

**CORPORATION OF THE TOWNSHIP OF EAST ZORRA-TAVISTOCK COUNCIL
2022 - 2026**

AGENDA

**for the Meeting to be held on Wednesday March 20, 2024 at the
Township Administration Building, 89 Loveys Street E., Hickson, Ontario, at 7:00 p.m.**

1. Call to order and opening remarks
2. Approve Agenda
3. Disclosure of Pecuniary Interest and General Nature Thereof
4. General Business:
 - a) Confirm March 6, 2024, Council Meeting Minutes
 - b) ROEDC – November 2023 – January 2024 Activity Report
 - c) Oxford County – 2023 Annual Transportation System Performance
5. Delegations & Appointments:
6. Reports of Municipal Officers and Committees:
 - a) Conferences and Seminars
 - b) County Council – Updates & Questions
 - c) Staff Reports – Updates & Questions
 - d) Staff Report - #HRSC2024 – 03 re: Social Media Policy
 - e) Staff Report - #CIO2024 – 02 re: Granular 'A' Resurfacing Bid Award
 - f) Staff Report - #CIO2024 – 03 re: Flag Policy
 - g) Staff Report - #CAO2024 – 03 re: CAO-Treasury Reporting
7. By-laws:
 - a) By-law #2024-12 – Employee Appointment By-law (Deputy Clerk)
8. Other and Unfinished Business:
 - a) Mayor Schaefer – Sidewalk Patios
9. Closed to the Public Session *as authorized under s. 239 of the Municipal Act*:
 - a) February 13, 2024, Closed to the Public Session Minutes (s. 239 (2) (c))
 - b) March 6, 2024, Closed to the Public Session Minutes (s. 239 (2) (b))
 - c) Proposed acquisition and disposition of lands - Hickson (s. 239 (2) (c))
10. Confirming By-law
11. Adjourn

NOTE: New Township Administration Office Open House – March 22, 2024 (2 pm to 5 pm)

Placeholder Page for Agenda Item 1 –
Call to order and opening remarks

Use this page to note any opening remarks
you wish to make.

2.

Placeholder Page for Agenda Item 2 – Approval of the Agenda

Use this page to note items you would like added to the agenda.

3.

Placeholder Page for Agenda Item 3 –
Disclosure of Pecuniary Interest

Use this page to note any Pecuniary Interests
you wish to declare at the meeting.

The Council of the Township of East Zorra-Tavistock met in the Council Chambers at the Township Administration Building, Hickson, Ontario at 9:00 a.m. on Wednesday March 6, 2024.

Members Present: Mayor Phil SCHAEFER, Deputy Mayor Brad SMITH and Councillors Matthew GILLESPIE, Scott RUDY, Jeremy SMITH, Steven VAN WYK and Scott ZEHR.

Members Absent: None.

Staff Present: CAO-Treasurer Karen DePrest, Clerk Will Jaques, CBO John Scherer, Public Works Manager Tom Lightfoot, Fire Chief Scott Alexander, Corporate Initiatives Officer Meaghan Vader and Human Resources/ Health and Safety Officer Jennifer Albrecht.

Mayor SCHAEFER welcomed everyone to the meeting, noting that the new Township Office open house is being held on Friday March 22nd. Mayor SCHAEFER also noted that the Canadian flags at various Township buildings have been lowered to honour the passing of former Prime Minister Brian Mulroney. Councillor SMITH noted the fundraising success of the Innerkip Lions Club for the Coldest Night of the Year event (highest donations collected amongst all Lions Clubs in Canada), as well as the upcoming Innerkip Lions Club fish fry, being held on Friday March 29th. Additionally, Councillor SMITH noted **that Friday March 8 is International Women's Day.**

Approve
Agenda

1. Moved by: Scott ZEHR
Seconded by: Brad SMITH
Resolved that Council approve the agenda for the March 6, 2024, meeting as printed and circulated.

CARRIED.

PECUNIARY INTERESTS:

- Steven VAN WYK – Items #5(b) and #5(c) (Prowind Renewables - Presentation and Wind Concerns EZT - Presentation, respectively.)

Confirm
Minutes -
Council

- 2. Moved by: Jeremy SMITH
Seconded by: Matthew GILLESPIE
Resolved that Council confirm the Minutes of the February 21, 2024, Council Meeting, as printed and circulated.

CARRIED.

Correspondence & Reports – No Resolutions:

- None.

Correspondence & Reports – Resolutions
Following:

Tavistock
Royals – MAP
Exception
Request

Council reviewed the correspondence from the Tavistock Royals Hockey Club regarding their request for an exception to the Municipal Alcohol Policy to allow for alcohol to be consumed in the tiered seating area of the Tavistock Arena, during various games.

- 3. Moved by: Scott RUDY
Seconded by: Matthew GILLESPIE
Resolved that Council approve the request from the Tavistock Royals Hockey Club for an exception to the Municipal Alcohol Policy, to allow for alcohol to be consumed in the tiered seating area of the Tavistock Arena during their hockey games on the following dates:

- Sunday February 11th
- Saturday February 17th
- Friday February 23rd
- Sunday March 3rd
- Sunday March 10th
- Sunday March 17th

CARRIED.

County Council–
Updates &
Questions

Mayor SCHAEFER provided an update on County Council activities.

By-law:

1st & 2nd
Reading

- 4. Moved by: Jeremy SMITH
Seconded by: Scott ZEHR
Resolved that the following by-laws be read a first and second time:

- 2024-08 – Budget and Tax Rates By-law
- 2024-09 – Innerkip Minor Ball Agreement
- 2024-10 – Hickson Sports and Recreation Agreement

CARRIED.

- By-law: 5. Moved by: Brad SMITH
 Seconded by: Matthew GILLESPIE
 3rd & Final Resolved that the following by-laws be read a third
 Reading and final time:
- 2024-08 – Budget and Tax Rates By-law
 - 2024-09 – Innerkip Minor Ball Agreement
 - 2024-10 – Hickson Sports and Recreation Agreement

CARRIED.

At 9:16 a.m., Sean-Michael Stephen from Watson and Associates Economists Ltd. presented the draft Development Charges Background Study, and responded to questions and comments of Council and Staff regarding the Study.

Having declared a pecuniary interest in regards to agenda items #5(b) and #5(c), Councillor Steven VAN WYK left the meeting at 9:47 a.m.

At 9:48 a.m., Helmut Schneider from Prowind Renewables made a presentation to Council regarding a wind farm proposed on lands within East Zorra-Tavistock and Blandford-Blenheim, and responded to questions of Council.

At 10:22 a.m., David Cunningham, representing Wind Concerns EZT, made a presentation to Council regarding concerns with wind farms, including the wind farm proposed by Prowind Renewables.

6. Moved by: Brad SMITH
 Seconded by: Scott ZEHR
 Resolved that the Township of East Zorra-Tavistock declares itself to be an unwilling host for wind turbine developments.

CARRIED.

Recorded Vote on Resolution #6 called by Councillor SMITH.

NAME	YEA	NAY
Matthew GILLESPIE	X	
Scott RUDY	X	
Phil SCHAEFER	X	
Brad SMITH	X	
Jeremy SMITH	X	
Scott ZEHR	X	
Total – <i>CARRIED</i>	6	0

Councillor Steven VAN WYK returned to the meeting at 10:54 a.m.

Council observed a recess from 10:55 a.m. to 11:05 a.m.

