended to provide for and direct the logical, cost effective extension of municipal services, and to ensure that:
- i) development only occurs where servicing is or will be available;
 - ii) the registration of plans of subdivision, final approval of site plan applications and the issuance of building permits do not occur until servicing capacity is available and secured by the respective development;
 - iii) the phasing of development occurs in a contiguous manner including the extension of roads and pedestrian/cycling infrastructure;

- iv) that technical engineering constraints and considerations are incorporated (e.g., gravity-based systems are considered in advance of other more costly systems);
- v) the provision of community services, such as trails, roads, and parks are coordinated and are available to new residents and or employees in a timely manner;
- vi) that for a draft plan of subdivision that contains multiple phases, a majority of the units are completed and occupied in preceding phases before a new phase is permitted to proceed and building permits are issued.

- 5.2.2 The phasing of development on full municipal services shall coincide with the existing built up portion of the community, while balancing new development with opportunities for infill and re-development. The allocation of services for development shall prioritize development within the built boundary over new greenfield development.
- 5.2.3 For illustrative purposes, Map 3 to this Plan identifies a conceptual phasing map for the undeveloped areas of the Village within the Settlement Area boundary. The intent of the Phasing Map is to identify a phasing approach that will assist the County and Township in implementing the servicing and phasing policies of this Plan. The Phase Map does not illustrate lands within the Village that have the potential for redevelopment and or intensification. The Township and County shall ensure that capacity is available within the WWTP to provide for minor intensification and redevelopment within the Village which shall be determined through the municipal servicing allocation policy.
- 5.2.4 Map 3 is divided into 3 Phases, with a further subdivision of Phase 1 into three Phases. The intent of creating Phase 1 sub-phases is to ensure balance between residential and employment uses in the potential allocation of servicing capacity and to provide equity amongst landowners. The township and County recognize that not all of the lands identified with Phasing on Map 3 may be able to be serviced with the current planned expansion to the WWTP.
- 5.2.5 To ensure the implementation of the phasing policies of this Plan, the Township and County may require that proponents of development applications identify their planned phasing and how the progression of the draft plan of subdivision, or other phased development, aligns with the objectives of this Plan.
- 5.2.6 The phasing policies are not intended to and shall not be interpreted as restricting the timing of completion of community infrastructure, including roads, pathways, trails, utilities, parks, water/wastewater lines and other related facilities.
- 5.2.7 To implement the phasing policies of this Plan, the Township and County may only approve individual phases of development that have servicing capacity committed, in a manner satisfactory to the Township and County. Furthermore, the County and Township may use appropriate planning tools, such as conditions of draft plan approval, site plan agreements, subdivision agreements and the use of holding symbols in accordance with the Planning Act to manage the implementation of approved developments and any phases related thereto.
- 5.2.8 The Township and the County reserve the right to modify the phasing sequence of Map 3 or permit the advancement of a later phase where a land owner does not intend to or has not proceeded in a reasonable time frame.

6.0 IMPLEMENTATION

The purpose of this Secondary Plan is to guide the detailed planning and development of the Drumbo Village Area over the next 25 years. This Secondary Plan shall be implemented through the County of Oxford Official Plan, Township Zoning Bylaw, future plans of subdivision, plans of condominium, urban design guidelines and other development applications.

6.1 Amendments to the Plan

- 6.1.1 Applications for development which do not align with the Policies or that seek a change in use shall require an Amendment to the County OP Plan. Amendments to the Secondary Plan shall be subject to the policies of the County Official Plan, the Provincial Policy Statement and shall require appropriate justification.
- 6.1.2 The expansion of the Village Settlement Area Boundary beyond the limits shown in the Secondary Plan is not contemplated. The County and Township shall continue to review and consider population and employment growth forecasts and shall consider the boundary of the Village through regular reviews of the Official Plan, as appropriate and in accordance with the Planning Act, as well as the availability of municipal services. Should an expansion of the Village be contemplated to accommodate additional residential growth, the lands designated Future Urban Growth shall be considered first.

6.2 Monitoring

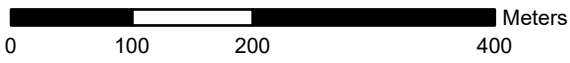
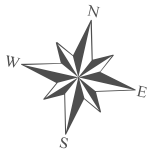
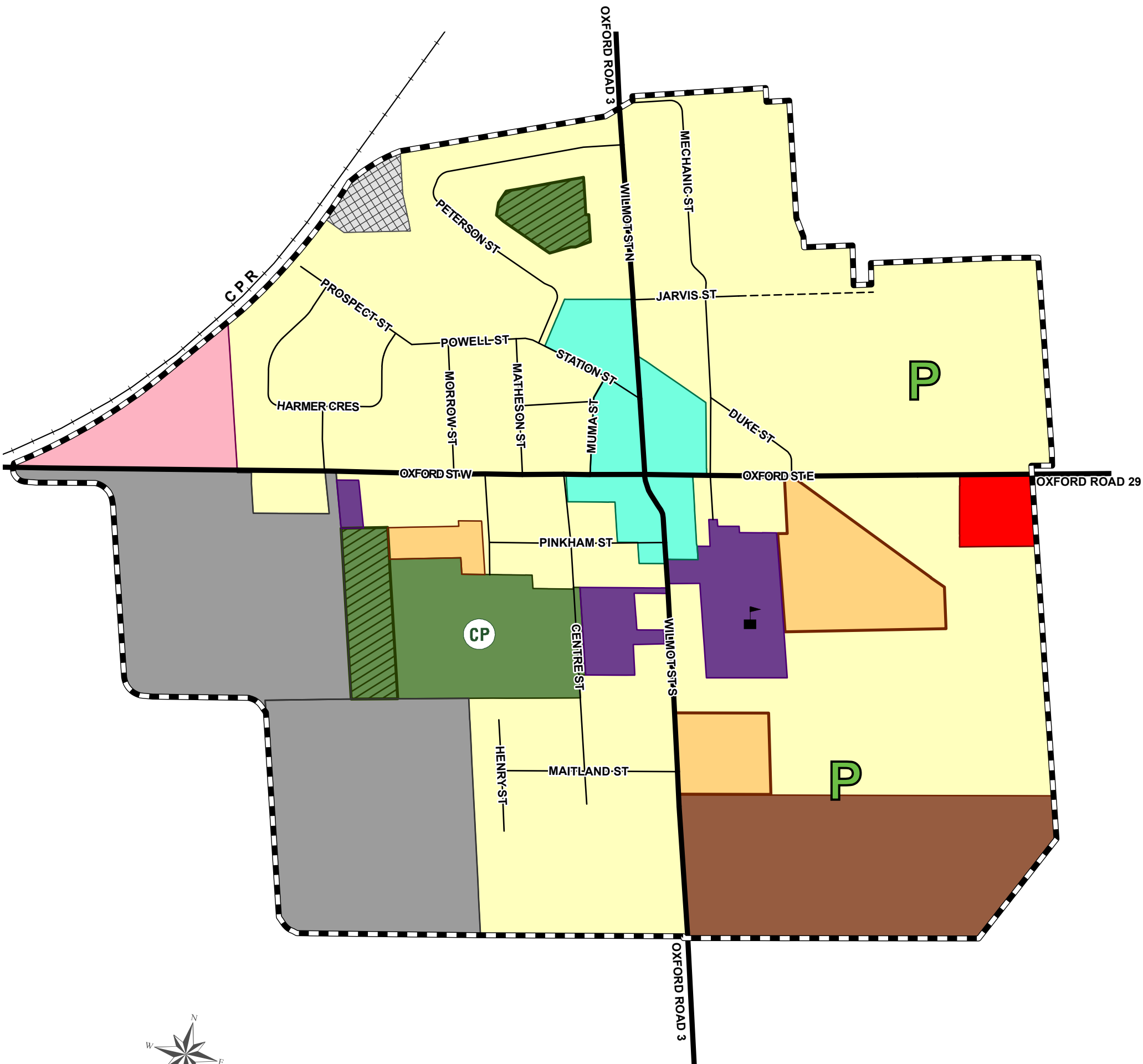
- 6.2.1 The Township and County will monitor the implementation of the Secondary Plan and will review the policies of this Secondary Plan at least every 5 years to ensure the policies remain relevant and are achieving their objectives.

6.3 Interpretation

- 6.3.1 The use of “shall”, “will”, or “must” in the policy recommendations of this plan indicates a mandatory requirement, whereas the use of “should”, “would”, “may” indicates that a statement is advisory, not binding, and that details need to be resolved in the implementation of this Plan. Where the same topic is addressed in more than one part, sections and policies are cross-referred.

SECONDARY PLAN

MAP 1



NOTES: THIS MAP MAY INCORPORATE DATA UNDER LICENCE AGREEMENT(S) WITH THE UPPER THAMES RIVER CONSERVATION AUTHORITY, THE GRAND RIVER CONSERVATION AUTHORITY, THE LONG POINT REGION CONSERVATION AUTHORITY, THE MINISTRY OF NORTHERN DEVELOPMENT AND MINES, THE MINISTRY OF NATURAL RESOURCES AND THE KING'S PRINTER OF ONTARIO. (c)2022

THIS MAP FORMS PART OF THE VILLAGE OF DRUMBO SECONDARY PLAN AND MUST BE READ IN CONJUNCTION WITH THE WRITTEN TEXT.

BASE MAP LEGEND

- SETTLEMENT BOUNDARY
- ARTERIAL ROADS
- LOCAL ROADS
- PROPOSED FUTURE LOCAL ROADS
- RAILWAY
- SCHOOL
- COMMUNITY PARK

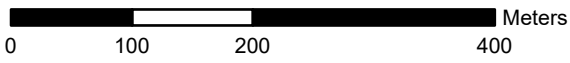
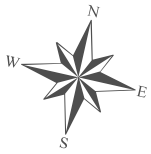
LAND USE PLAN LEGEND

- VILLAGE CORE
- SERVICE COMMERCIAL
- (VILLAGE) CONVENIENCE COMMERCIAL
- FUTURE URBAN GROWTH
- INSTITUTIONAL
- LOW DENSITY RESIDENTIAL
- MEDIUM DENSITY RESIDENTIAL
- INDUSTRIAL
- OPEN SPACE
- OPEN SPACE (SWM)
- WASTE WATER TREATMENT PLANT
- FUTURE PARK**

**NOTE: THE LOCATIONS OF THE PARKS ARE APPROXIMATE AND MAY BE FURTHER REFINED THROUGH AN OFFICIAL PLAN AMENDMENT OR PLAN OF SUBDIVISION

SECONDARY PLAN

MAP 2



THIS MAP FORMS PART OF THE VILLAGE OF DRUMBO SECONDARY PLAN AND MUST BE READ IN CONJUNCTION WITH THE WRITTEN TEXT.

BASE MAP LEGEND

- RAILWAY
- SETTLEMENT BOUNDARY
- FUTURE PARK
- SCHOOL
- COMMUNITY PARK

TRANSPORTATION NETWORK PLAN LEGEND

- ARTERIAL ROADS (COUNTY ROADS)
- LOCAL ROADS
- PROPOSED FUTURE COLLECTOR ROADS**
- PROPOSED FUTURE LOCAL ROADS
- PROPOSED FUTURE CYCLING PATHS
- CONCEPTUAL TRAIL LOCATIONS

**NOTE: THE LOCATIONS OF THE PROPOSED COLLECTOR ROADS ARE APPROXIMATE AND MAY BE FURTHER REFINED THROUGH AN OFFICIAL PLAN AMENDMENT OR PLAN OF SUBDIVISION



NOTES: THIS MAP MAY INCORPORATE DATA UNDER LICENCE AGREEMENT(S) WITH THE UPPER THAMES RIVER CONSERVATION AUTHORITY, THE GRAND RIVER CONSERVATION AUTHORITY, THE LONG POINT REGION CONSERVATION AUTHORITY, THE MINISTRY OF NORTHERN DEVELOPMENT AND MINES, THE MINISTRY OF NATURAL RESOURCES AND THE KING'S PRINTER OF ONTARIO. (c)2022

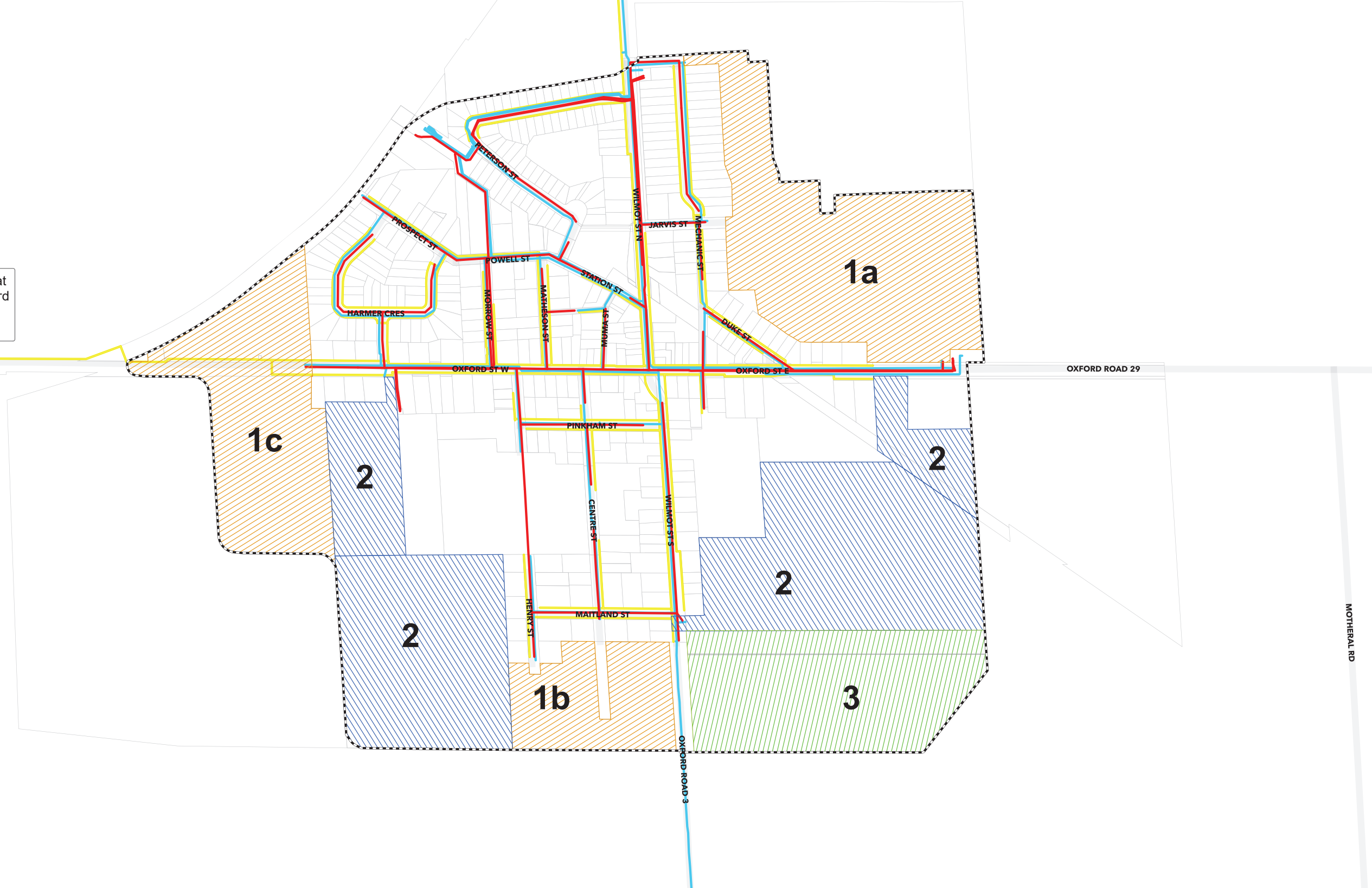
SECONDARY PLAN

MAP 3

SERVICING PLAN LEGEND

- Village of Drumbo
- Parcel Fabric
- Sanitary Mains
- Water Mains
- Enbridge Gas Mains
- ▨ Phase 1
- ▨ Phase 2
- ▨ Phase 3

Note: The allocation of servicing is at the discretion of the County of Oxford and/or the Township of Blandford Blenheim.