Adjourn to
Closed to the
Public Session

7. Moved by: Scott ZEHR
Seconded by: Scott RUDY
Resolved that Council does now adjourn to a Closed to the Public Session, at 11:06 a.m., to consider the following matters:

- February 7, 2024, Closed to the Public Session Minutes (s. 239 (2) (c), (i), (j))
- Human Resources Matter (s. 239 (2) (b))

CARRIED.

Rise from
Closed to the
Public Session

8. Moved by: Scott RUDY
Seconded by: Steven VAN WYK
Resolved that Council does now rise from its Closed to the Public Session at 11:55 a.m.

CARRIED.

Council observed a recess between 11:56 p.m. and 12:54 p.m.

9. Moved by: Jeremy SMITH
Seconded by: Brad SMITH
Resolved that Council suspend its rules of procedure under Procedural By-law #2018-01, as amended, to extend the meeting until no later than 4:30 p.m.

CARRIED.

Strategic
Planning
Session

Council participated in a Strategic Planning Session facilitated by the Strategic Planning project consultant, Rob Adams, from Town Hall Consulting.

Confirming
By-law

10. Moved by: Scott ZEHR
Seconded by: Scott RUDY
Resolved that By-law #2024-11 being a by-law to confirm the proceedings of Council held Wednesday March 6, 2024, be read a first, second and third time this 6th day of March, 2024;

And further that the Mayor and Clerk are hereby authorized to sign the same and affix the corporate seal thereto.

CARRIED.

Adjourn

11. Moved by: Brad SMITH
Seconded by: Matthew GILLESPIE
Resolved that Council does now adjourn at 3:59 p.m.

CARRIED.

Will Jaques, Clerk

Phil Schaefer, Mayor

Nov 15, 2023 – Jan 31, 2024 Economic Development Activity

Business Support:

- a. General Business/Marketing Support Interactions: 29
- b. Workforce Support/Outreach: 50
- c. Location & Development Conversations: 12
- d. Business Visits: 4

Location Inquiries by Industry:

Construction, Printing & Distribution, Manufacturing, Commercial Plaza, Heating & Cooling, Restaurant, Agri-Business, Mechanic, Wood Manufacturer, Religious Institution, Aquaculture

Projects & Partner Collaboration:

- a. Rural Oxford's 10th Anniversary & Awards Event on June 27th from 5pm - 9pm
 - Confirmed: date, venue, format, event sponsors/award ideas and presenters
 - Committee Meeting February 1: Discuss progress-to-date, cost estimates, award design, draft invitation list, and other key considerations
 - Next Steps: Connect with sponsors; Confirm catering, photographer, emcee, a/v, decorations, event rentals, invitation list including contact information, award criteria; Create digital award nomination form and digital invitation link; Committee Meeting March 1; Send out invitations
- b. Oxford Rural Entrepreneurs 2024 Networking Event Series
 - 5 rural venues confirmed for Wednesday evening networking events
 - Dates: April 10, May 8, June 12, July 10, and August 14
 - Hosts: Bright Cheese (Blandford-Blenheim), Willow Grove Animal Wellness Centre (Norwich), Guns Hills (Norwich), Deep Purple Lavender Farm (Zorra), Orange Door Acres (South-West Oxford)
 - Learn More: <https://ruraloxford.ca/initiatives/networking>
- c. Municipal Agriculture Economic Development & Planning Forum (2025)
 - Submitted application to OMAFRA for Rural Oxford to be considered as a future co-host for this Community Forum
 - Next Steps: If approved, bring full proposal to Board for review/consultation
- d. 5 NEW Local Success Stories added to our Newsroom
 - There are so many great stories to read about the people and businesses in Rural Oxford: <https://ruraloxford.ca/news>

- Historic Plattsville Building Restored & Ready for Tenants, Kalos – Classic Done Differently, Farming for Family – New Galma Dairy, Tourism Innovation Grant Program, Rural Oxford EDC joins Expert Panel at Smart Cities Connect Conference
- e. Oxford County Career Expo – March 21st from 8am-6pm
- Key Partner on this Community Employment Services initiative
 - Coordinating a rural municipality booth for the five townships
 - Next Steps: Continue direct outreach to invite Rural Employers
 - Learn More Here: <https://workinoxford.ca/career-expo>
- f. Tourism Innovation Grant Program
- Community Futures Oxford, Tourism Oxford and Rural Oxford EDC plan to award three \$3000 grants to local businesses that will develop or expand tourism experiences in Oxford County in 2024
 - Next Steps: Application deadline is February 15th; Grant Committee reviews submissions and arrange candidate interviews, following a thorough review and scoring, winners are selected and will be announced at the end of March
 - Learn More Here: <https://cfoxford.ca/funding/tourismgrant>
- g. Canada’s Outdoor Farm Show (COFS) – September 10,11 & 12, 2024
- Initial meeting with COFS staff to discuss partnership opportunities to run a vendor style booth showcasing 12 Rural Oxford businesses at the show
 - Researching costs and extending offers to community partners to be involved
 - Next Steps: meet with COFS and discuss submitting a RED grant application
- h. Community Connection Meetings:
- WOWC (Economic Development Roundtable), SCOR EDC (Resource Advisory Committee), Community Futures Oxford & Tourism Oxford, Tavistock Chamber, Small Business Centre, Oxford Workforce Development Partnership, MP Khanna & Oxford Connection, Canada’s Outdoor Farm Show, Woodstock Agricultural Society, and EMO Workforce Planning Board

Governance & Administration:

- a. Hosted a Virtual Director Orientation
- b. Corporate Form 1 Updated & Bylaw Revisions Drafted to Comply with ONCA
- c. Worked with C. van Roekel on Approved 2024 Work Plan
- d. Scheduled 2024 Board Meetings
- e. Board Meeting Preparation
- f. Prepared a Year-in-Review Document
- g. Professional Development: Smart Cities Connect & ROMA 2024

REPORT TO COUNTY COUNCIL

2023 Annual Transportation System Performance

To: Warden and Members of County Council

From: Director of Public Works

RECOMMENDATION

1. That County Council receive Report PW 2024-10 entitled “2023 Annual Transportation System Performance” as information.

REPORT HIGHLIGHTS

- This report provides an overview of the performance of Oxford County’s regional transportation system, along with the activities undertaken in 2023 related to the planning, design, construction, operations and maintenance for the same.
- A summary of annual transportation system capital investments (forecast ~ \$27 M) and an overview of key maintenance activities that were completed on the transportation infrastructure assets is also noted. The ongoing adherence to preventative maintenance standards and road pavement and bridge condition reviews ensure that all County roadways are maintained in a good state of repair for residents, businesses and visitors.
- Oxford County continues to ensure the safe and efficient operation of its regional road network through proactive programs such as pedestrian crossing studies, Community Safety Zone (CSZ) evaluations, illumination studies, traffic calming, speed management and road safety reviews.
- Consistent with the County’s direction of innovative and green technology, various green infrastructure and technology practices were completed in 2023 to further offset fossil fuel consumption and reduce greenhouse gas emissions (i.e. roundabout intersection improvements, Cold-in-Place asphalt recycling during road resurfacing, transportation demand management, traffic signal optimization, LED illumination, solar powered beacons, etc.).

IMPLEMENTATION POINTS

Following Council receipt, this report will be posted on the County's website for public access.

An annual performance report of the County's storm water system is required to be submitted to the Ministry of Environment, Conservation, and Parks (MECP) by April 30 each year as a regulatory requirement of the new Consolidated Linear Infrastructure Environmental Compliance Approval (CLI_ECA) that was issued to the County on February 3, 2023. A copy of this report must also be posted on the County's website by June 1 of each reporting year.

The first annual storm water system performance report will cover the period from January 1, 2023 to December 1, 2023 and will be submitted to the MECP and posted on the County's website in accordance with regulatory requirements.

Financial Impact

There are no financial impacts that will result from the recommendation contained in this report.

Communications

The 2023 Transportation Annual Report will be available for public viewing on the County's website on March 13, 2024, at <https://www.oxfordcounty.ca/en/your-government/reports-and-publications.aspx#Public-Works-Annual-Reports>.




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

In addition, the County will further communicate 2023 performance highlights of key Public Works systems, including Transportation, to the public through an annual social media campaign during National Public Works Week (May 19 – 25, 2024).

2023-2026 STRATEGIC PLAN

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

The recommendation in this report supports the following Strategic Plan pillars and goals:

		
<p>Promoting community vitality</p>	<p>Enhancing environmental sustainability</p>	<p>Fostering progressive government</p>
<p>Goal 1.2 – Sustainable infrastructure and development Goal 1.3 – Community health, safety and well-being Goal 1.4 – Connected people and places</p>	<p>Goal 2.1 – Climate change mitigation and adaptation</p>	<p>Goal 3.1 – Continuous improvement and results-driven solutions Goal 3.2 – Collaborate with our partners and communities</p>

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

DISCUSSION

Background

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

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

Additionally, Oxford shares operational and maintenance responsibilities of its boundary road with other out-of-County municipalities through various service contract agreements.

The County road network is shown on Attachment 1.

Transportation System Operations and Maintenance Levels of Service

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

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

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

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

County Transportation System Overview

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

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

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

The County's entrance By-law 5222-2010 and accompanying guidelines (Attachment 2) was adopted by County Council in 2010 and regulates the number, location, spacing and function of County road access points from abutting properties and developments.

The County is responsible for the operation and maintenance of ~ \$1.15 B of transportation network infrastructure assets as follows:

- 1,335 lane km of roads (includes 43 lane km acquired during 2021 Road Rationalization)
- 163 bridges/culverts (> 3m span)
- 128 retaining walls
- 175 km of storm sewer
- 1,200 km of ditches/swales

- 39 signalized traffic light intersections
- 2 roundabouts
- 13 pedestrian crossings (PXOs)
- 5,562 regulatory/warning signs
- 21 km of active transportation infrastructure (bike lines, multi-use paths, trails)
- 22 grade level railway crossings*

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

Comments

2023 Annual Transportation System Summary

Highlights of the activities undertaken in 2023 related to the planning, design, construction, operations and maintenance of Oxford County's regional transportation system include, but are not limited to:

- Completion of 40 km of road reconstruction and/or road asphalt resurfacing, including 20 km of Cold-in-Place asphalt recycling
- 2 bridge/culvert (>3m span) replacements/rehabilitations completed
- 510 m of guard rails installed (replaced and/or new)
- Completion of 14 traffic calming, speed management and road safety reviews and associated implementation of 18 Speed Feedback Signs, 20 Community Safety Zones (CSZs), one new School Safety Zone and one controlled Intersection Pedestrian Signal (IPS)
- 3 traffic signal optimizations completed and 15 studies completed (i.e. Class EA Studies, Intersection Control / Pedestrian / Feasibility Studies, etc.)
- Winter control response (2022/2023 winter season) to 54 storm weather events
- Development and implementation of a new stormwater Environmental Certificate of Approval process for Consolidated Linear Infrastructure (which imposes a consistent set of conditions intended to improve environmental protection in relation to the stormwater collection system)
- 779 annual motor vehicle collisions reported, with 4 fatal collisions
- 232 Municipal 511 Road Issue Notifications – Automated Notification
- Seasonal load restrictions maintained over 28% of road network

Traffic and Road Safety Management

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

Active Transportation

Ongoing initiatives to support active transportation (AT) include incorporation of cycling infrastructure and improvements to pedestrian facilities that meet current AODA standards as part of scheduled capital improvements and asset management. In 2023, these initiatives resulted in the following AT improvements:

- Cycling infrastructure on Oxford Road 59 (Wilson Street) in Woodstock;
- Wider asphalt platform on OR 2 and OR 20 resurfacing projects;
- Audible pedestrian signals and sidewalk enhancements (ramps, tactile plates) at signalized intersections in Tavistock and Norwich;
- Installation of pedestrian bridge and accessible ramp on the Trans Canada Trail in Tillsonburg, and;
- Sidewalk and crosswalk enhancements on OR 20 through Brownsville.

Rail Crossing Review

In Canada, railway companies and road authorities share jurisdiction of railway grade crossings. Within Oxford County, there are several grade crossings spanning the Canadian National (CN) and Canadian Pacific (CP) and short rail line (Ontario Southland Rail, GoRail) corridors. In 2014, Transport Canada updated regulations relating to at-grade railway crossings. The update involved extensive consultation with railway companies and road authorities to ensure the concerns of all interested groups were incorporated. The safety review promotes uniformity at grade crossings within Canada to all public and private grade crossings on federally regulated railways and aims to bring them all under one common standard.

In response to updated Transport Canada regulations, a comprehensive review of at-grade crossings was undertaken by Oxford County in 2020 to identify potential safety deficiencies and recommend remedial improvements to ensure the County's 22 grade level road/rail crossings comply with the applicable standards. From this review, a number of feasible improvements were proposed and completed as show in Attachment 3. In addition to the completed remedial measures, the review also developed a monitoring program to ensure compliance in the future.

Community Safety Zone (CSZ) Implementation

In 2023, a total of 20 locations throughout Oxford were approved by County Council for CSZ implementation (refer to Report [PW 2023-05](#)) following a comprehensive evaluation that was completed in 2022 in accordance with the County's CSZ criteria and warrant process adopted by County Council in 2021 (Report [PW 2021-31](#)).

Designated CSZs will also be eligible for Automated Speed Enforcement (ASE) applications should a potential future County-wide ASE program be adopted as a measure to further promote road safety for all users and potentially reduce the number of collisions and fatalities on the County regional road network.

County-wide Approach to Speed Management and Traffic Calming

In 2023, speeding and intersection safety concerns across various segments of the County's transportation system were newly assessed through the review of traffic speed, volume, vehicle class, turning movements, sight line assessments, pedestrian volumes, and collision data at the following locations:

- East Zorra-Tavistock – Intersection of Oxford Road 59 and Oxford Road 33
- East Zorra-Tavistock – Punkeydoodles Corners (Oxford Road 5, Oxford Road 24)
- Tillsonburg - Oxford Road 20 (North Street East) from Broadway to Tillson Avenue
- Woodstock - Oxford Road 15 (Parkinson Road) from Beard's Lane to Oxford Road 4
- Woodstock - Oxford Road 35 (Devonshire Avenue) from Vansittart Avenue to Huron Street
- Woodstock - Oxford Road 17 from 14th Line to Oxford Road 4
- Ingersoll - Intersection of Oxford Road 7 (Thames Street North) and North Town Line
- Curries - Oxford Road 40 from Oxford Road 59 and 1 km west
- Springford - Oxford Road 13 and Oxford Road 19 within the village limits
- Foldens - Oxford Road 6 from and Oxford Road 12 within the village limits
- Sweaburg - Oxford Road 12 within the village limits
- Culloden - Oxford Road 10 within the village limits
- Verschoyle - Oxford Road 10 within the village limits
- Dereham Centre - Oxford Road 27 within the village limits

Similarly, a number of post monitoring speed reviews were completed in 2023 (where traffic calming measures were previously implemented) at the following locations:

- Drumbo – Oxford Road 3 from and Oxford Road 29 within the village limits
- Plattsville – Oxford Road 8 from Duoro Street to Hofstetter Road
- Bright – Oxford Road 8 and Oxford Road 22 within the village limits
- Harrington - Oxford Road 28 within the village limits.