Public Information Meeting
Township of Blandford-Blenheim
Secondary Plan - Village of Drumbo

Background

- Planned new residential and employment growth
- Drumbo is a Serviced Village
- Wastewater treatment facility capacity – expansion planned
- Existing vacant lands within Settlement Boundary



Key Considerations

- Is there sufficient land to accommodate forecasted residential and employment growth?
- Does the Settlement Area Boundary need to be expanded or adjusted?
- Where should the residential and employment uses go?
- Should any new uses be introduced to support growth?
- Provision of a wider range of housing choice
- Community connections for pedestrians, cyclists and cars
- Community amenities (e.g. Parks)

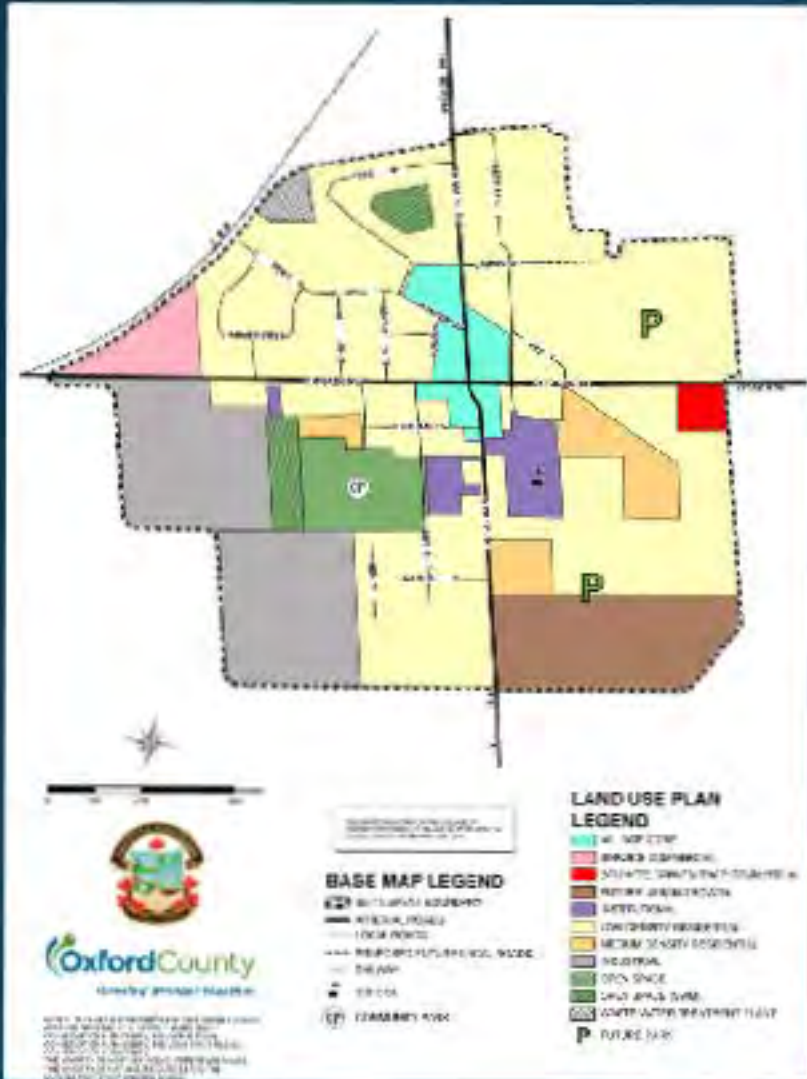
Projected Growth

- The County of Oxford is projecting the need to accommodate 600 new residential units and 22 gross hectares of employment lands within the 2021-2046 time horizon for the Township
- Majority of the projected growth for the Township will be within the serviced Settlement Areas of Drumbo and Plattsville
- Estimated Residential land needs = 59 gross hectares
- Estimated Employment land needs = 22 gross hectares
- Drumbo WWTP Capacity will be expanded to permit 330 new units – less than projected growth
- Plattsville has limited servicing capacity and no land available for employment

Comparison

Recommended

Revised Recommended



Revised Mapping

- The Land Use Plan Map 1 was revised to show a more developable multiple residential block in the southeast quadrant of the plan.
- A small sliver of land for the access to the Harmer's lands was designated Industrial in line with the balance of the lands and Map 1 was adjusted accordingly.
- A notation about the location of the parks as a conceptual location to be refined through a plan of subdivision /OPA application was added.
- A second notation about the conceptual location of the proposed collector road was added to Map 2 Transportation Plan which indicated that the conceptual location of the collector road may be refined through a plan of subdivision /OPA application was added.
- A third notation was added to the Servicing and Phasing plan Map 3 which states that the allocation of services is at the discretion of the County of Oxford and the Township of Blandford-Blenheim.

Revised Language in Secondary Plan

- 3.6.4 New ground floor residential uses shall be prohibited for lands located within the Core along Wilmot Street and Oxford Street.
- 3.10.6 New parks, trails and other active transportation pathways shall be strategically located and linked to the broader trail system and other key destinations. Parkland acquired through a development application shall be located within 400 m from the majority of the residential units within the neighbourhood in which it is located *and generally in the location as conceptually shown on the Land Use Schedule Map1. The final location of parks will be refined through the Subdivision / Official Plan process.*

Revised Language in Secondary Plan

- 4.9.3 Map 2 identifies conceptual Collector Roads within the undeveloped portions of the Village. *The location of the proposed conceptual collector roads may be further refined and determined through a Plan of Subdivision or Official Plan Amendment.* The location and design of the new roads shall be subject to the normal approval process, including detailed engineering design. The location of the conceptual Collector Roads is intended to illustrate desired connections to ensure that new development within the Village is appropriately connected to existing development, roads, and cycling and pedestrian infrastructure. The County and/or Township may require a Transportation Impact Study as part of a complete application for new Draft Plans of Subdivision and/or Condominium or for the development of new employment uses within the Industrial designation. The Transportation Impact Study shall consider all forms of connectivity, including active transportation, and shall include recommendations for any required traffic calming measures that ensure the safety of pedestrians and cyclists. Traffic calming measures, where required, should be incorporated into the design of new roads as part of the development review process.

Recommended Land Use Plan



Transportation Network Plan



BASE MAP LEGEND

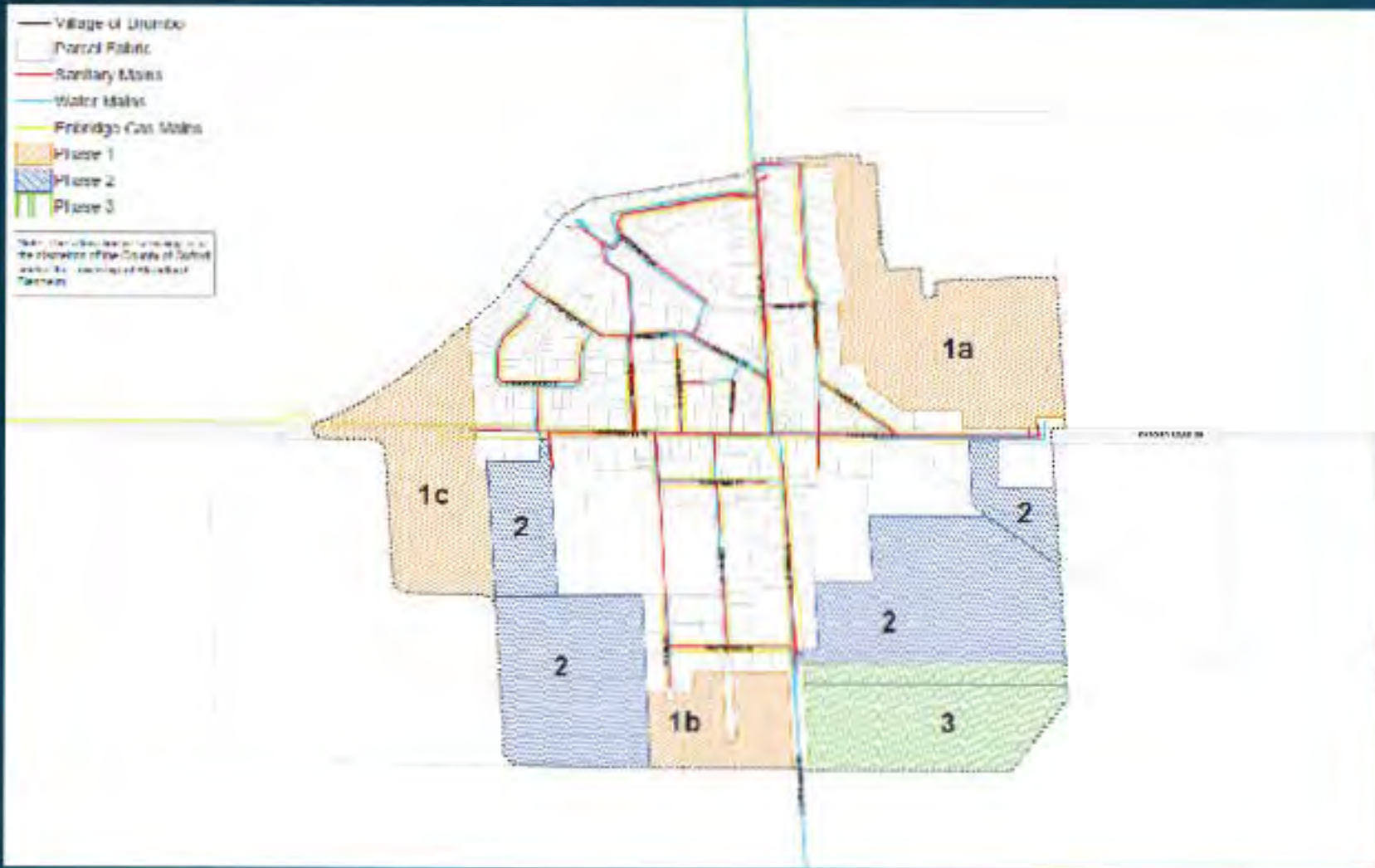
- RAILWAY
- SETTLEMENT BOUNDARY
- P FUTURE PARK
- GP COMMUNITY PARK
- TOURNAIS

TRANSPORTATION NETWORK PLAN LEGEND

- ADDITIONAL ROAD (COUNTY ROAD)
- LOCAL ROAD
- PROPOSED FUTURE LOCAL ROAD WITH
- PROPOSED FUTURE LOCAL ROADS
- PROPOSED FUTURE LOCAL ROAD
- CONCRETE TRAIL LOCATIONS

NOTE: THIS MAP IS AN INFORMATIONAL TOOL AND DOES NOT CONSTITUTE A GUARANTEE OF ACCURACY. THE INFORMATION IS PROVIDED AS IS AND SHOULD NOT BE USED FOR ANY PURPOSES WITHOUT CONSULTING THE APPROPRIATE AGENCIES.

Servicing / Phasing Plan



The End

To: Warden and Members of County Council

From: Director of Community Planning

Review of A Place to Grow and Provincial Policy Statement

RECOMMENDATION

1. That the Director of Community Planning, in consultation with other County staff as required, prepare and submit the County of Oxford's formal comments in response to the Provincial consultations on the Review of A Place to Grow and Provincial Policy Statement, and other related ERO postings, as generally outlined in Report No. CP 2022-413;
2. And further, that Report No. CP 2022-413 be circulated to the Area Municipalities for information.

REPORT HIGHLIGHTS

- Along with consultation on Bill 23, the *More Homes Built Faster Act* the Province has also commenced a review of A Place to Grow (APTG) and the Provincial Policy Statement (PPS). This consultation is being undertaken as part of a series of postings on the Environmental Registry of Ontario (ERO), with aggressive commenting deadlines of December 30, 2022.
- This report builds from [CP 2022-407](#) and provides an overview of the various legislative amendments currently being considered through the review of APTG and PPS and changes to natural heritage protection and natural hazard regulations under the Conservation Authorities Act, among others.
- This report summarizes the key areas of focus for the County's proposed response to these Provincial consultations and outlines some of the preliminary proposed responses.

Implementation Points

The recommendations contained in this report will have no immediate impacts with respect to implementation. However, a number of the proposed legislative changes and other actions would have significant implications for the local implementation of land use planning, environmental and heritage protections, and various other matters and, as such, may require potential review and/or update of various County and Area Municipal policies, processes and standards.







Financial Impact

If enacted, a number of the proposed legislative and regulatory changes identified in this report could have significant financial impacts for the County and Area Municipalities, including the need for additional staffing and other resources. An initial assessment of these financial impacts is provided in report CS 2022-49 (included on the December 14 agenda).

Communications

Communication is proposed to be through the inclusion of this report on the County Council agenda and related communications and circulation to the area municipalities.

Strategic Plan (2020-2022)

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

DISCUSSION

Background

On October 25, 2022, the Province initiated consultation with respect to a range of legislative changes, policies and other actions being considered or proposed as part of the second phase of their 2022 housing supply action plan (i.e. More Homes for Everyone Plan) and associated *More Homes Built Faster Act* (Bill 23), which received royal assent on November 28, 2022.