Staff utilized traffic management principles and engineering best practice methodologies to develop and implement various site specific evidence based recommendations (refer to Reports [PW 2023-06](#), [PW 2023-17](#), [PW 2023-28](#), [PW 2023-44](#) and [PW 2023-45](#)) intended to improve speed management, traffic calming and road safety measures at the above noted locations including, but not limited to, one or more of the following:

- Installation of electronic speed feedback signs;
- Controlled PXOs;
- All-way stop condition(s);
- Regulatory and warning signs;
- Changes to posted speed limits;
- Speed zone adjustments to align with built up areas and TAC guidelines;
- Overhead flashing lights;
- Oversized stop signs with flashing beacons;
- Rumble strips;
- Extensions of street lighting to limits of urban boundary;
- Pavement markings (sharks teeth, transverse bars, edge lines);

- Flexible centre line delineators;
- Gateway features (community signs, lighting, future plantings); and
- CSZ designations.

Frequency and Severity of Collisions

A review of the collision data shows that the total number of collision across the County’s road network has remained relatively consistent with an average of 760 total collision occurrences over the past five years (refer to Figure 1) despite increased traffic volumes and community growth. The total number of combined injury and fatal collisions has reduced over the same period, with an average of 109 injury/fatal collisions per year. Most notably, the number of fatal collisions on the County road network has averaged 6 per year, ranging from 4 to 8 fatalities over the last five years (5.5% of the total injury/fatal collisions).

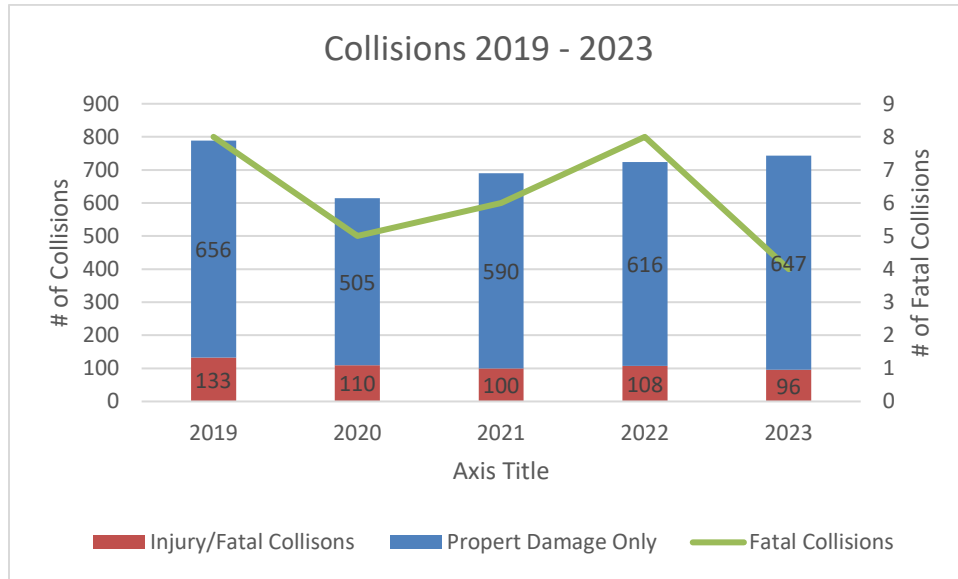


Figure 1 – 2019-2023 Collision Occurrences on County Road Network

The distribution of collision occurrences throughout the County between 2019 and 2023 is shown on Attachment 4 with the highest number of collisions occurring in the three urban municipalities (Woodstock, Ingersoll, and Tillsonburg). An excerpt from the 2024 Transportation Master Plan is included as Attachment 5 and shows the top ten rural and urban collision locations from 2018 to 2022 and the improvements that have been either completed or currently in progress.

Collision occurrences are typically higher at intersections where the risk of conflicts is greater as a result of turning movements, speed differential (rear-end collisions), and driver non-compliance (failure to yield, failure to stop, etc). The top ten urban collision locations are at County intersections within the City of Woodstock and can be attributed to generally higher traffic volumes at these locations. In rural areas, 70% of the collisions occurred within North Oxford.

Transportation System Asset Management

The overall asset condition of the County regional transportation system is monitored regularly through the Road Needs Study and biennial Bridge and Culvert inspections. Other inspection programs are initiated from time to time and include retaining walls, guide rails and grade level crossings.

These programs provide an inventory of assets, quantitative condition and performance measures, performance prediction as well as engineering and economic analysis tools to provide costs for future transportation system improvement needs such as resurfacing, rehabilitation, replacement and reconstruction.

2022 Asset Management Plan Update

Oxford continues to prioritize the long term sustainability of its transportation system. The County's Asset Management Plan provides the current asset condition and lifecycle needs of the County's transportation system.

This information continues to be used as a primary source for identified future capital requirements and to determine appropriate reserve contributions to sustainably finance such capital works. The summary of these findings were detailed in the County's 2022 Asset Management Plan (Report [CS 2022-20](#)).

A quick summary of the overall condition of transportation infrastructure and related assets is detailed in Figures 2 and 3.

Bridges and Major Culvert Assets:

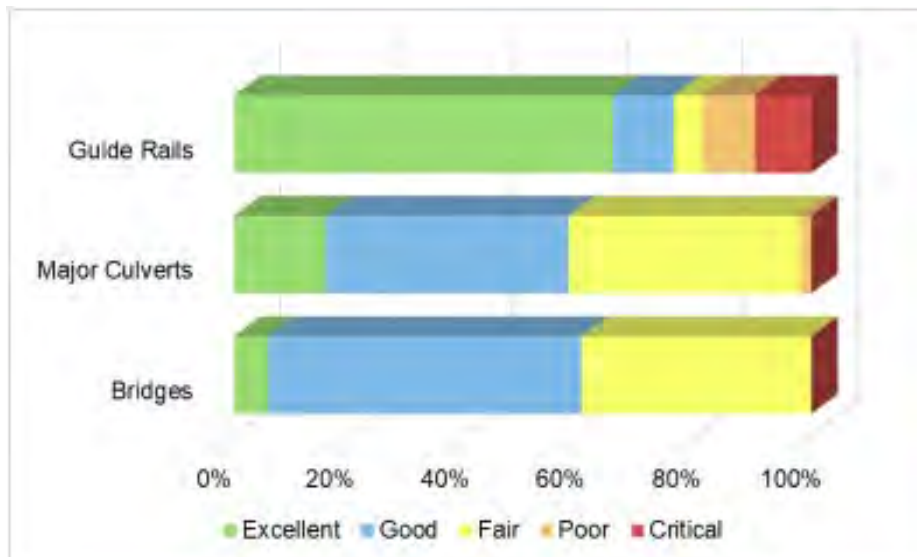


Figure 2 - County Bridge and Major Culvert Asset Condition (2022)

The asset condition monitoring of Oxford County's bridges and major culverts is done through biennial Ontario Structural Inspection Manual (OSIM) inspections as per Provincial legislation O.Reg. 104/97 'Standard For Bridges'. This legislation requires that inspections be undertaken

on all structures that have a span greater than three meters in accordance with the OSIM, every two years under the direction of a Professional Engineer.