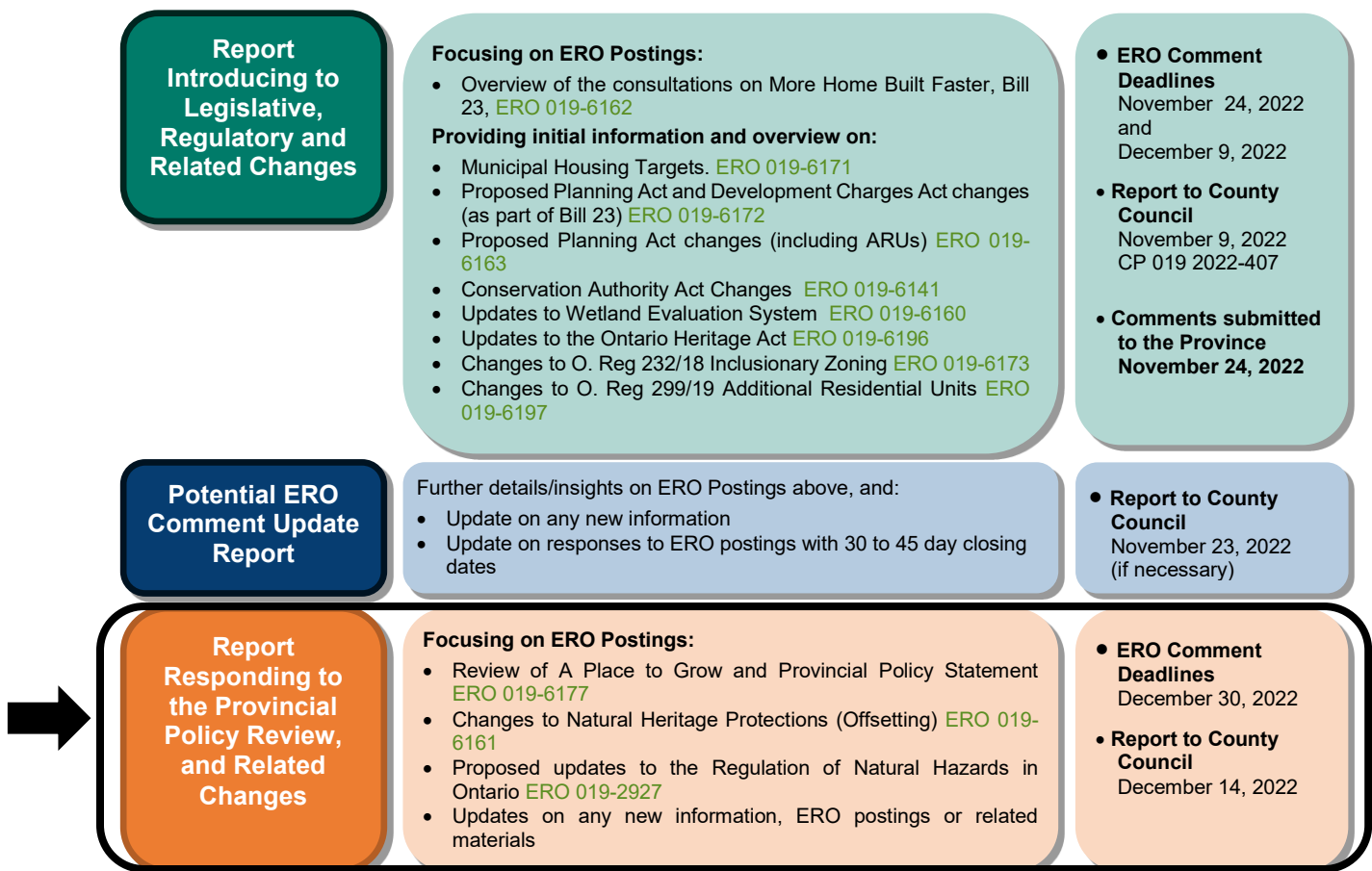
This consultation process was initiated through a series of postings on the Environmental Registry of Ontario (ERO).

According to the Province's consultation materials, the current postings are intended to comprise the next phase of 'Housing Supply Action Plans' that the Province has been utilizing to implement the various recommendations in the Provincial [Housing Affordability Task Force's report](#), which was released earlier this year. A summary of the key legislative and other changes introduced through the previous phases (i.e. More Homes for Everyone Act and related Housing Supply Action Plan) was provided to Council earlier this year through report [CP 2022-180](#).

It is noted that the County and various other municipalities, public bodies and organizations submitted comprehensive comments and suggestions in response to the previous phases of the Province's housing supply action plan consultations. However, it does not appear that the Province made any substantial changes or adjustments to the proposed legislation or associated regulations in response to the feedback provided.

The consultation on the current postings represents the first, and likely only, opportunity to review and provide feedback on the specific changes being proposed and/or considered by the Province as part of their Phase 3 Housing Supply Action Plan.

The focus of this report will be on providing Council with the preliminary proposed responses to the consultations regarding the a review of A Place to Grow, Growth Plan for the Greater Golden Horseshoe (APTG) and the Provincial Policy Statement (PPS), along with several other related ERO postings. The following graphic provides a summary of the various ERO postings to date and how staff are intending to keep Council apprised of the proposed changes and related comments and concerns.



Commentary

An overview of the key areas for proposed response to the Province on the changes being considered and/or proposed with respect to the APTG and PPS and to natural heritage protections and the regulation of natural hazards is provided below.

1. Review of A Place to Grow and Provincial Policy Statement (ERO 019-6177)

The Province is proposing to integrate the PPS and APTG into a new province-wide planning policy instrument that they have indicated is intended to:

- Leverage the housing-supportive policies of both policy documents;
- Remove or streamline policies that result in duplication, delays or burden the development of housing;
- Ensure key growth management and planning tools are available where needed across the province to increase housing supply and support a range and mix of housing options;
- Continue to protect the environment, cultural heritage and public health and safety; and
- Ensure that growth is supported with the appropriate amount and type of community infrastructure.

The intended outcome of this review is to determine the best approach to enable municipalities to accelerate the development of housing and increase housing supply (including rural housing), through a more streamlined, province-wide land use planning policy framework.

The PPS is the primary policy document for providing provincial direction on land use planning and related decision making across the Province. In some areas (e.g., Greater Golden Horseshoe), the PPS is also overlain by provincial growth plans which provide more specific and/or detailed provincial direction on land use matters for a particular geographic area (e.g., APTG).

The current PPS, 2020 has evolved considerably from the original 1996 document through regular reviews and updates (i.e. approx. every 5 years) that involved extensive and meaningful consultation with and input from municipalities (including extensive input from the Oxford County on many key policy areas) and other stakeholders. As a result, the current PPS policies have had the benefit of being informed and improved by years of municipal input, practical application and experience, and OMB/LPAT and legal decisions. As such, the current PPS policies are, for the most part, concise, responsive, and effective and generally enable and support the achievement of local planning and community objectives in Oxford.

In terms of APTG, it is important to note that the policies in that document do not currently apply to the County of Oxford or most other municipalities in South Western Ontario (i.e. only to municipalities within the Greater Golden Horseshoe). As previously noted, APTG provides additional and/or more detailed policy direction than the PPS with respect to a number of planning matters, such as;

- Prescribing growth allocations and targets for overall growth (people and jobs), as well as identifying and prescribing 'urban growth centers', built boundaries, and greenfield areas with more specific sub-targets and densities. Growth allocations are prescribed to the upper-tier municipalities which then disseminate how growth will occur between and among area municipalities while achieving all of the various targets and requirements.
- Establishing more detailed growth targets for "Major Transit Station Areas (MTSAs)", which also enables a greater range of planning tools (e.g. inclusionary zoning) for these areas.

- Planning for large-scale development in greenfield areas, including through secondary plans, must be informed by a subwatershed plan or equivalent, which includes master planning for related infrastructure including water, waste water and stormwater management and various other matters (i.e. natural heritage considerations etc.).
- Prescribing a natural heritage system and agricultural system (including mapping), and more detailed policies and requirements for these systems, including for greater protection, mitigation measures, and refinement opportunities.
- Implementation to achieve “conformity” with the requirements of APTG is also prescribed with a deadline which upper tier municipalities are required to meet. The last deadline was July 1, 2022, and the plan is also to be reviewed on a 10 year cycle, similar to the PPS (and was last reviewed in 2019).

It is noted that the PPS review cycle was recently increased from 5 to 10 years at the request of municipalities. The intent was that this would provide the provincial policy stability and certainty necessary to allow for:

- the Province to focus on completing the various implementation guidelines and other tools that municipalities have previously requested to assist them with implementation of the policies; and
- municipalities to focus their limited resources on developing and implementing effective local policy approaches and other tools to implement the PPS policies and complete other projects to achieve their various planning objectives.

Therefore, it is unclear why the Province has decided to initiate another comprehensive review of the PPS and APTG, when both documents were just comprehensively reviewed and updated within the last 3 years. A key concern is that such a review may scale back some of the critical provincial policy direction that supports municipalities in the development of complete, liveable and sustainable communities, efficient use of land and infrastructure, protection of natural and cultural resources and other key matters, without substantively improving the ability of the Province or municipalities to increase the supply or affordability of housing.

Further, it is noted that the Province’s ‘freezing’ of decisions on various Official Plan updates across the Province (including the County’s agricultural policy updates) and continued changes to Ontario’s planning system (i.e. Bill 109, Bill 23, PPS and CA changes, yearly housing supply action plans etc.) is creating unnecessary uncertainty and, in many cases, actually disrupting and/or delaying the essential planning and implementation that is already being undertaken by municipalities to enable and support growth and ‘building more homes’ in the Province. At the same time, municipalities are still awaiting many long requested Provincial guidance documents and other tools necessary to help facilitate the efficient and effective implementation of the provincial policies that are already in place.

That said, it is recognized that there is always room for improvement. As such, planning staff have been working to identify specific PPS policy areas where potential refinements could potentially assist the Province and municipalities in achieving their housing and related objectives. Planning staff are of the opinion that any revisions to the PPS should be limited in scope and clearly focused on the objective of increasing housing supply and affordability, while at the same time ensuring they do not in any way undermine or compromise other key planning objectives (e.g. protecting prime agricultural areas and the environment, building complete, livable communities etc.).

Summary of Preliminary Proposed PPS/APTG Comments

The following is a high level summary of some of the key comments Planning staff are currently proposing be submitted to the Province in response to the review of the PPS/APTG:

i) General

- That the current 'shall be consistent with' test in the PPS be maintained.
- That the majority of the existing 2020 PPS policies are working well and should be maintained unchanged, except for those potential policy changes specifically identified in the County's submission. This targeted approach will ensure the provincial policy certainty and stability necessary for municipalities to continue to proceed with the implementation of key measures (i.e. Official Plan and zoning updates, secondary planning and servicing strategies, planning for infrastructure, process improvements etc.) to achieve their housing and other objectives, while also identifying specific policy revisions that could further assist municipalities in the creation of additional housing.
- The Province should strive to provide legislative and policy stability in land use planning system together with increased implementation support, so that municipalities can focus on completing the necessary land use and infrastructure planning required to sustainably accommodate forecasted growth. With some exceptions (e.g. as noted in the comments provided), the legislation and policies already in place provide the support and flexibility necessary to accommodate a sufficient supply and range of housing, it simply requires time and resources to fully implement. Unfortunately, the numerous and frequent changes to planning legislation and policies over the past several years have diverted limited municipal resources and focus away from implementation. Having insufficient time and stability to properly implement changes, and to monitor and assess the uptake or impact of the changes, creates inefficiency, unexpected consequences, and uncertainty for municipalities and the development industry.
- Re-iterate the County's previous requests for the Province to complete various new and/or updated technical and/or implementation guidelines to assist municipalities in more consistently and efficiently implementing the current provincial policy direction.
- That the Province release a 'tracked change' copy of any proposed PPS policy revisions and provide sufficient time (i.e. minimum 90 days) for detailed review by and consultation with municipalities on the proposed changes.

ii) Residential Land Supply

Settlement Area Boundary Expansions

- The County strongly supported the increase in the planning horizon from 20 to 25 years (was actually a change requested by Oxford), as it provided the necessary flexibility to undertake comprehensive planning (i.e. to better ensure efficient use of infrastructure and services and build complete communities) and address land supply constraints and challenges, particularly in smaller urban and/or rural municipalities.

That said, Oxford has also long taken a relatively unique and dynamic approach to growth management/settlement expansions, which is to strive to maintain a relatively continuous 25 year supply of growth land to accommodate forecasted growth in each area municipalities. This is accomplished through regular (i.e. 5 year) growth forecast updates, ongoing land supply monitoring, and initiation of individual Official Plan Amendment (OPA) processes for settlement expansions (i.e. not waiting to undertake all expansions at once as part of a Provincially approved OP review process), where deemed appropriate. In our experience, this approach provides the much needed flexibility to adjust the timing of the process to accommodate local circumstances (i.e. timing and direction of municipal boundary adjustments, availability of servicing capacity etc.), make efficient use of limited staffing and financial resources, and more quickly react to changes in growth land need. As such, promoting this same approach elsewhere (i.e. for other smaller urban/rural municipalities like Oxford) would also allow other municipalities in the Province to more dynamically respond to their growth land needs.

As such, the Province should ensure that any PPS updates and associated implementation guidelines provide the necessary flexibility to enable and/or support Oxford's approach.

- Provide additional flexibility for small/limited settlement expansions to facilitate 'good planning' in smaller rural communities without the need to undertake a full 'comprehensive review' (e.g. for one time, minor rounding of and/or 'squaring off' of rural clusters/hamlets, to accommodate new and/or expanding rural employment uses that would be more appropriate to locate in a settlement etc.).

Employment Area Conversions

- Provide additional direction on how provincially and/or regionally significant employment areas are to be identified, so that it is clear which employment lands are protected from conversion to other uses and which could potentially be considered for re-development to residential use, where appropriate.

Housing Mix

- Clarify PPS references with respect to 'market need/demand' for housing to ensure it does not support housing forms that may be desired by the market (i.e. large single detached lots, woodland lots etc.), but would undermine key planning objectives (e.g. planning for sustainable communities, protecting agricultural and natural resources etc.).

- Similar to the APTG, provide more specific provincial policy direction with respect to minimum density and unit mix targets for fully serviced settlement areas to ensure more consistency in the efficient use of land and infrastructure across the Province. Further, encourage all municipalities to identify urban growth centres (i.e. downtowns) and other key intensification areas (i.e. nodes and corridors, significant transit hubs etc.) with more specific minimum density and unit mix requirements where appropriate, and provide Provincial support for such measures (e.g., limit rights of appeal, use of inclusionary zoning, implementation guidelines etc.).
- Continue to support the alignment of affordable housing targets with Housing and Homelessness Plans and provide additional clarity on the definitions and criteria for affordable housing and attainable housing (i.e., to align with the Bill 23 changes)
- Ensure the policies provide the necessary land use basis for municipalities to specifically plan for, maintain, and require housing based on tenure (i.e., rental vs. ownership), where deemed necessary or appropriate to address local housing needs.

iii) Growth Management

- Some Residential Land Supply comments outlined above are also related to Growth Management
- Maintain and, where possible, strengthen the current PPS policy direction with respect to:
 - directing growth to fully serviced settlements (i.e. to ensure efficient use of land, services and infrastructure and support complete, sustainable communities) and limiting growth in other areas; and
 - ensuring new development has a compact form and mix of uses and densities that ensure the efficient use of land, infrastructure and public service facilities.
- Eliminate or clarify the 'regional market area' concept, so that it does not unduly restrict the ability of a particular local municipality within an upper tier municipality (i.e. regional market area) from designating additional residential growth, simply because another municipality in that upper tier municipality may have excess residential growth land.

iv) Environmental and Natural Resources

Agriculture (also includes comments on Rural Housing)

The province's stated goal for the review of the agricultural policies is to continue to protect prime agricultural areas, while also increasing flexibility to enable more residential development in rural areas that minimizes negative impacts to farmland and farm operations.

In this regard, staff have a number of comments as follows:

- The most effective means of enabling more residential development in rural areas, while not negatively impacting agriculture, is to accommodate such development in fully serviced settlement areas (i.e. Serviced Villages) and through minor infilling and minor rounding out within existing partially and privately serviced settlement areas (also see comments with respect to minor settlement expansions under Residential Land Supply).

This approach is already generally supported by the PPS policies. However, to ensure this it is consistently applied (i.e. that all municipalities are efficiently utilizing and protecting agricultural land), the Province should require that all rural municipalities have at least one fully serviced settlement with sufficient land supply and servicing capacity to accommodate their forecasted residential growth (including establishing minimum densities for such growth as previously noted) and further clarify that the expansion of existing privately/partially serviced settlement boundaries to accommodate residential growth is not generally be permitted.