Public Works retains an engineering consulting firm to update and keep an inventory of the County bridges and culverts through a close-up visual inspection and appraisal of each structure. An OSIM inspection report is completed for each structure including material and performance ratings, functional data and recommendations for engineering investigations, rehabilitations, repairs and/or replacements. The overall inventory and report summarizes the results of the inspections, weight limit assessment, structure priorities, recommendations and estimated cost for rehabilitation or replacement of each asset by its time of need. The recommendations ensure that preservation, upgrading, and timely replacement of bridge and culvert assets are performed through cost-effective management and programming.

The condition of bridges and major culverts is assessed using the MTO methodology Bridge Condition Index (BCI) and is used to prioritize capital improvements.

Roadway Assets:

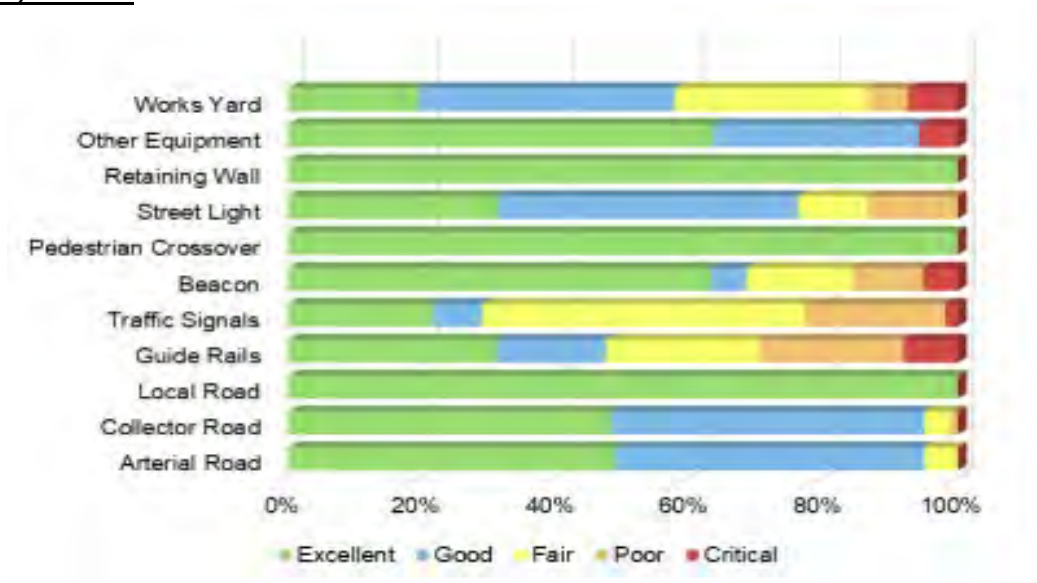


Figure 3 - County Road Network Asset Condition (2022) *

* Note: The hierarchy of the transportation network as identified in the OP identifies the County road network as arterial or regional roads providing connection to Provincial and local roads; however, for the purposes of asset management, County roads are further categorized as arterial (Class 1 and 2), collector (Class 3 and 4) and local roads (Class 5 and 6) in accordance with the road classification matrix included in the MMSMH regulation.

A Road Needs Study is performed every five years through a visual examination to inventory and appraise improvement needs within each road section. The study provides an overall rating of the road system by section, including factors such as surface type, surface width, capacity, structural adequacy, drainage and geometry. The Study reports on the deficiencies, needs and conditions captured through the Road System Inventory, Road Appraisal Sheets and Railway Level Crossing Inventory. The Study also identifies recommended timing and estimated cost of the proposed construction and/or rehabilitation improvements.

These recommendations guide the scheduling of improvements to ensure that preservation, upgrading, and timely replacement of roadway assets are undertaken through cost effective management and programming in conjunction with the annual capital works in progress.

Similarly to bridges and major culverts, the road network is assessed using the MTO Pavement Condition Index (PCI) methodology to rank the current condition of the road segment and identify maintenance and rehabilitation requirements.

2023 Transportation System Infrastructure Capital Investments

As per the revised 2023 Forecast in the 2024 Business Plan and Budget, the County invested approximately \$27 million in tax supported transportation infrastructure which included, but is not limited to, several notable capital projects as follows:

- Oxford Road 29 – horizontal and vertical realignment at Blenheim Rd (\$2,000,000)
- Oxford Road 59 (Wilson St) reconstruction (\$2,400,000)
- County-wide road resurfacing (\$5,000,000)
- County-wide rural storm replacement (3,400,000)
- Bridge Rehab – Oxford Road 12 (Mill St) (\$1,250,000)
- Bridge Rehab – Oxford Road 45 (17th Line) (\$1,400,000)
- Pedestrian Bridge – Trans Canada Trail (\$2,600,000)
- Traffic Signal Replacements (\$1,400,000)
- Princeton Drain (\$1,000,000)

2023 Maintenance of Transportation System Infrastructure

In addition to the transportation system capital investments noted above, several planned operational preventative maintenance activities are carried out annually to help optimize the useful service life and efficiency of transportation infrastructure assets. The 2023 Roads Operational Expense was approximately \$23 million and included a number of key annual maintenance activities performed on the transportation network as noted in Table 1.

Table 1: Transportation System Infrastructure Maintenance (2023)

Preventative Maintenance Activity	Quantity
Road Salt Application - tonnes of salt (2022/2023 Winter)	9,840 tonnes
Road Sand Application - tonnes of sand (2022/2023 Winter)	6,200 tonnes
Road Side Maintenance / Shouldering - tonnes of gravel placed	13,800 tonnes
Ditch Clean Outs - Length of ditches cleaned out	12,000 metres
Asphalt Patching / Pothole Repair – tonnes of hot mix placed	1,500 tonnes
Line Painting (metres)	1,666,700 metres
Sign Inspections / Reflectivity	6,297 signs
Bridge Washing (area)	8,740 square metres
Snow Fence Installation/Removal - metres	17,540 metres
# of Regulatory Signs Replaced	454

CONCLUSIONS

The 2023 Annual Transportation System Performance Report demonstrates Public Works' continued oversight of the County's transportation systems in order to effectively serve Oxford residents and businesses, and promote safe, efficient and sustainable movement of people and goods into, out of and throughout Oxford County.

The County continues to institute industry best management standards to annually monitor the levels of service and financial performance of its transportation infrastructure and to ensure transportation infrastructure assets are maintained in optimal condition through effective preventative maintenance and optimized infrastructure decision-making.

Through on-going investment into capital expansion, state-of-good repair works, and operational improvement measures, the performance of the system will continue to meet or exceed current levels of service.