- Maintain current limitations on new non-farm rural residential lot creation (as such development is an inefficient use of land and can hinder/conflict with agricultural operations). However, one reasonable exception that could potentially be considered would be to allow for the severance of an existing farm dwelling from a lot containing two or more dwellings that have existed as of a certain fixed date (i.e. pre 1996, to prevent house harvesting) without the need for a farm consolidation, provided certain criteria can be met (i.e. servicing, access, MDS, construction of further dwellings is prohibited etc.)
- To complement the above approaches, the Province could also consider:
 - Minor updates to the lot creation policies to allow for the splitting of existing, small (i.e. <2.5 ac), non-farm residentially zoned lots in agricultural areas. This would allow for more efficient use of existing non-agricultural land and increase the supply of housing in rural areas, with no loss of agricultural land and limited, if any, additional impact on agricultural operations.
 - Clarifying that the establishment of additional residential units (ARUs) may be permitted on lots located outside of rural settlements (i.e. on rural residential lots and farms), subject to appropriate locational (i.e. within or in close proximity to the principal dwelling), scale (i.e. maximum floor area etc.) and other criteria (i.e. servicing). If appropriately implemented (e.g. as per Oxford's draft ARU policies) this measure, combined with ARUs in rural settlements, could serve to substantially increase rural housing opportunities while also supporting the needs of farm families (i.e. facilitate elder and/or child care etc.), with limited to no additional impact on agricultural operations.
 - Point out the innovative policies the County recently developed to protect and support agriculture and provide a range of rural economic development opportunities (i.e. agricultural related uses, on-farm diversified uses, rural entrepreneurial uses etc.) as a model for Province. Further, request that the Province expedite their approval of those policies and offer to work directly with the Province to develop further policies and other tools to further support such innovative policy approaches.

Natural Heritage

- It is noted that the need to review this policy area does not appear to be supported by the Province's stated goal of increasing housing supply, as the protection of natural heritage resources is not generally a significant obstacle to the creation of housing and is critical to the long term health and sustainability of our communities and the Province.
- As such, the current natural heritage policy direction in the PPS should be maintained and, if anything, strengthened. It is critical that the Province continue to require a systems based approach to natural heritage and water resources that ensures that the diversity and connectivity of natural heritage systems is maintained, enhanced or restored and that these systems include linkages between and among natural heritage features, surface water features and groundwater features.
- That said, planning staff are of the opinion that there are opportunities to streamline the processes and timelines for natural heritage planning approvals without putting natural heritage systems at risk and are confident that such opportunities can be identified through fulsome engagement with a range of experts in land use and environmental planning, including qualified County and area municipal staff. See related comments below in Section 2 – Conserving Ontario's Natural Heritage.

Natural and Human Made Hazards

- Significant recommendations to update and overhaul the technical standards and approaches for flood-prone areas coming from the Province's 2020 Flood Strategy, which are intended to help ensure an avoidance-first approach to managing the impacts of flooding, and avoiding greater risks and long-term costs in light of more extreme and changing weather patterns. Accordingly, the County is suggesting that the Province first advance the changes to the technical approaches to flood management in Ontario, including consultation and engagement with municipalities and conservation authorities as part of this approach, before undertaking policy updates to streamline and clarify policy direction for development in natural hazard areas, such as flood plains, within Provincial policy.

Aggregates

- The PPS should provide clearer direction on the need for the cumulative impacts of multiple aggregate operations in an area to be considered and addressed.
- The proper rehabilitation of aggregate extraction sites represents one of the greatest opportunities to take coordinated action to improve the natural environment in Oxford and many other areas of the Province. As such, the Province should work closely with affected municipalities to develop clear and supportive PPS policies and comprehensive rehabilitation strategies for aggregate extraction that identify and maximize opportunities to restore and enhance the natural heritage system, where appropriate.

v) Community Infrastructure

Infrastructure Supply and Capacity

- Reiterate the County's previous concerns (e.g. construction and operational standards, potential for County to be ordered to assume operation of such systems if future issues arise etc.) with allowing the use of private communal systems for new development.
- The need for further Provincial direction and support for undertaking master servicing plans to support long term integrated growth and infrastructure planning.
- Provide clearer direction and support municipalities to regulate development on private water and wastewater services in order to ensure such servicing will be sustainable over the long term and have no negative impacts (either individually or cumulatively). This may include updated implementation guidelines and clear authority to regulate minimum lot size, type of systems permitted, monitoring requirements, securities etc.

School Capacity

- As Schools are essential to the development of complete communities, planning for school facilities needs to be more directly integrated with planning for growth in all larger, growing communities, not just 'high growth' communities as identified by the Province.

2. Conserving Ontario's Natural Heritage – Offsetting (ERO 019-6161)

The Province is also seeking feedback on how Ontario could offset development pressures on wetlands, woodlands, and other natural wildlife habitat, as the Ministry of Natural Resources and Forestry (MNR) is considering developing an offset policy. The Province has indicated that the intent of an offset policy would be to require a net positive impact on these features and help reverse the decades-long trend of natural heritage loss in Ontario through a [discussion paper](#).

Ecological offsetting is an approach wherein natural features are permitted to be removed (in whole or in part) as part of land use decisions and are 'offset' or 'compensated' by creation of new natural heritage features, with the goal of at least matching the area, biodiversity, ecological, and hydrological functions provided by the feature being removed.

Planning staff note that offsetting programs typically have a number of challenges and complexities (e.g. inability to recreate functions being removed, loss of genetic diversity and biodiversity, poor implementation or little to no oversight, undervaluing of features being removed) which require careful consideration in the design of offsetting policies, program design and criteria, as well as in the administration, implementation and monitoring of successes and failures of the offsetting projects to improve outcomes over time.

Overall the County is not opposed to the Province working closely with municipalities and other public and private sector partners to develop minimum standards/policy requirements for an offsetting policy. That said, the current discussion paper fails to acknowledge the complexity, challenges and costs in managing and implementing the re-creation of ecosystems, let alone through municipal planning approvals spread across the Province and at a multitude of scales. There is also a very real risk that an offsetting policy could set precedents for the removal of

wetlands, woodlands, and wildlife habitat, irrespective of significance and result in accelerating not only the loss of natural heritage, but also biodiversity, as well as the loss of essential carbon sinks and sequestration functions that these ecosystems provide and are necessary to achieve greenhouse gas reduction goals. The concern is that off-setting does not just become synonymous for 'pay to pave' and will ensure that legitimate and effective off-setting occurs and only in very limited and appropriate circumstances and does not simply become the default option for new development.

Planning staff also note that municipalities and their conservation authority counterparts can already implement offsetting measures for natural heritage features and areas within the existing natural heritage policies and requirements under the PPS, 2020, in certain circumstances. In particular, to help address the loss of features and areas which do not meet the criteria to be 'significant' under the PPS, or in situations where development is otherwise permitted within natural heritage features and areas and it results in their removal (in whole or in part). These circumstances already provide sufficient opportunities for offsetting considerations and to evaluate and address the challenges associated with offsetting approaches.

It is also noted that offsetting programs and undertakings are likely to require additional municipal resources (e.g. staff) with multi-disciplinary backgrounds, and are not typically "quick" solutions to get development approved or to implement as part of planning approvals. As such, should the Province mandate offsetting into provincial policy, it should be understood that establishing legitimate and effective offsetting solutions for natural heritage loss may actually slow down the processing of development applications, which seems counter intuitive to 'getting more homes built faster'.

Staff have also identified additional concerns and gaps with respect to the Province's proposed approach for developing an offsetting framework, including:

- The Province's concept of 'net gain' should ensure that no loss of extent or area, as well as both quality and function, in order to help ensure a reasonable result of net gain for biodiversity as well;
- The principle of avoidance first needs to be clearly established to ensure that offsetting is only used as a last step after other options to avoid and mitigate any impacts on natural heritage are considered;
- The design and implementation of a biodiversity offset should be well a documented process informed by sound science;
- There should be clear limits as to where offsetting is not an option (e.g. offsetting should not be permitted for Provincially Significant Wetlands or any other 'significant' natural heritage feature or area where development would not be permitted currently under the 2020 PPS).
- The Province should include requirements for the location of offsets to be as close to the location of the feature as necessary. This is in order to ensure that municipalities and subwatersheds with high growth pressures do not suffer from further reductions in natural cover, loss of biodiversity, or functional losses in the performance of ecosystems (i.e. flood attenuation); and

- The Province should not permit “banking” or “cash in lieu” frameworks for offsetting based on the valuation of features, as these systems consistently undervalue the ecological goods and services provided by features, fail to consider the full costs (including monitoring and adaptive management) for feature creation, and do not ensure that suitable alternative lands are available for these purposes and that they can be secured for the long term.
- 3. Proposed updates to the regulation of development for the protection of people and property from natural hazards in Ontario - ERO 019-2927**

It is understood that the Province is proposing to create a regulation governing the activities that require permits under the Conservation Authorities Act (CAA), and that the proposed regulation would focus permitting decisions on matters related to the control of flooding and other natural hazards and the protection of people and property, and that this is also to implement a recommendation from the Province’s 2020 Flooding Strategy.

As part of the ERO posting the Province is also consulting on streamlining rules for development, and to improve the coordination between Conservation Authority (CA) permitting and municipal planning approvals, potentially through a future regulation.

With respect to the proposed changes to under Section 28 of the CAA, staff note the following:

- The Province is proposing a group of activities to “streamline” approvals (i.e. proponents may need to submit/register information with the CA prior to engaging in an activity, but wouldn’t be subject to a ‘review process’). Many of the activities proposed for streamline may be minor enough to not necessarily require building permits for structures (subject to scale), and as such the County supports aligning or streamline these types of approvals.
- The County shares concerns identified by CAs regarding proposed updates to the definition of “watercourse” from an identifiable depression in which water regularly or continuously flows, to a defined channel having a bed, and banks or sides. This change in definition eliminates regulation of headwater areas and smaller tributaries which typically lack a clearly defined channel (bed, bank and sides), and are important sources of water to support fish habitat, maintain water quality and hydrological functions. These headwater areas can also be important areas of recharge for municipal drinking water supplies. As such, the Province should not exclude headwater features from the definition of ‘watercourse’ in the regulation.
- The proposed regulation would also establish requirements for a process for CAs to develop complete application frameworks, and establishes minimums with respect to complete application requirements for CA permits. The County supports the concept of complete application requirements as a means to ensure submissions include all required information for faster review and processing of applications. The Province should also clarify that applicable permit fees could be collected as part of a complete application.

The County has serious concern that the Province is proposing to streamline the conservation authority regulation requirements for flood hazards and the related PPS policies, without also updating the applicable flood event technical standards and natural hazard technical guides used for hazard management purposes, including for municipal planning as well as conservation authority regulatory purposes. As noted in the comments regarding the review of APTG and PPS, the Province’s flood strategy identified significant and major deficiencies in the existing flood standards used within both the PPS and the CAA. The review of these standards needs to be

made a priority given the increasing risks to municipalities, people and property resulting from changing weather patterns and more extreme storm events.

Improved coordination between Conservation Authorities Act regulations and municipal planning approvals

It is understood that the Province is also consulting on how development could be exempt where permitted under the Planning Act from requiring a permit under the Conservation Authorities Act, through a future regulation (that is not yet proposed). The County's response to Bill 23 provided comments pertaining to the main CA Act changes proposed which would create the ability for the Province to propose such a regulation, and more specifically that the Province should:

- Keep all existing natural hazard-related responsibilities with CAs, as they already have the technical knowledge, capacity and resources to implement necessary restrictions and requirements where development is proposed in areas of natural hazards. Existing processes are already established to integrate these requirements and information, and changes to these processes could create further delays in development timelines.
- Look for ways to streamline or establish greater consistencies on permit requirements and conditions that are imposed on CA permits, without downloading responsibilities to municipalities, for development applications, and get input from the existing multi-stakeholder Conservation Authorities Working Group (CAWG) and municipalities on how to do this.
- Consider improving language (through the PPS update) on how natural hazards should be considered through Planning Act requirements and how CAs and municipalities should integrate information into municipal planning documents to achieve this.

Given that the Province has since moved ahead with the Bill 23 changes despite widespread municipal concerns, staff are also suggesting that the Province:

- Only consider the download of natural hazard responsibilities through a regulation where municipalities are willing/interested (indicated by way of a council resolution).
- That interested municipalities should have to demonstrate how they have the technical knowledge, resources and capabilities necessary to implement permits related requirements as part of development approvals, and should also have to agree to assume the increased liability and associated costs which may occur as a result of any exemptions (similar to the MOU which exists between the Province and CAs for this purpose).
- The exemption should also not apply to the removal of wetlands and/or alteration of waterways and/or modification of shorelines, nor should works in areas of steep or unstable soils or bedrock.
- Clarify how permit related conditions could be applied to Planning Act applications such as zoning by-law amendments, which are not subject to conditions of approval. It is currently unclear how permit requirements could be imposed through such applications.
- Clarify what implementation tools the Province expects to be used to ensure that municipalities consistently flag and impose natural hazard requirements in accordance with Provincial standards. Given that the establishment of mapping and the interpretation of the Section 28 regulation is the responsibility of the CAs.

Conclusions

The potential changes to the Provincial Policy Statement and natural heritage and natural hazard planning being considered and/or proposed by the Province through the ERO postings discussed in this report could potentially have a significant impact on land use, infrastructure and environmental planning across the province. Therefore, if such changes are enacted by the Province, the County and Area Municipalities will need to undertake updates to various policies, processes and standards and review related staffing and other resource impacts to ensure the changes can be effectively addressed and implemented in the Oxford context.

Given the extent of the changes being considered and the short review and commenting deadline provided by the Province, County staff are seeking County Council's direction to prepare and submit formal comments to the Province on behalf of the County. It is intended that these comments will be focused primarily on the key policy areas and matters outlined in this report.

County staff will ensure that County Council is kept apprised of any comments submitted to the Province and will continue to monitor the progress of the policy and other changes being proposed, and advise County Council of any relevant changes and/or opportunities for comment on matters that may be of particular interest or concern to the County or Area Municipalities.

SIGNATURES

Report Author:

Original signed by _____
Paul Michiels
Manager of Planning Policy

Departmental Approval:

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

Approved for submission:

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

To: Warden and Members of County Council

From: Director of Human Services

Master Housing Strategy Completion

RECOMMENDATIONS

1. That County Council adopt the Master Housing Strategy, as provided in Attachment 1 of Report No. HS 2022-10, titled “Master Housing Strategy Completion”, and that the recommended actions and strategies assist to guide the County’s efforts in strategically and effectively addressing current housing needs;
2. And further, that County Council direct Staff to annually review the recommended strategies and priority projects of the Master Housing Strategy for consideration in the County’s annual budget process;
3. And further, that County Council authorize staff to focus on the priority housing projects identified in the Master Housing Strategy, for the purpose of ensuring sites are shovel-ready for future housing development, to support the creation of affordable rental units, focusing on households in core housing need and supporting mixed-market housing, subject to available Municipal, Provincial and Federal funding and consideration of necessary partnerships;
4. And further, that County Council direct staff to review the County’s Community Improvement Plan (CIP) with the intent of formally exempting affordable housing projects from County planning application fees and encouraging Area Municipalities to consider similar incentives with respect to Affordable Housing;
5. And further, that County Council approve By-law No. 6492-2022, being a by-law to amend the County’s existing Municipal Housing Facilities By-law (By-law No. 4664-2006, as amended by By-Law 5799-2016 and By-Law 6404-2022), for the purpose of facilitating a number of technical amendments, ensuring consistency with current legislation, and expanding the definition of affordable rental housing to provide greater housing opportunities for moderate income thresholds;
6. And further, that Report No. HS 2022-10 be circulated to Area Municipalities for information purposes.