SIGNATURES

Report author:

Original signed by

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

Departmental approval:

Original signed by

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

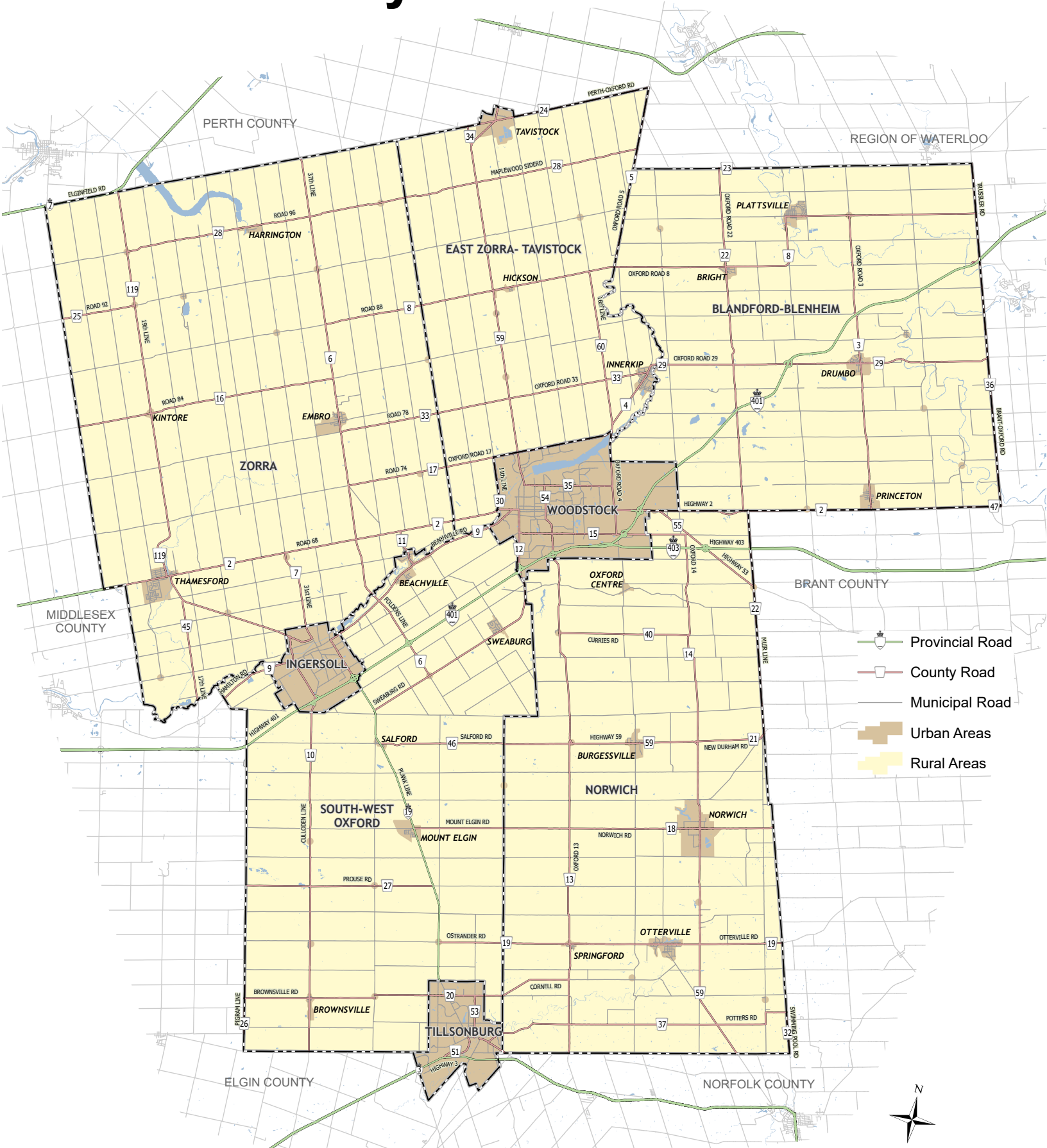
Approved for submission:

Original signed by

Benjamin R. Addley
Chief Administrative Officer

ATTACHMENTS

- Attachment 1 – Map of County Road Network
- Attachment 2 – County's entrance By-law 5222-2010 and Guidelines
- Attachment 3 – Remedial Actions for Grade Level Crossings
- Attachment 4 – Heat Map of Collisions in the County
- Attachment 5 – Top 10 Rural and Urban Collision Locations



COUNTY OF OXFORD

BY-LAW NO. 5222-2010

BEING a By-law to Regulate the Approval, Construction and Maintenance of Entrances Providing Access to and Egress from Roads within the County Road System in the County of Oxford.

WHEREAS, it is in the public interest to ensure the safe and orderly access to the *County Road System* consistent with the safety, functional and operational requirements of public roads and the accessibility needs of the adjacent land uses;

AND WHEREAS, the *Municipal Act 2001* provides that Council may pass by-laws for such purposes;

AND WHEREAS, the *Municipal Act 2001* also provides that the County of Oxford

- has jurisdiction over all roads in the *County Road System*,
- may pass by-laws restricting, or removing, the right of access to the *County Road System*, and
- has the power to delegate its powers and duties with respect to the matters addressed in this By-law.

AND WHEREAS, the County of Oxford Official Plan establishes the *County's* transportation policies and provides for the use of access by-laws to regulate the number, location, spacing and function of driveways providing access to and egress from abutting properties;

AND WHEREAS, the County recognizes the need to establish differing levels of access control to recognize the range of characteristics of roads under the County jurisdiction while ensuring minimum traffic safety design and construction standards are maintained throughout the *County Road System* for the protection of the travelling public;

NOW THEREFORE, the Council of the County of Oxford enacts as follows:

1. Definitions

For the purposes of this by-law:

"*County*" means the County of Oxford;

"*County Road System*" means the system of *County roads* established under County of Oxford By-law 4167-2001 as amended, and including duly approved changes to the *County Road System* by future amendments to that By-law as depicted in Schedule C-4 of the County of Oxford Official Plan;

"*County Road*" means a common and public Highway, and includes any street, avenue, parkway, driveway, square, place, bridge, laneway, viaduct, trestle or other structure forming part of the Highway, or any other type of thoroughfare or road allowance under the jurisdiction of the County of Oxford as a part of the *County Road System*, any part of which is intended for or used by the general public for the passage of vehicles and includes the area between the lateral property lines thereof and, except as otherwise provided, includes a portion of a Highway. It has the same meaning as "Highway" as defined in the *Municipal Act 2001* or the *Highway Traffic Act 1990* or both;

"*Director*" means the director of Public Works, County of Oxford or a designate authorized by the director to issue *entrance permits* pursuant to this by-law;

"*Entrance*" means physical vehicular or pedestrian access of any kind from a private property to a *County Road* and includes, without limit, the types of entrances identified and defined in section 1 of The Guidelines for Entrances to the County Road System - Tiered Access Control Standards;

"*Entrance Permit*" means a permit, as issued by the *Director*, County of Oxford, to establish an *Entrance* to a *County Road* from a property abutting a *County Road* ;

"*local municipality*" means one of the lower tier municipalities comprising the County of Oxford; being the City of Woodstock, the Town of Ingersoll, the Town of Tillsonburg, the Township of Blandford-Blenheim, the Township of East Zorra-Tavistock, the Township of Norwich, the Township of South-West Oxford or the Township of Zorra;

"*municipal law enforcement officer*" means a duly authorized person appointed by the County of Oxford for the purpose of enforcing the provisions of municipal by-laws;

"*roadway*" means the part of the *County Road* that is improved, designed or ordinarily used for vehicular traffic but does not include the shoulder and where a *County Road* includes two or more separate *roadways*, the term "*roadway*" refers to any one *roadway* separately and not to all of the *roadways* collectively;

2. No Access to County Roads without Permit

No person shall create, construct or otherwise establish an *Entrance* to a *County Road* without first obtaining an *Entrance Permit*.