REPORT HIGHLIGHTS

- In light of rising housing costs and the growing waitlist for community housing, the need for a more comprehensive housing strategy was identified in the 2022 Human Services Business Plan and Budget.
- This report is intended to provide Council with an update with respect to the completed Master Housing Strategy. Overall, the Strategy is intended to provide direction with respect to the County's efforts in support of affordable housing, including necessary background and analysis to strategically direct funds and resources to the areas that are most likely to address current housing needs.
- In support of the outcomes of the Strategy, staff are seeking Council's support to focus on a number of initiatives, including, but not limited to, the identified priority housing projects, the implementation of a housing repair program, a review of the County's CIP, and an update to the current Municipal Housing Facilities By-law (MHFB) to provide greater housing opportunities for moderate income households.
- The Master Housing Strategy is a critical step in understanding specific local housing needs, in an effort to provide a variety of strategies and initiatives to assist in addressing the current housing supply shortage.

Implementation Points

Should County Council be favourable of the recommendations contained in this report, staff will circulate the Master Housing Strategy to Area Municipalities for information purposes. In addition, staff will initiate the process of focusing on the priority housing projects that have been identified, including necessary collaboration with project proponents, Area Municipalities, Federal/Provincial Governments, and County Staff, in an effort to ensure sites are more shovel-ready.

Furthermore, in collaboration with other departments, Staff will proceed with reviewing the County's CIP, with the intent of formally exempting affordable housing projects from County Planning application fees, and ultimately encouraging a similar initiative at Area Municipalities.

The findings of the Strategy will also act as guidance in the County's efforts to strategically address current housing needs, including consideration in the annual budget process informed by anticipated Federal and Provincial funding commitments and applicable partnerships.

It should be noted that staff continue to consider and review the implications of Bill 23, which proposes a number of changes to the Development Charges Act and Planning Act with respect to housing related charges. At this time, Bill 23 is not expected to impact the proposed initiatives and strategies proposed in the Master Housing Strategy: However, alternative tools and program amendments may be brought forward to County Council once the full implications of Bill 23 are understood.

Financial Impact

The outcomes of the Master Housing Strategy are intended to inform the annual budgeting process, specifically with respect to the selected priority project(s) and/or new initiatives for the given year. In particular, the proposed priority development concepts are intended to be flexible to accommodate fluctuations in annual funding contributions, interest rates, and construction costs, and can be adjusted, as well as compounded, according to annual budget commitments.

Any specific financial contributions related to the priority projects or non-asset initiatives identified in the Strategy, will be considered by County Council through the annual budgeting process or a separate staff report for consideration.

Communications

At the onset of the project, County staff approached Area Municipalities to better understand local housing needs and determine the availability of local surplus lands for consideration in the Strategy. These discussions are ongoing with the local municipalities that identified surplus lands that could potentially support a future housing project.

Sequentially, on May 9, 2022, staff, along with N. Barry Lyon Consulting, met with members of County Council to gain further feedback and comments. The feedback received during this session was incorporated into the Housing Needs Assessment component of the Strategy, which was presented to County Council on June 22, 2022. Following this, staff also presented the housing needs assessment to various community organizations/committees.

Furthermore, the preliminary concepts that were developed for each of the priority sites were reviewed by Planning staff to determine feasibility.

In terms of next steps, if County Council is supportive of the recommendations contained in this report, staff will circulate the Master Housing Strategy to each of the Area Municipalities for information purposes. The Strategy will also be available to the public by way of the County website.

Strategic Plan (2020-2022)

					
<i>WORKS WELL TOGETHER</i>	<i>WELL CONNECTED</i>	<i>SHAPES THE FUTURE</i>	<i>INFORMS & ENGAGES</i>	<i>PERFORMS & DELIVERS</i>	<i>POSITIVE IMPACT</i>
1.i. 1.ii.		3.iii.	4.ii.		

DISCUSSION

Background

In light of rising housing costs and the growing waitlist for community housing, the need for a more comprehensive housing strategy was identified in the 2022 Human Services Business Plan and Budget. At that time, the intent of the Strategy was to provide a clearer understanding of the County's current housing needs, including gaps along the housing continuum, as well as a list of priority housing projects and initiatives that can assist to address the identified gaps. The Strategy was also intended to respond directly to the strategic directions of the County's 10-Year Shelter Plan, respecting the creation of new affordable housing supply and the preservation and optimization of existing housing stock.

For County Council's information, N. Barry Lyon Consulting was retained to complete the Strategy in early 2022. Following this, Council received Report No. CAO 2022-07 on June 22, 2022, providing an update with respect to Part 1 of the Strategy, being the Housing Needs Assessment.

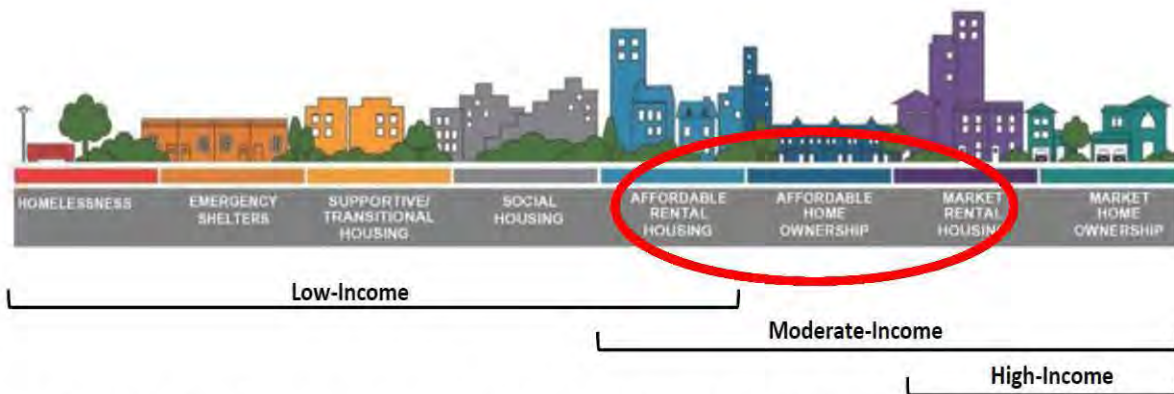
The intent of this report is to provide County Council with the final recommendations of the completed Master Housing Strategy, including the outcomes of the priority project development component and non-asset housing strategy review. Through this report, staff is seeking Council's support to focus on the priority projects and strategies that have been identified, in an effort to guide the County's efforts to strategically address current housing needs. In doing so, staff will be able to make more well-rounded decisions with respect to the annual budget process, in terms of specific projects and initiatives.

With respect to recent affordable housing contributions, it should be noted that as part of the 2020 budget process, County Council passed a motion to increase the annual investment in affordable housing to \$500,000 annually. Further to this, Council passed a motion during the 2022 budget process to facilitate a one-time increase of \$1.5 million to the affordable housing reserve. These funds were utilized to support the future affordable housing project at 175 Springbank Avenue North, Woodstock, as well as the newly implemented second unit funding program.

Comments

In the development of the Strategy, a number of key targets and questions were contemplated, including:

- What potential deliverables or initiatives can provide further support to moderate income households, meaning those within the 4th to 6th income deciles, particularly with respect to missing middle housing options between affordable rental housing and market housing, as shown in the housing continuum (i.e. an increase in rental housing, other non-asset housing strategies, funding opportunities)?



- How can the County continue to collaborate with other agencies (i.e. Federal/Provincial governments, area municipalities, non-profit housing providers, private developers, and community support agencies) to support the creation of housing options across the housing continuum?
- What specific housing projects can support the County’s efforts in increasing the current affordable housing target of 50 units per year? In addition, what financial incentives may be necessary to ensure this target is achieved in light of current market conditions?

Considering these targets and questions, the following components of the Strategy were developed.

Part 1 – Housing Needs Assessment

Although the extent and nature of the housing affordability crisis is not unique to the County, there are specific housing needs that should be considered in support of local programs and directives. In review of the County’s household income deciles, affordability thresholds were determined for both ownership and renter households, as shown in Figure 1. The affordability thresholds are based on the understanding that 30% of a household’s total income is available for accommodation expenses.

Household Incomes in Oxford County and Affordability Thresholds					
	Decile Group	All Households Income (2021 estimate)^	Renter Income (2021 estimate)^	Affordable Purchase Price*	Affordable Rental Rate (monthly)**
Low Income	1st	\$26,600	\$16,500	\$97,900	\$410
	2nd	\$41,000	\$23,100	\$150,800	\$580
	3rd	\$53,600	\$29,700	\$197,200	\$740
Moderate Income	4th	\$66,500	\$37,800	\$244,600	\$950
	5th	\$81,300	\$46,000	\$299,100	\$1,150
	6th	\$96,600	\$54,600	\$355,400	\$1,370
High Income	7th	\$114,600	\$65,600	\$421,600	\$1,640
	8th	\$138,100	\$81,200	\$508,100	\$2,030
	9th	\$175,300	\$106,700	\$644,900	\$2,670

Notes/Source: Provincial Policy Statement Housing Tables. ^Incomes based on 2016 Census of Canada, inflated using Consumer Price Index (Ontario) to estimate 2021 incomes. *Assumes 30% of gross income is available for accommodation costs. Accommodation costs include mortgage (25 years, 4.79% fixed 5-year rate, 5% downpayment, 1.25% property tax payment, 4.0% of loan amount for CMHC mortgage insurance). **Assumes 30% of gross income is available for monthly rent.

While interest rates are increasing, the current average purchase price of a home in Oxford County is approximately \$670,000, according to the Woodstock-Ingersoll Real Estate Board (September, 2022). In addition, the average market rent for a one-bedroom unit in the County is approximately \$1,400 to \$1,700. With these figures, it is clear that there is a significant gap in terms of affordability, with much of the County's available housing being unaffordable to most households.

Overall, the following points provide insight into the current challenges we face in terms of housing affordability across the County, along with the areas of focus.

- The relocation of high-income individuals from other parts of Ontario is driving up prices and competition for a limited supply of housing.
- Owners are more likely to spend over 30% of their gross household income to enter the housing market, believing that their equity commitment will pay off in the future.
- Lack of housing choice and supply are two key factors driving rental housing unaffordability.
- Price growth in ownership housing greatly exceeds income growth.
- Both adequate land supply to serve future growth, as well as a diverse range of housing, need to continue being promoted.
- Oxford County requires more rental housing across the entire continuum, including rent geared to income (RGI), affordable, and market-rental housing.
- Market rents continue to increase, while vacancy shrinks across the County, indicating that supply is falling well short of demand.
- Demand for rental housing is expected to continue increasing as the population continues to grow and ownership housing remains out of reach for many households.
- New affordable housing development should target a wider range of households, including those in a core housing need.
- An increased annual affordable housing target (beyond 50 units per year) is necessary to more appropriately address the current lack of housing supply: However, an increased target needs to align with the ability to adequately fund such development.
- While rising interest rates are creating a shift in the housing market, supply continues to be an issue and many households still face challenges in terms of mortgage affordability.

Part 2 – Priority Site Development

This component of the Strategy included an extensive review of approximately 30 sites for the purpose of determining the feasibility of future residential development opportunities. The sites included a mix of existing housing properties, and surplus lands owned by both the County and various Area Municipalities. The purpose of this review was to identify a list of priority projects that may be considered to assist in increasing the County's rental housing supply.

Each of the sites were assessed using an evaluation matrix, which focused on the following criteria to prioritize potential projects:

- Existing property use and ownership.
- Servicing considerations, including municipal water and wastewater availability/capacity.
- Potential for redevelopment.
- Necessary planning approvals and potential development constraints (i.e. environmental).
- Potential tenant displacement.
- Potential financial implications and required funding contributions.

Based on the above review criteria, a total of 12 priority sites were identified, with two sites already underway (785 Southwood Way and 175 Springbank Avenue North, Woodstock). The sites are summarized in the table below, with further details on the conceptual site plans starting on page 58 of the Strategy. It is important to note that some sites will remain confidential until they have been formally endorsed by an Area Municipal Council and/or County Council; however, limited details are included to provide an estimate of the potential number of units that may be supported. The proposed projects are not expected to proceed in chronological order, but will be utilized to inform the annual budget process.

Overall, the purpose of the below table is to provide a better understanding of the total number of units that may be accommodated on the potential development sites, and the financial implications that may need to be considered to ensure such projects are feasible. In this respect, it is important to note that the financial considerations that are provided may fluctuate based on anticipated Federal/Provincial funding, interest rates, and general construction costs.

The following assumptions were utilized to inform the details of each priority project:

- Each project, with the exception of the County’s existing housing sites (186 Alice and 235 Thames), are expected to be financed through the CMHC Co-Investment program. The most up to date interest rate was incorporated into each financial pro-forma (4.35%).
- Each project assumes a Federal/Provincial contribution of \$900,000, which has most recently been the County’s general annual contribution.
- The split in unit types (affordable versus market) has been determined through the review of alternative development scenarios to establish the most financially feasible project. If additional affordable units are considered, a greater financial contribution may be necessary.
- The scenarios contemplate a development charge exemption for the proposed affordable rental units, where applicable.
- Each project, with the exception of the County’s existing housing sites, assumes a partnership with a non-profit housing provider, private developer and/or Area Municipality, to which potential surplus sites would be transferred in support of a future affordable housing project.
- It is understood that these concepts are not concrete and may evolve as they proceed through necessary Council approvals and bidding processes.

Table 1: Proposed Priority Sites

Site Location	Current Ownership	Existing Use	Potential New Rental Units	Development Considerations	Total Estimated Project Costs	Financial Considerations
785 Southwood Way, Woodstock	Woodstock Non-Profit	Vacant Land	48 total units (29 affordable)	<ul style="list-style-type: none"> • This project is currently underway. • County Council approved the proposed project through Report No. CAO 2022-06. 	\$18 million	Approved allocation: <ul style="list-style-type: none"> • Value of the Land • Municipal: \$1.3 million • Federal/Provincial: \$950,000

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175 Springbank Avenue North, Woodstock	County	Bethany Church	45 total units (20 affordable units)	<ul style="list-style-type: none"> • These lands were purchased by the County for the purpose of affordable housing, and were declared surplus through report No. CAO 2022-09. • An RFP has been issued for this site, but not yet awarded. 	\$14 million	<p>Approved allocation:</p> <ul style="list-style-type: none"> • Value of the Land • Federal/Provincial: \$900,000 • Municipal: \$1.2 million
Woodstock	N/A	Vacant Land	35 total units (18 Affordable)	<ul style="list-style-type: none"> • Underground parking is included. • Commercial uses are required on the ground-floor. 	\$12.5 million	<ul style="list-style-type: none"> • Value of the land • Anticipated Federal/Provincial: \$900,000 • Potential Municipal: \$1.2 million • Other: \$3.7 million (proponent equity)
Tillsonburg	N/A	Vacant Land (Former School property)	47 total units (24 affordable units)	<ul style="list-style-type: none"> • An Official Plan Amendment and Zone Change are necessary to facilitate multi-residential development. 	\$14 million	<ul style="list-style-type: none"> • Value of the land • Anticipated Federal/Provincial: \$900,000 • Potential Municipal: \$1.5 million • Other: \$2.5 million (proponent equity)
816 Alice Street, Woodstock	County	Existing Social Housing – 40 units	10 affordable units	<ul style="list-style-type: none"> • Addition proposed on easterly side of existing building. • Some existing units will be impacted during construction. • A minor variance may be necessary to recognize a reduced interior side yard setback. 	\$1.6 million	<ul style="list-style-type: none"> • Anticipated Federal/Provincial: \$900,000 • Potential Municipal Contribution: \$700,000
769 Juliana Drive, Woodstock	Non-Profit	Salvation Army	58 total units (29 affordable)	This site is currently designated and zoned to accommodate multi-residential development.	\$21 million	<ul style="list-style-type: none"> • Anticipated Federal/Provincial: \$900,000 • Potential Municipal: \$1.5 million

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						<ul style="list-style-type: none"> • Other: \$6.7 million (proponent equity)
92 Light Street, Woodstock	County	Former Institutional building	20 affordable units	<ul style="list-style-type: none"> - Severance is anticipated. - Demolition of existing building proposed. 	\$7.1 million	<ul style="list-style-type: none"> • Value of the land • Anticipated Federal/Provincial: \$900,000 • Potential Municipal: \$1.2 million • Other: \$2.7 million (proponent equity)
375629 37th Line, Zorra	Non-Profit	Existing Social Housing – 24 units	28 total units (14 Affordable)		\$9 million	<ul style="list-style-type: none"> • Anticipated Federal/Provincial: \$900,000 • Potential Municipal: \$1.5 million • Other: \$600,000 (proponent equity)
43 Oxford Street East, Blandford-Blenheim	Non-Profit	Existing Social Housing – 24 units	25 total units (13 Affordable)	Servicing capacity will be reviewed prior to commencement of this project.	\$8.5 million	<ul style="list-style-type: none"> • Anticipated Federal/Provincial: \$900,000 • Potential Municipal: \$1.5 million • Other: \$900,000 (proponent equity)
Zorra	N/A	Vacant Lands	55 total units (28 affordable units)	<ul style="list-style-type: none"> - Official Plan Amendment, Zone Change and Severance required. - Servicing extensions will be necessary to support project. 	\$17 million	<ul style="list-style-type: none"> • Value of the land • Anticipated Federal/Provincial: \$900,000 • Potential Municipal: \$1.5 million • Other: \$3.5 million (proponent equity)
235 Thames Street North, Ingersoll	County	Existing Social Housing – 22 units	7 Affordable Units	Approval may be required from the Conservation Authority.	\$2.9 million	<ul style="list-style-type: none"> • Anticipated Federal/Provincial funds: \$900,000 • Potential Municipal: \$2 million
30 Balsam Street, East Zorra-Tavistock	Non-Profit	Existing Social Housing – 16 units	46 total units (24 affordable units)	Servicing capacity will be reviewed prior to commencement of this project.	\$13 million	<ul style="list-style-type: none"> • Anticipated Federal/Provincial funds: \$900,000 • Potential Municipal Contribution: \$1.5 million

						<ul style="list-style-type: none"> • Other: \$1.9 million (proponent equity)
Estimated Total (subject to approved funding)			424 total units (231 affordable)			<ul style="list-style-type: none"> • Anticipated Federal/Provincial funds: \$10.9 million • Potential Municipal Contribution: \$15.1 million

It is important to note that the identified priority projects are only one aspect of the County’s efforts to address the current housing shortage. While the identified sites provide an opportunity to ensure sites are more readily available for future housing development, it should be noted that other development opportunities may evolve overtime. This list is not intended to be completely inclusive and may change in accordance with Council direction, available funding programs, and future land acquisitions.

In an effort to address the current lack of rental housing supply, staff are seeking Council’s support to focus on the identified priority projects, in an effort to make them ‘shovel-ready’. This may include the issuance of RFPs, subject to annual budget approval, the initiation of any required planning approvals, working with appropriate partners, and consideration of alternative funding opportunities. While staff is seeking authorization to focus on the above identified sites, any financial considerations will require Council approval through the annual budgeting process or a separate staff report.

If fully implemented, this portion of the Master Housing Strategy would potentially support the creation of approximately 424 rental units, including 231 affordable units, subject to annual budget approvals, available Federal/Provincial funding, and necessary development approvals. Overall, this process would significantly improve the County’s ability to strategically inform the annual budget process and respond to available funding programs, providing a greater opportunity to improve the current rental supply shortage over the next several years.

County Owned Housing Site Considerations

In relation to the identified County owned housing sites, it is important to note that staff will engage with any impacted tenants prior to confirming potential redevelopment opportunities. In this regard, existing tenants will be provided with advanced notice of potential construction timelines and offered the opportunity to relocate to other available County sites. No existing tenants will be left without housing options.

Part 3 – Non-Asset Housing Strategies

In addition to the identified priority development sites, a number of new non-asset housing strategies were also identified as part of the Strategy. The strategies are intended to work alongside the proposed priority development projects, to assist in addressing current housing needs.

Housing Repair Program

While housing repair programs do not support the creation of new housing stock, they are an important tool to provide some relief to households that are struggling to maintain their home. The program can assist to promote aging in place and increased housing stability, which ultimately assists to reduce pressure on housing supply along the housing continuum.

Community Improvement Plan Incentives

The County should consider amendments to the County Community Improvement Plan to further incentivise rental housing. Such incentives at the County level could include formal exemptions from County planning application fees, with a similar approach considered by Local Municipalities, with respect to local planning and building permit fees, to encourage continued collaboration and integration with current incentives.

It is important to note that Bill 23 contemplates a number of development charge exemptions in relation to more general rental housing. When considering any future incentive programs, the implications of Bill 23 will need to be considered.

Planning and Growth Management

The availability of adequate residential land supply, along with a diversity of housing types, is crucial in addressing the County's current lack of housing supply. A lack of housing choice directly impacts affordability levels, which can contribute to economic imbalance within the community. As such, including a diversity of housing types can provide lower cost options in an effort to more adequately address the 'missing middle'.

In this respect, the initiatives and measures that are provided in Report No. CP 2022-397, titled "Potential Options for Increasing Residential Density", should continue to be implemented, understanding that the County's Official Plan policies currently require that forecasted growth be directed primarily to fully serviced settlement areas to, among other objectives, ensure efficient use of land, infrastructure and public services, and support the development of complete communities.

Expand Existing Funding Programs

The County's existing Home Ownership and My Second Unit Programs need to be continuously reviewed to ensure effectiveness. The parameters of each program need to be consistent with current market conditions, and thresholds may need to be adjusted to provide greater opportunities for moderate income households. Increasing the eligible purchase price of a home through the Home Ownership Program, as well as increasing the income threshold for newly created second units, can assist to provide greater options along the housing continuum.

Proposed Next Steps

In response to the outcomes of the Strategy, staff propose to focus on the following initiatives and recommendations.

1. Priority Site Developments

As a result of the Master Housing Strategy, the County is proposing to shift into a more strategic approach to affordable housing development, generally replacing the former project-by-project method. While the former approach worked well in the past, in light of increasing construction costs, interest rates and the unprecedented shortage of housing, there is a need to more strategically address housing needs.

As such, staff is seeking County Council's approval to focus on the priority projects that have been identified in the Strategy, with the intent of ensuring sites are 'shovel-ready' to support future projects. In doing so, the County will have projects in various stages of readiness, ensuring any funding opportunities can be appropriately taken advantage of. This will also provide staff with the ability to more strategically plan for specific projects through the annual budget process or through an individual report, as required.

If County Council is supportive of this approach, staff would initiate the process of making sites shovel-ready, including the consideration of any required planning approvals, working with appropriate partners, and consideration of alternative funding opportunities.

As previously noted, this proposal does not preclude any additional projects or proposals that come forward prior to completion of the identified priority sites. It is rather a long-term strategy for considering future affordable housing contributions and developments. This list may change in accordance with Council direction, available funding programs, future land acquisitions and other development opportunities that may evolve over time.

While the proposed development projects are not expected to entirely close the housing affordability gap, they are an integral component of the County's efforts in strategically addressing the current housing shortage.

2. Mixed-Market Rental Housing

To ensure the identified priority housing projects remain financially feasible, each project has been developed with a focus on providing a mix of affordable and market rental units. While mixed-market rental projects are generally more financially sustainable, they also provide significant benefits in terms of reducing stigmas associated with affordable rental accommodations, providing longer affordability terms and supporting a greater depth of affordability.

While it would be ideal to construct 100% affordable rental buildings, these projects require significant publicly funded capital grants to be successful. Mixed-market buildings have the ability to target a larger population, with varying affordability thresholds, and smaller capital contributions.

In light of the foregoing, staff recommend that future County funded housing projects include a mix of both market and affordable rental units, dependent on available funding and financial feasibility.

3. Households in Core Housing

A household is considered to be in a core housing need if the household is spending more than 30% of before-tax income on accommodations that do not meet adequacy (major repairs required) and suitability (home is an appropriate size) standards. In accordance with the data that is available for the three urban municipalities, the majority of households in a core housing include:

- Households over the age of 65.
- Lone-parent and single-person (mostly over the age of 65) households.
- Immigrants and recent immigrants.
- Households with activity limitations.

While staff have recently focused on providing affordable housing to seniors and lone-parent households, there is still a need to focus on recent immigrants and activity limited households. In response to these findings, staff recommend that any new affordable housing developments consider the creation of units for the identified households in a core housing need, including specific requirements in future Request for Proposals (RFP).

4. Affordable Housing Target

The gap between affordable housing supply and demand continues to grow. Addressing this gap requires substantial levels of investment from all levels of government, as well as the non-profit and private sectors. In a continuously changing policy environment, there is constant uncertainty regarding long-term funding for affordable housing.

In response to this, and in an effort to increase the County's annual affordable housing target, the priority project approach that is proposed is the most effective at ensuring the County remains strategic in terms of affordable housing development and available funding.

While staff will focus on the priority projects and non-asset housing strategies that have been identified, with the intent to increase the County's current affordable housing target beyond 50 units annually, it is understood that this target is strongly linked to a number of factors, including market conditions, available funding, and willingness of project proponents. Based on these factors, and in light of the unprecedented need for rental housing, there is no set number of rental units that will assist to entirely close the affordability gap. The proposed priority projects and non-asset strategies are expected to significantly improve the County's efforts to more strategically assist in addressing the current housing shortage.

5. Housing Repair Program

In light of increasing inflation, material costs, and overall housing market challenges, the ability to preserve existing housing stock is becoming increasingly difficult for low-to-moderate income households and community housing providers. To assist with this growing concern, staff have included a housing repair pilot program in the 2023 Human Services Business and Budget Plan for Council's consideration.

The proposed new program is expected to promote aging in place, increased housing stability, and better quality housing conditions for households living in homes that require critical repairs or accessibility modifications. While this program does not seek to create new affordable units, it will provide some relief to households that are struggling to maintain their home and make ends meet.

Furthermore, as repairs become increasing more costly for community housing providers, there is a further need to provide some financial assistance to cover both accessibility modifications, and unexpected costs as a result of tenant relocation. This assistance is expected to extend the life of existing community housing buildings and reduce the financial burden that often comes following tenant relocation.

Overall, the objectives of the proposed program would include the following:

- Improve living conditions for households in need by providing financial assistance to repair critical deficiencies.
- Foster independent living for seniors and persons with disabilities by providing financial assistance to support modifications and renovations to increase accessibility.
- Allow households to remain in their homes and age in place.

6. County Community Improvement Plan (CIP)

In accordance with the Planning Act, municipalities may adopt CIPs for the purpose of providing financial incentives and programs to encourage revitalization, redevelopment and new development (i.e. affordable housing) in specific project areas. CIPs may include an array of funding programs, including, but not limited to, development charge grants, tax and fee exemptions, and façade improvement grants.

In 2013, County Council adopted a County-wide CIP to complement Local Municipal CIPs, in an effort to encourage further redevelopment and revitalization within and around central areas of the County's settlements. At this time, the CIP offers a tax grant back incentive program, which provides an annual grant back to owners who have undertaken improvements or redevelopment to buildings/lands that have resulted in an increased property assessment. In general, if annual taxes increase due to improvements, owners may be eligible for an annual grant for the County's increased tax assessment for a period of time.

With respect to affordable housing, CIPs can be used as an effective tool to provide development charge exemptions, tax grant backs, and fee reductions (i.e. planning and/or building permit applications, parkland fees). As affordable housing units are currently exempt from development charges, along with a reduced tax rate, there would appear to be an opportunity to consider a mechanism to formally exempt County planning application fees.

In this respect, it should be noted that Community Planning generally uses some discretion with respect to waiving County planning application fees for affordable housing projects (i.e. Official Plan Amendments). While this is the case, in an effort to formally recognize this initiative, and encourage the consideration of a similar approach at Area Municipalities, staff are proposing the noted amendment.

7. Partnerships

County funding alone cannot support the priority projects that are identified within the Master Housing Strategy. Ongoing and long-term funding from Federal and Provincial governments is required to assist in addressing the housing needs of the County. As such, staff will continue discussions with representatives from CMHC and MMAH in relation to potential funding opportunities that would align and support implementation of the Master Housing Strategy.

Furthermore, staff will continue to engage with community partners and other housing proponents, such as Habitat for Humanity, non-profits, and private developers, to promote the creation of additional housing initiatives, particularly with respect to home ownership.

8. Home Ownership and My Second Unit Programs

Staff will continue to monitor the effectiveness of both the Home Ownership and My Second Unit Programs, understanding that current market conditions (i.e. unpredictable interest rates) are having an impact on current uptake. In addition, as the My Second Unit program is relatively new, it is difficult to fully understand necessary changes at this time. While there has been significant interest in the program, staff will have a better understanding of potential improvements by mid-2023.

Based on the recommendations of the Master Housing Strategy, staff will review each program with the intent of considering the following:

Home Ownership Program	My Second Unit
<ul style="list-style-type: none"> - Reviewing market conditions to determine if the parameters of the Program (i.e. maximum home purchase price and maximum income threshold) need to be amended. - Increasing the down payment assistance amount to improve the purchasing power of eligible households. 	<ul style="list-style-type: none"> - Increasing the funding amount. Depending on the variety of applications that we receive. - Reducing the 10-year affordability period for those eligible to receive funding. - Implementing two program streams, including the creation of affordable rental and market units, with differing funding amounts.

9. Municipal Facilities Housing By-law Update

A Municipal Housing Facility By-law is a tool made available under the *Municipal Act, 2001* that municipalities can utilize to support the creation of new affordable rental and/or ownership housing. Through this By-law, municipalities have the ability to provide incentives to private sector and non-profit corporations to support the creation of affordable housing. These incentives include:

- Partial property tax exemptions;
- Loans or grants;
- Giving, selling or leasing land at less than market value;
- Services of municipal employees; and,
- Exemption from municipal development charges.

In 2006, County Council adopted By-law 4664-2006, being the first Municipal Capital Facilities By-law, incorporating all of the incentives noted above. This by-law was later amended in 2016 to ensure greater clarity with respect to County Home Ownership Program and provide greater assistance for homes constructed by Habitat for Humanity. The By-law was updated again in 2022 to amend the definition of affordable home ownership.

While the most recent update was completed in 2022, further updates are necessary, as follows:

- Various technical updates to ensure conformity with new legislation.
- Consolidation of the updates that took place in 2016 and 2022.
- Reference to potential Development Charge exemptions, to ensure greater consistency with other applicable By-laws.
- Expand the definition of affordable rental housing to include both 'low-affordable rental unit' and 'moderate-affordable rental unit' to provide greater assistance to moderate (missing middle) income households.

While many of the proposed amendments are technical in nature, in accordance with the findings of the Housing Needs Assessment, as well as the definition of Affordable housing according to the *Provincial Policy Statement (PPS), 2022*, staff are proposing an amendment to the current definition of affordable rental housing to provide additional housing opportunities for moderate income households.

By way of background, in accordance with the current MHFB, households with a maximum total income of \$45,900, being 60% of the median gross household income for the County, are eligible for affordable rental units. As shown in the table below, this maximum household income is generally consistent with the 5th income decile, to which an affordable monthly rental rate is considered to be \$1,150 (30% of gross monthly income).