3. No Alteration to Entrance without Permit

No person shall in any way alter the design, construction, location or use (e.g. any change requiring an Official Plan or Zone Change under the Planning Act) of an existing *Entrance* without obtaining an *Entrance Permit*. Approval of changes of use only will be dealt with through the Planning Act process.

4. Construction, Alteration in Accordance with Permit

No person shall construct an *Entrance* or carry out alterations to an existing *Entrance* except under the terms and conditions of an approved *Entrance Permit* issued in accordance with this By-law, and the criteria and standards set out in The Guidelines for Entrances to the County Road System - Tiered Access Control Standards.

5. Maintenance of Entrances

All *Entrances* shall be maintained in accordance with the criteria and standards set out in The Guidelines for Entrances to the County Road System - Tiered Access Control Standards and the terms and conditions of the approved *Entrance Permit*.

6. Costs

a) The owner or the applicant shall be responsible for all costs associated with the construction, alteration or maintenance of any *Entrance* providing access to or egress from their property to a *County Road*.

b) Notwithstanding S. 6a), where an existing first or only *Entrance* contains a culvert, the provisions of S.6 c) to The Guidelines for Entrances to the County Road System - Tiered Access Control Standards shall apply.

7. Delegation of Council Authority

- a) The Council for the County of Oxford delegates the authority for all decisions pertaining to the implementation of this By-law to the *Director*.
- b) The *Director* shall have the exclusive authority to approve with or without terms and conditions, remove, and take any and all steps necessary to ensure the safe operation and the proper design, construction, alteration and maintenance of *Entrances* onto *County Roads*, in accordance with this by-law and the approved *Entrance Permit* and/or the criteria and standards set out in The Guidelines for Entrances to the County Road System - Tiered Access Control Standards.
- c) In the event of a dispute between the *Director* and an owner or applicant which cannot be resolved to their mutual satisfaction, the aforesaid owner or applicant may bring the application to the Council for the County of Oxford.
- d) Where the *Director* is satisfied that contravention(s) of one or more provisions of this By-law, or any terms or conditions of any *Entrance Permit* issued under this By-Law, has occurred, the *Director* is authorized to apply the enforcement and penalty provisions of section 9 of this By-law.

8. Exemption: Planning Act Approval

- a) Where a proposed new entrance or entrances are shown on an application for plan of subdivision, plan of vacant land condominium, consent or site plan approval which is submitted for approval pursuant to the requirements of the *Planning Act*, R.S.O.1990, c.P.13, as amended, and where such entrance or entrances are approved as part of the foregoing application process, and where such application is approved pursuant to the requirements of the Act, such new entrance or entrances shall, subject to subsections b) and c) below, be exempt from the requirements of section 2, 3 and section 4 of this By-law.
- b) Notwithstanding, a) above, entrances which form part of applications for site plan approval pursuant to section 41 of the *Planning Act* are only exempt from the requirements of section 2,3 and 4 of this By-law if
- the entrance has already been presented in an application, and approved, in the context of consent or draft plan of subdivision/draft plan of vacant land condominium approval process under the *Planning Act*; or
 - the entrance/access issue has been addressed to the County's satisfaction in the site plan drawings and/or conditions of site plan approval as approved by the municipality pursuant to section 41 of the *Planning Act*. Where the County is not satisfied with such an entrance/access, the matter shall be referred to County Council for decision.
- c) Notwithstanding, a) above, a further approval must be sought pursuant to section 4 of this By-law prior to any alteration to any entrance or entrances approved as part of an application under the *Planning Act*.

9. Enforcement and Penalty Provisions

- a) The provisions of this by-law shall be enforced pursuant to the provisions set out in the *Provincial Offences Act*. The provisions of this by-law shall be enforced by a police officer or by the County of Oxford.

b) Any person who creates, constructs, alters or otherwise establishes an *Entrance* onto a *County Road* without first obtaining an *Entrance Permit*, other than a person who is exempt from the requirement to obtain an *Entrance Permit* by operation of section 8 of this By-law, or who contravenes any terms and conditions of any *Entrance Permit* or the provisions of this By-law or its Schedule, is guilty of an offence and upon conviction shall be subject to a fine, exclusive of costs and all such fines shall be recoverable under the provisions of the Provincial Offences Act.

c) If any person creates, constructs, alters or otherwise establishes an *Entrance* onto a *County Road* without first obtaining an *Entrance Permit*, or who contravenes any terms and conditions of an *Entrance Permit* or otherwise fails to comply with this By-law including The Guidelines for Entrances to the County Road System - Tiered Access Control Standards, the *Director* may:

- i) Issue one or more work orders pursuant to Section 445 of the *Municipal Act, 2001* requiring that person to correct such contravention or contraventions; and
- ii) In the event of failure to comply with the work order within the timeframe specified in the order, take any remedial action and related cost recovery actions to complete the work required under the order at that person's expense pursuant to section 446 of the *Municipal Act, 2001*.

10. The Guidelines for Entrances to the County Road System - Tiered Access Control Standards- Criteria and Standards for Entrances to County Roads

a) The Guidelines for Entrances to the County Road System - Tiered Access Control Standards, as amended from time to time, establishes, either directly or by reference to other documents, criteria and standards applicable to the decisions on *Entrances* to *County Roads* under this By-law.

b) The location, design, number and width of *entrances* onto *County Roads* and the maintenance thereof, shall be regulated in accordance with the criteria and standards contained in The Guidelines for Entrances to the County Road System - Tiered Access Control Standards.

c) the application requirements and fees for *Entrance Permits* and *Entrance* installation and inspection shall be in accordance with the criteria and standards contained in The Guidelines for Entrances to the County Road System - Tiered Access Control Standards.

11. Amendments to By-law, The Guidelines for Entrances to the County Road System - Tiered Access Control Standards

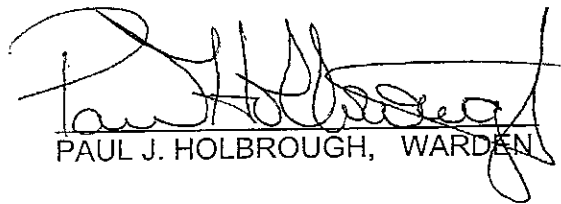
This By-law and The Guidelines for Entrances to the County Road System - Tiered Access Control Standards shall be reviewed from time to time and amended, as required, by the Council of the County of Oxford.

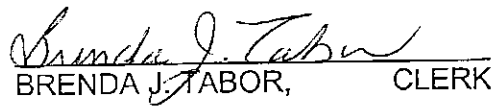
12. Validity

If any section, clause or provision of this By-law, and anything contained in The Guidelines for Entrances to the County Road System - Tiered Access Control Standards, is for any reason declared by a court of competent jurisdiction to be invalid, the same shall not affect the validity of the By-law as a whole or any part thereof other than the section, clause or provision declared invalid; and it is hereby declared that the remainder of the by-law shall be valid and shall remain in force and effect until repealed.

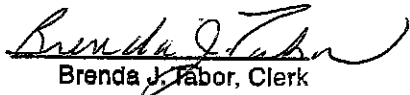
READ a first and second time this 24th day of November, 2010.

READ a third time and finally passed this 24th day of November, 2010.