Affordable Rental Thresholds			
	Decile Group	Renter Income (2021 estimate) [^]	Affordable Rental Rate (monthly) ^{**}
Low Income	1st	\$16,500	\$410
	2nd	\$23,100	\$580
	3rd	\$29,700	\$740
Moderate Income	4th	\$37,800	\$950
	5th	\$46,000	\$1,150
	6th	\$54,600	\$1,370
High	7th	\$65,600	\$1,640
	8th	\$81,200	\$2,030
	9th	\$106,700	\$2,670
Notes/Source: Provincial Policy Statement Housing Tables. [^] Incomes based on 2016 Census of Canada, inflated using Consumer Price Index (Ontario) to estimate 2021 incomes. ^{**} Assumes 30% of gross income is available for monthly rent.			

Considering the current maximum household income of \$45,900 and corresponding affordable rent of \$1,150, it is clear that the current thresholds for affordable rental housing are appropriately capturing the households that would qualify for a provincially funded affordable rental unit, at 80% of the Average Market Rent (AMR), as shown in the table following. While this is the case, to ensure greater consistency with the definition of the PPS and the data collected from the Census, staff are recommending that the definition of affordable rental housing, in relation to those units rented at 80% of the AMR, be amended to reflect the 5th income decile, rather than 60% of the

median income. This will ensure greater consistency with relevant legislation and thresholds set by MMAH, and will still capture the same households.

Provincially Funded Affordable Rental Housing (80% AMR)			
Unit Type	Max. Affordable Rent (80% of the CMHC Average Market Rent)	Max. Renter Household Income (30% of gross income allocated to shelter)	Corresponding Income Decile
Bachelor	\$610	\$24,384	2 nd (Low)
1-bedroom	\$850	\$33,984	4 th (Moderate)
2-bedroom	\$1,024	\$40,960	5 th (Moderate)

Notwithstanding the above, the challenges that developers and non-profits currently face in terms of increasing interest rates, material costs and labour shortages, among others, are making it increasingly more difficult to support the creation of affordable rental units. In light of this, there is an increasing need to provide opportunities to support a greater mix of rental types in multi-residential housing projects, to not only provide greater returns on such projects, but also to provide a greater mix of housing in the community, particularly for moderate income households.

While provincially funded affordable rental units have to remain at or below 80% of the AMR, the County's current MHFB allows for affordable units to be rented at 100% of the AMR, which is consistent with the *PPS*. While provincially funded units cannot be rented at the higher affordable rate, there is an opportunity to allow projects to include some affordable units at 100% AMR, if municipal or CMHC contributions are being considered. The 100% AMR rates are provided in table below, with the corresponding affordable income threshold.

CMHC or Municipally Funded Affordable Rental Housing (100% AMR)			
Unit Type	Affordable Rent (100% AMR)	Household Income (30% of gross income spent on shelter)	Corresponding Income Decile
Bachelor	\$762	\$30,480	4 th (Moderate)
1-bedroom	\$1,062	\$42,480	5 th (Moderate)
2-bedroom	\$1,280	\$51,200	6 th (Moderate)

In comparison to the current maximum household income of \$45,900 for provincially funded affordable units, it is clear that households renting a 2-bedroom rental unit at the higher AMR rate would require a higher income. In this respect, households seeking to rent a two-bedroom unit at 100% AMR would require a total income at the 6th decile, being a maximum of \$54,600.

In light of the above, it is clear that two levels of affordability are necessary for units rented at 80% AMR and 100% AMR. While both are considered to be affordable rental rates, the depth of affordability varies between low and moderate income households. As such, staff are recommending that the current definition for affordable rental housing be amended to include two levels of affordable units, as follows:

1. Low-Affordable Rental Unit: means rental units that are rented at or below 80% of the current Average Market Rent, and where total household income does not exceed the 5th income decile.
2. Moderate-Affordable Rental Units: means rental units that are rented at or above 80% of the current AMR, but no more than 100% of the current AMR, and where total household income does not exceed the 6th income decile.

The proposed amendment will provide greater assistance to moderate income households, while providing an ability to support a greater mix of affordable rental types, which is also advantageous to prospective developers. While focus will still be on providing 'low affordable rental units', this proposal will provide a greater opportunity to address the missing middle, by providing some flexibility to provide additional rental units for moderate income households. This will also provide developers with the flexibility to make projects more financially feasible, thereby providing a greater incentive to create affordable rental units.

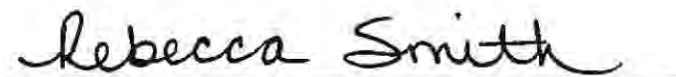
Conclusions

The need to focus on the creation of housing across the continuum is identified as a goal in the County Strategic Plan, Official Plan, Future Oxford Community Sustainability Plan, 10-Year Shelter Plan and the Zero Poverty Action Plan.

Overall, the Master Housing Strategy is a critical step in understanding specific local housing needs, in an effort to provide a variety of strategies and initiatives to help address the current housing supply shortage. While the proposed next steps will not provide a 'one size fits all' solution to address current housing needs, these recommendations demonstrate the County's continued dedication to addressing the current housing supply shortage, with a more strategic and fulsome approach to future projects/programs and funding commitments.

SIGNATURES

Report Author:



Rebecca Smith, MCIP, MPP
Manager of Housing Development

Departmental Approval:



Kelly Black
Director of Human Services

Approved for submission:



Benjamin R. Addley
Interim Chief Administrative Officer

ATTACHMENT

Attachment 1 – Master Housing Strategy – December, 2022


HS 2022-10 - Master Housing Strategy

Final Audit Report

2022-12-12

Created:	2022-12-09
By:	Mara Rumble (mrumble@oxfordcounty.ca)
Status:	Signed
Transaction ID:	CBJCHBCAABAATJgdbnZery_-a9g0xHf2bLgpmKRHdTNm

"HS 2022-10 - Master Housing Strategy" History

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September-November 2022 Economic Development Activity

Enhanced Business Support:

- a. General Business Support Inquiries: 80
- b. Outreach to Business re: Career Expo: 20
- c. Land Inquiries/Development Support: 12
- d. Business Visits: 30

Land Inquiries by Industry:

Truck Terminal, Commercial Retail Spaces for Lease, Printing & Distribution, Agri-Business Product Sales & Services, Construction Material Production Facility, Attainable Housing/Commercial Mix, Ag to Industry/Commercial Exploration in Blandford-Blenheim, South-West Oxford and East Zorra-Tavistock.

Enhanced Partner Collaboration:

- a. Oxford Rural Entrepreneurs Travelling Networking Event Series
 - September: Creekside Wedding Ceremony Venue: 24 attendees
 - October: Snyder's Family Farm: 28 attendees
 - November: Ingersoll Public Library 32 attendees
 - No further events planned in 2022.
 - Next Steps: We will send out a post-season survey to attendees and organize a post-season zoom call with the committee partners to discuss what we would like to Start, Stop, or Continue doing for future events.
- b. Oxford County FAM Tour on September 21st & 22nd
 - The Oxford Connection partnership delivered its traditional bi-annual 2-day FAM Tour. There were 50 attendees including Industrial Realtors, Site Selectors, Elected Officials and Staff enjoyed networking and showcasing Oxford County.
 - Next Steps: Oxford Connection partners are discussing a refresh on format and the value of hosting a scaled back version of this event more frequently.
- c. Shop Local This Holiday Season – Post Media Campaign
 - Community Futures Oxford, Tourism Oxford and Rural Oxford EDC are again partnering to deliver a multi-media campaign to promote shopping local this holiday season. Visit: <https://ruraloxford.ca/slow-down-for-the-season-small-town-shopping-and-experiences-in-oxford-county/>

Regional Collaboration:

- a. C. van Roekel attended the SCOR EDC facilitated meeting to hear EcoStrat present on the opportunity for the region to explore the BDO Zone Initiative
 - The BDO Zone Initiative (www.bdozone.org) is a certification and regional risk rating program that identifies and scores prime areas for biobased project development; accelerating the clean energy transition and creating jobs.
 - A BDO Zone Rating is a powerful economic development tool that de-risks project finance and helps get clean energy plants built in areas where they are most likely to succeed.

- b. Canada's Outdoor Farm Show, Sept 13th – 15th at the Discovery Farm
 - Rural Oxford EDC team rallied volunteers and directly supported the event by staffing all four information booths on September 14th.
 - Several Rural Oxford EDC Board Members volunteered in various capacities during this event and over 17,000 people attended on that second day.

- c. Economic Developer's Council of Ontario (EDCO)
 - R. Stewart is on the EDCO Stakeholder Relations Committee and the group has finalized the plans for EDCO's Queen's Park Day on November 30th.
 - There are over 85 people registered to attend including MP's, Sponsoring Community Partners and Committee Members.

- d. EDAC Award Application
 - Rural Oxford's Collaborative 3-Part Video Series was submitted for Marketing Award consideration but did not receive an award, nor any submission feedback from the review panel.

Workforce Update: (T. Roschkow Update)

- a. Community Employment Services – Career Expo on September 30th
 - Rural Oxford promoted and attended the Career Expo in Ingersoll.
 - 84 Employers registered, with 11 being rural, 400 job seekers attended.

- b. Community Employment Services – RED grant initiative
 - Significant enhancements to workinoxford.ca and welcometooxford.ca.
 - Rural Oxford is following through on its commitment to contribute \$1000 and in-kind staff support for this workforce initiative.
 - T. Roschkow is leading the Job Seeker Attraction & Retention committee.

- c. The Newcomer Talent Retention Network (NTRN) is a new program that equips employers to take advantage of immigrant talent needed to sustain our economy and workforce.
- Through an online needs assessment, companies will receive recommendations to support retention of newcomers in their workplace and will be connected to NTRN experts to develop personalized action plans, making their company newcomer ready in just 6 months!
 - Areas of expertise that the company will have access to include:
 - o Equitable and Inclusive Onboarding Strategies
 - o Intercultural Communication
 - o Equity and Inclusion
 - o Human Resources
 - o Immigration Law
 - o Community Settlement

Engaging Marketing & Communications:

- a. Oxford County Familiarization Tour Video Series
- R. Stewart developed a 3-week digital communication roll-out plan for the partners that runs from November 15th to December 7th.
 - Oxford Connection submitted for EDCO Marketing Award consideration the combined collaborative effort of the In-Person & Digital FAM Tour.
- b. What's New in Rural Oxford Feature Articles/Blog Posts: 6
- C. Van Roekel coordinates the quality rural business features and provides supportive connections for rural business owners marketing efforts.
 - 2 Business Features: Small town shopping and experiences in Oxford County; Oxford County Women Open Mental Health & Family Support Centre
 - 4 Community Updates: Ontario Launches Skilled Trades Career Fairs for Students; Zorra to build new Municipal office and 88 Space Child Care Centre; Saputo's Donation to Tavistock Spray Pad Project; Licensed child care providers can opt-in to Canada-Wide Early Learning & Child Care program
 - <https://ruraloxford.ca/whats-new>
- c. Rural Oxford became members of the Tavistock and Norwich Chambers of Commerce, sponsored/participated in the Norwich Chamber's annual Golf tournament on October 4th, and sponsored gifts/draw prizes for the annual Tavistock Chamber Holiday lunch on December 8th at Quehl's Restaurant.
- d. [The Oxford County Job Board Facebook Group](#) has now grown from roughly 500 to 6200 members since we began in December 2020 (up 1000 new

members this month alone. Employers, Job Seekers and Community Partners are sharing job postings; schedule availability, and resources. Local employment agencies are actively leveraging this tool. This group grows daily and engagement is high.

- e. Rural Oxford “Development Opportunity” Roadside Signs refreshed/reinstalled.
- f. Quality Monthly Newsletter to share business resources, announcements, community partner events, Rural Oxford updates, Job postings and more!

Effective Governance & Administration:

- a. November Board Meeting preparation
- b. Renewed annual Directors & Officers Insurance
- c. Audit & Finance Committee meeting preparation
- d. Follow up with J. Albrecht regarding Bylaw to Enact OMERS
- e. Professional Economic Development Education:
 - T. Roschkow attended the 3rd Collingwood World Summit – Habitat in Towns, and the Rural 2 Rural Symposium where Mayor Ryan co-presented a keynote on ‘Bias toward action’ during the day of Housing discussions.
 - T. Roschkow gathered additional knowledge and Housing Resources from ROMA, Home Builders Association, Oxford County My Second Home, etc.
 - C. van Roekel attended the Agri-Food Forum in Brant County.
 - R. Stewart attended the EDAC 2022 Conference in Kingston and gained insights from sessions on understanding mental health, why an ECE is likely to be an EDO’s best friend in 2022 and beyond, state of the economy, etc. Watch some session replays: <https://edacconference.ca/sessions/sessions/>



TOWNSHIP OF BLANDFORD-BLENHEIM

Agenda Item

To: Members of Council **From:** Trevor Baer

Reviewed By: Rodger Mordue, CAO/Clerk **Date:** Jan 5 2022

Subject: Monthly Report – December **Council Meeting Date:**
Jan 11 2023

Report #: CS-23-01

Recommendation:

That Report CS-23-01 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 December.

Analysis/Discussion

Arena The arena has been busy over the month of December. During the two-week Christmas break we provided five free skates, these skates were sponsored. We also hosted two minor hockey tournaments, that went over really well.

Parks The Plattsville Splash pad is going really smoothly, water lines and drains are put in, cement pad is installed. They installed the features for the unit there are a few more pieces to be installed, but they will be put on in the spring. Things left for this project are the sign, picnic tables and test everything in the spring to make sure it works. They have this work are schedule in May.





TOWNSHIP OF BLANDFORD-BLENHEIM

Agenda Item

To:	Members of Council	From:	Jim Borton Director of Public Works
Reviewed By:	Rodger Mordue	Date:	January 4, 2023
Subject:	Monthly Report	Council Meeting Date:	January 11, 2023
Report #:	PW-23-01		

Recommendation:

That Report PW-23-01 be received as information.

Capital

- Gobles CN Bridge – It has been determined that the bridge deck needs to be replaced. The work is being scheduled to start in April of 2023 with completion by the end of June 2023. CN is looking into a better way to control traffic over the bridge until the end of construction. Looking at hydro powered traffic lights.
- Princeton Pond Expansion project – The new storm water structures have been ordered and will be delivered the week of January 9th. Installation is also scheduled to start this week and the excavation of the pond will begin once the structures are in place. Staff continues to work with KSmart and local residence on finding suitable dump sites for the excess material. We are also working on finishing the tender for this year's road reconstruction and waiting on final approval from CN for the boring under the tracks.

County Shared Service/Road Association/Training

- Shared Services meeting – The service sharing committee met in Zorra. We discussed dash cameras, electronic tracking, 2023 meeting dates and inviting Tony Hymers from the OPP to attend our January meeting to discuss the half load season.
- Road Association – The Association's met on December 8th. We had a presentation from DiCan about GPS solutions and dash cameras. December is our last meeting of the year and elections were held for the executive, I retained my position of Secretary/Treasurer and AORS board member for Oxford.
- AORS – The Oxford Association has submitted its final submission to host the 2025 Trade show. We will know if our bid was successful in earlier 2023. The next BOD meeting is February 2023.

Other

- December started out mild with only a few days that the roads crew had to go out. Then at holiday time we were hit with a 3-day storm that saw freezing rain, snow and very high winds. During the storm staff made the decision to call a Significant Weather Event. This was also done by Wilmot Township, EZT, Zorra, Norwich and Oxford County. Due to the high winds, it made it very difficult to keep the roads in a passable state. By calling the Significant Weather Event it protected the Township against the possibility of a lawsuit and also gave staff the flexibility to do everything we could to keep the roads safe, while also keeping our staff safe. The event ended on December 26th. Public Works staff did a great job keeping the roads as passable as possible. The Township is very fortunate to have the dedicated staff that we do, it is hard to find people to come in to work these days never mind when your being asked to stay home. As they always seem to do, they rose to the occasion and worked through the trying conditions and the holidays.
- Met with suppliers to discuss prices for 2023 budget and availability.
- Coordinated the preparation on the Romano storm water pond site.
- Working with the Drainage Superintendent on finding suitable dump site for the excess soil from the Princeton Drain project.
- Working with KSmart and Drainage Superintendent on the Princeton project.
- Staff is still continuing to meet with land owners at outdoor sites to discuss ditch or road issues.

Attachments Service Sharing minutes

Respectfully submitted by:



Jim Borton CRS-I
Director of Public Works

Service Rationalization

MEETING MINUTES

DATE: December 14, 2022

LOCATION: Zorra

PRESENT: Adam Prouse, Daniel Locke, Tom Lightfoot, Steve Oliver, Jim Borton, Shawn Vanacker, Ken Farkas,
Doug Wituik, Richard Sparham

REGRETS: Frank Gross

COMMITTEE CHAIRMAN: Steve Oliver

SECRETARY: Tom Lightfoot

ITEM	ACTION	ASSIGNED TO
1. Meeting called to order	10:32 am	
2. Minutes of Last Meeting:	Reviewed- Moved by Adam Seconded by Ken	
3. Correspondence/ Speaker	None	
4. Old Business	Jim- AORS Trade Show bid discussion, group decided to proceed with farm show property and setup meeting to review pricing.	
5. New Business	Tom- 2023 Meeting dates have been updated.	
6. Round Table	Adam- 2023 snowplow training discussion, pricing out different trainers. - OCRSA meeting discussion and thoughts on retired members paying for events. Tom – Will reach out to Tony Hymers for the next meeting to discuss the Half Load Season. Tony has confirmed he will be in attendance. Shawn- Contract staffing discussion Jim- OCRSA meeting location discussion General discussion on common issues.	
7. Health & Safety	Covid discussion Richard- electronic monitoring and dash camera discussion Book 7 training and chainsaw training in the spring as a group.	
8. Next Meeting	January 12, 2023 - 10:00 am start at EZT Location, Innerkip Community Center 695566 17th line Innerkip	
9. Adjourned	11:43a.m. Moved by: Jim Seconded by: Ken	

Service Sharing Meeting Dates 2023

January 12 EZT

February 9 Zorra

March 16 Oxford County

April 13 Blandford Blenheim

May 11 Norwich

June 15 SWOX

September 13 Tillsonburg

October 12 Woodstock

November 9 Ingersoll

December 13 Zorra



TOWNSHIP OF BLANDFORD-BLENHEIM

Agenda Item

To:	Members of Council	From:	Jim Harmer Drainage Superintendent
Reviewed By:	Rodger Mordue	Date:	January 5, 2023
Subject:	Monthly Report	Council Meeting Date:	January 11, 2023
Report #:	DS-23- 01		

Recommendation:

That Report DS-23-01 be received as information

Background:

Monthly activities of the Drainage Department to December 31, 2022

Analysis/Discussion

- Working on drain maintenance and various site meeting to review work required with ratepayers.
- Working with lawyer on compliance letters.
- Working on Section 65 reports for granted severances
- Commenting on planning applications
- 10 locates for ON 1 Call in July 2022 including 1 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. Reviewed site with Curtis (P.ENG) and working on the next site meeting for Ratepayer to review option for new report to be in January 2023

- Princeton Drainage System 2022 Engineer has filed final report. Report dated July 29/22 filed with the Township on August 8, 2022. Consideration of report was September 7th, 2022. Court of revision at October 5th, 2022 council meeting, By-law 2313-2022 passed October 19 2022 3rd reading. Working on Construction of Romano SWMP with twp forces and local contractors. Working on Tender document for Phase 1 of Construction in 2023 to be tender in January/February
- Princeton Drain Section 78 report has been approved by GRCA and council and will be add to the new Engineer's Report for Princeton Drainage System 2022 report filed as part of Princeton Drainage System 2022 consideration of report September 7th 2022 COR at October 5th 2022 council meeting, By-law passed October 19 2022 3rd reading. This project will be tender with Princeton Drainage System 2022
- 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 reviewed and approved by Township Engineer, the repair work to the outlet to be done Fall 2022 (SEPT/OCT) by developer (still waiting for contractor) last update January Construction
- 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 and design and has sent info to GRCA for comments. 2nd site meeting was held on November 15th 2022. Report was filed on November 29 2022 was consider on December 21 2022 and By-law 2334-2022 was provisionly adopted. Court of Revision to be January 18th 2023
- 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 site meeting spring 2023
- Hotson Drain drainage petition received by Council June 15 2022. Engineer appointed August 3, 2022, project Engineer will be Curtis MacIntyre of K Smart & Assoc. Onsite meeting was September 6th @10.00am at Township Road 8 and Blandford Road, working on survey.
- Holt Drain, Brant County have accepted Section 78 request. Brant have appointed K Smart & Assoc. (Curtis MacIntyre) Onsite meeting was on September 20th 2022 in Princeton engineer working on design options and survey
- Township Road 8 and Hubbard Road petition by Jim Borton Director of Public Works received by Council June 1 2022 council appointed Engineer August 3 2022, project Engineer will be Curtis MacIntyre of K Smart & Assoc. Site meeting November 3rd 2022, working on Survey

- Baker Drain Council accepted petition on September 7th 2022 for repair and improvements. Engineer was appointed on October 19th 2022 project Engineer will be Curtis MacIntyre of K Smart & Assoc.
- Working on CLI-ECA (Consolidated Linear Infrastructure – Environmental Compliance Approval) report with Adam and Jim Burton (Reference Number 9954-CJNM3N)
- Attended by 2 council meeting
- Attended Staff Meeting
- Working on Drumbo SWMP on details of ownership and existing subdivision agreements
- Working on updates on the Municipal Service Standards
- 1 week time off

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:	Denise Krug, Director of Finance
Reviewed By:	Rodger Mordue	Date:	January 4, 2023
Subject:	Temporary Borrowing	Council Meeting Date:	January 11, 2023
Report #:	TR-23-01		

Recommendation:

That Report TR-23-01 be received as information.

That Council pass By-law 2340-2023 authorizing the temporary borrowing for the Township of Blandford-Blenheim in 2023 at \$1,000,000.

Background:

Section 407 of the Municipal act, 2001 requires that a Temporary Borrowing By-Law be adopted annually to provide the municipality with the authority to borrow from time to time such sums as may be necessary to meet current operating expenditures until taxes are collected and other revenues are received.

Section 407 (2) of the Municipal Act, 2001 specifies,

“Except with the approval of the Ontario Municipal Board, the total amount borrowed at any one time plus any outstanding amounts of principal borrowed and accrued interest shall not exceed,

- (a) From January 1 to September 30 in the year, 50 percent of the total estimated revenues of the municipality as set out in the budget adopted for the year; and
- (b) From October 1 to December 31 in the year, 25 per cent of the total estimated revenues of the municipality as set out in the budget adopted for the year.”

Section 407 (3) further clarifies that,

“Until the budget is adopted in a year, the limits upon borrowing under subsection (2) shall temporarily be calculated using the estimated revenues of the municipality set out in the budget adopted for the previous year.”

This By-Law is presented to Council at the start of each year to authorize the use of the open revolving credit facilities totalling \$1,000,000 offered by the Township's bank, should the need arise. Treasury staff will exhaust all other avenues of funding prior to drawing on the line of credit.

Analysis/Discussion:

The temporary borrowing limits for the Township, calculated in accordance with provisions of Section 407, based on the 2021 budgeted revenues are as follows:

2022 Revenue Base	\$10,446,893
Maximum borrowing January 1 st to September 30 th	\$5,223,446
Maximum borrowing October 1 st to December 31 st	\$2,611,723

Financial Considerations:

The Township would be required to pay interest on any short term borrowing.

At this time, it is not anticipated that we will need to draw on our line of credit.

Attachments: None

Respectfully submitted by:

Denise Krug
Director of Finance/Treasurer



TOWNSHIP OF BLANDFORD-BLENHEIM

Agenda Item

To: Members of Council
Reviewed By: N/A
Subject: Prospect Street property sale
Report #: CAO-23-01

From: Rodger Mordue, CAO/Clerk
Date: January 4, 2023
Council Meeting Date: January 11, 2023

Recommendation:

That report CAO-23-01 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 Drumbo being a portion of the unopened road allowance of Mill Street, to Jason Parke and Jennifer Parke.

Background:

At its regular meeting on September 15, 2021 Council considered a request from the agent for the owners of 71 Prospect Street Drumbo to close and purchase a portion of the unopened Mill Street Road allowance contained in Plan 218 for the Village. The land is outlined in red below:



Council agreed to a sale and declared a portion of the property surplus to the needs of the municipality. Staff has been working on the transfer since that date.

Analysis/Discussion:

Since declaring the property surplus staff has been working towards its sale. Pursuant to the Township By-Law governing the disposal of real property a value of \$2.03 / sq ft is placed on land not on full municipal services if the land is “...of a size that does not allow the construction of a building respecting the Zoning By-law or the Ontario Building Code, if sold to the owner abutting said land.” A recent survey of the land shows the portion of unopened road allowance being requested occupies an area of 1,320 sq ft which places the value at \$2,679.60.

The final step for the Township in this process will be for Council to pass a by-law authorizing the sale of the property.

Financial Considerations:

The Township Fees and Charges by-law places a value of \$2.03 / sq ft on serviced land owned by the municipality. The total area of the unopened road allowances to be transferred is 1,320 sq ft so that equates to a value of \$2,679.60.

Attachments:

- N/A

Respectfully submitted by:

Rodger Mordue
CAO/Clerk

THE CORPORATION OF THE
TOWNSHIP OF BLANDFORD-BLENHEIM

BY-LAW NUMBER **2339-2023**

Being a By-law to provide for the closure and sale of a portion of Mill Street, Drumbo. More particularly described designated as Part 1, Plan 41R-10431; Blandford-Blenheim, County of Oxford, Being Part of PIN 00282-0066 (LT).

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 Section 268 of the Municipal Act, S.O. 2001, Chapter 25, and amendments thereto, provides the conditions and procedures to follow when selling lands owned by the municipality.

AND WHEREAS Resolution Number 15 enacted on June 15, 2022 by the Council of the Corporation of the Township of Blandford-Blenheim declared the property described in this by-law as surplus to the needs of the Township.

NOW THEREFORE the Council of the Corporation of the Township of Blandford-Blenheim enacts as follows:

1. That upon and after the passing of this By-law the following original road allowance is hereby closed and stopped up:
 - 1.1 All and singular that certain parcel or tract of land and premises, situate, lying and being in the Township of Blandford-Blenheim, formerly Blenheim, in the County of Oxford and being composed of the unopened road allowance Mill Street north of Prospect Street, Drumbo. More particularly designated as Part 1, Plan 41R-10431; Blandford-Blenheim, County of Oxford, Being Part of PIN 00282-0066 (LT)
2. That the Mayor and CAO/Clerk of the Corporation of the Township of Blandford-Blenheim be and are hereby authorized to execute a Deed to Jason Parke & Jennifer Parke for the property referenced in section 1.1 for \$2,679.60.

By-law **READ** a **FIRST** and **SECOND** time this 11th day of January, 2023.

By-law **READ** a **THIRD** time and **ENACTED** in Open Council this 11th day of January, 2023.

Mark Peterson, Mayor

Rodger Mordue, CAO/Clerk

THE CORPORATION OF THE
TOWNSHIP OF BLANDFORD-BLENHEIM

BY-LAW NUMBER 2340-2023

Being a By-law to authorize the temporary borrowing of money to meet the current expenditures of the Corporation of the Township of Blandford-Blenheim.

WHEREAS in accordance with subsection 407(1) of the *Municipal Act, 2001, S.O. 2001, c. 25* as amended (the "Act"), the Council of the Corporation of the Township of Blandford-Blenheim (the "Municipality") may deem it necessary to borrow from time to time the sum of \$1,000,000 to meet, until taxes are collected, the current expenditures of the Municipality for the year 2022;

AND WHEREAS in accordance with subsection 407 (2) OF THE Act, the total amount borrowed pursuant to this By-law, together with the total of any similar borrowing, is not to exceed:

- a) from January 1 to September 30 in the year, fifty percent (50%) of the total estimated revenues of the municipality as set out in the budget adopted for the year; and,
- b) from October 1 to December 31 in the year, twenty-five percent (25%) of the total estimated revenues of the municipality as set out in the budget adopted for the year.

AND WHEREAS until the budget is adopted in a year, the limits upon borrowing under subsection 407 (2) of the Act, shall temporarily be calculated using the estimated revenues of the municipality set out in the budget adopted for the previous year;

AND WHEREAS the total amount previously borrowed by the municipality pursuant to subsection 407 (1) of the ACT THAT HAS NOT BEEN REPAYED IS "nil";

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF BLANDFORD-BLENHEIM HEREBY ENACTS AS FOLLOWS:

1. That the Mayor and the Treasurer are authorized, on behalf of the Municipality, to borrow from time to time, by way of promissory note or bankers' acceptance from the Municipality's financial institution (the "Bank"), a sum or sums not exceeding in the aggregate \$1,000,000.00 to meet, until taxes are collected, the current expenditures of the Municipality for the year, including the amounts required for the purposes mentioned in subsection 407 (1) of the Act and to give on behalf of the Municipality to the bank, promissory notes or bankers' acceptances, as the case may be, sealed with the Corporate seal and signed by the mayor and Treasurer for the sums borrowed plus interest at a rate to be agreed upon from time to time with the Bank.
2. That all sums borrowed pursuant to the authority of this by-law, as well as all other sums borrowed this year and in previous years from the bank for any or all of the purposes in the Act, shall, with interest thereon, be a charge upon the whole of the revenues of the Municipality for the current year and for all preceding years as and when such revenues are received.
3. That the Treasurer is authorized and directed to apply in payment of all sums borrowed plus interest, all of the monies collected or received on account in respect of taxes levied for the current year and preceding years or from any other sources which may lawfully be applied for such purpose.

4. That the Treasurer is authorized to furnish to the bank a statement showing the nature and amount of the estimated revenues of the Municipality not yet collected and also showing the total of any amounts borrowed under Section 407 of the Act that have not been repaid.
5. That this By-law shall come into full force and effect on the date of final passage hereof at which time all By-laws that are inconsistent with the provisions of this By-law and the same are hereby repealed insofar as it is necessary to give effect to the provisions of this By-law.

By-law **READ** a **FIRST** and **SECOND** time this 11th day of January, 2023.

By-law **READ** a **THIRD** time and **ENACTED** in Open Council this 11th day of January, 2023.

Mark Peterson, Mayor

Rodger Mordue, CAO/Clerk

THE CORPORATION OF THE
TOWNSHIP OF BLANDFORD-BLENHEIM
BY-LAW NUMBER **2341-2023**

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 January 11, 2023 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 11th day of January, 2023.

By-law read a third time and finally passed this 11th day of January, 2023.

MAYOR
MARK PETERSON

CAO / CLERK
RODGER MORDUE