PAUL J. HOLBROUGH, WARDEN


BRENDA J. TABOR, CLERK

I hereby certify this to be a true copy of
County of Oxford By-law No. 5222-2010

11/26/10 
Date Brenda J. Tabor, Clerk

GUIDELINES FOR ENTRANCES TO THE COUNTY ROAD SYSTEM – TIERED ACCESS CONTROL STANDARDS (“GUIDELINE”)

1. Purpose

a) The purpose of this Guideline is to set out the criteria and standards for implementing a tiered approach to the approval, construction, alteration and maintenance of *Entrances* providing access to roads within the *County Road System*, in accordance with By-law 5222-2010 (The By-law) as amended.

b) The Guideline, and the standards and criteria set out herein, take into account the differing nature of the roads within the County Road System. While sharing the common characteristic of being arterial roads, County Roads have differing safety and other requirements depending on whether or not they are rural or urban, within or outside *Settlements*, and therefore subject to corresponding higher or lower speed limits. While no guideline can specifically address all possible circumstances, the Guideline is designed to provide clear direction to applicants and approval authorities applicable to a range of circumstances. The Guideline also serves to establish certain necessary minimum standards required in order to maintain overall traffic safety and mitigate/reduce the significant liabilities that attach to the County as decision maker with jurisdiction over the safe operations of the County Road System.

c) The primary purpose of *Entrances* to *County Roads* is to provide safe and orderly access consistent with the functional and operational requirements of *County Roads* and the accessibility needs of the adjacent land uses. Decisions on each application for a proposed *Entrance* will be made with due consideration to the nature of the conditions and circumstances in the vicinity of the proposed entrance. Factors to be considered include location (including whether the Entrance is to be located within a *Settlement* area or a rural area), the speed limit on the particular section of road, the geometry of the road and the adjoining geography; existing built development in the immediate surroundings; and the number and density of existing *Entrances*.

d) There is a direct correlation between the number of entrances on a road and the number of collisions on that road. Each additional entrance potentially increases the risk of collision and reduces the safety of the motoring public. In implementing the By-law, it is the County’s objective to evaluate all proposed new *Entrances* in accordance with criteria and standards pertaining to location, design, maintenance, number and width with a view to minimizing risk to the public.

e) Pursuant to Sections 2, 3, 4 and 8 of the By-law, new *Entrances* and alterations to existing *Entrances* shall conform to and be completed in accordance with the following criteria and standards.

2. Definitions

In addition to the definitions contained in the By-law, the following definitions shall apply to this guideline:

“*Agent*” means a person or business or corporation acting on behalf of and with the permission of the *Owner*.

“*Applicant*” means the person, business, corporation or Municipality applying for the *Entrance* Permit. An *Applicant* may be the *Owner* or an *Agent* of the *Owner*.

“*Commercial/Industrial/Institutional/Multi-residential Entrance*” means an entrance which provides access to a business, institutional facility or multi-residential use permitted in the zoning By-law.

“*Common Entrance*” has the same meaning as “*Mutual Entrance*”

“*Culvert*” means an open-ended underground pipe, conveying surface storm water across a *County Road* (“*Highway Culvert*”) or across an entrance (“*Entrance Culvert*”).

“*Sight Triangle*” means the triangular space formed by the street lines and a line drawn from a point on one street line to a point drawn on the other street line, each such point being nine (9) metres, measured along the street line from the point of intersection of the street lines.

“*Emergency Entrance*” means an *Entrance* which provides access to subdivision developments for emergency vehicles only, in the event that the main entrance to the development is not passable.

Guidelines For Entrances To The County Road System

“*Farm Entrance*” means an *Entrance* which provides access to farm buildings and agricultural lands including any residence(s) located on the same property.

“*Field Entrance*” means an *Entrance* which provides access to agricultural fields.

“*Mutual Entrance*” means an *Entrance* which serves more than one lot or more than one use on a single lot such as a farm business, campground or commercial use with an accessory residence.

“*OPSD*” means the Ontario Provincial Standard Drawing from the Ontario Provincial Standards for Roads and Public Works, <http://www.ragsa.mto.gov.on.ca/techpubs/ops.nsf/OPSHomepage>

“*OPSS*” means the Ontario Provincial Standard Specification from the Ontario Provincial Standards for Roads and Public Works, <http://www.ragsa.mto.gov.on.ca/techpubs/ops.nsf/OPSHomepage>

“*Owner*” means any persons, business, corporations or Municipality(s) that owns or has an interest in the property that is the subject of the *Entrance* Permit Application.

“*Public Entrance*” means an *Entrance* which provides access onto a *County Road* from a registered subdivision by means of a public road or street

“*Residential Entrance*” means an *Entrance* which provides access to a residential dwelling containing no more than two units.

“*Rural Cross-section*” means a road cross section comprising the *Roadway* bounded by shoulders and ditches on either side. A *Rural Cross-section*, while normally found outside *Settlements*, may also be found within *Settlements*.

“*Settlement*” means the area where development is concentrated and a variety of land uses may be present. *Settlements* only include designated Rural Clusters, Villages, Serviced Villages and Large Urban Centres as defined in the County of Oxford Official Plan.

“*TAC Guide*” means the Transportation Association of Canada’s Geometric Design Guide for Canadian Roads, as amended.

“*Temporary Entrance*” means an *Entrance* which provides access to properties for a limited period not to exceed six months for the purpose of construction, repairs or improvement on that property or to facilitate a staged development.

“*Urban Cross-section*” means a road cross-section comprising the *Roadway* bounded by curbs or curb and gutter on either side. . An *Urban Cross-section*, while normally found within *Settlements*, may also be found outside *Settlements*.

3. Permit Required

Pursuant to Section 2 of the By-law, and except as exempted by section 8 of the by-law, *Entrance Permits* are required for:

- i) Construction of a new *Entrance* (paved or unpaved),
- ii) Changing the design of an existing *Entrance*,
- iii) Changing the location of an existing *Entrance*,
- iv) Changing the use of an existing *Entrance* (e.g. from residential to commercial) and/or,
- v) Construction of a *Temporary Entrance* or the use of any part of the *County Road* right-of-way as a means of temporary access.

Guidelines For Entrances To The County Road System**4. Location of Entrances**

a) New entrances shall be located so as to provide, in the opinion of the *Director*:

- i) No undue interference with the safe movement of vehicular traffic, pedestrians, or other users of the *County Road*; and
- ii) Safe and convenient vision, grade, and alignment conditions for all traffic using the proposed *Entrance* to the *County Road*.

b) New entrances will not be permitted where one or more of the following criteria are met:

- i) Where access can reasonably be gained via a City, Town, Village, or Township right-of-way, with consideration given to the traffic volumes and the roadway geometrics;
- ii) Along a lane that is identified for the purpose of an exclusive vehicular turning movement;
- iii) Within the *Sight Triangle* at any intersection;
- iv) Within 20 metres centre to centre of another same-side entrance in areas outside of *Settlements* with rural cross-sections;
- v) Where the new *Entrance* would oppose the non-through leg of a “T” intersection, except where the new entrance is a *Public Entrance* or a *Commercial, Industrial, Institutional, Apartment or Multi-residential Entrance*;
- vi) In areas within a *Settlement*, at locations with an *Urban Cross-section* where the proposed *Entrance* cannot be spaced away from adjacent *Entrances* at a sufficient distance to provide a minimum length of 2 metres of raised curb between adjacent *Entrances*, with the exception of mutual driveways straddling a property line, or in the case of *Entrances* at locations with a *Rural Cross-section*, at a sufficient distance to provide a minimum of 2 metres clear space between the ends of adjacent *Entrance* Culverts;
- vii) In close proximity to intersections where the following minimum distance from the nearest edge of pavement, taken from the *TAC Guide*, Figure 3.2.8.2 “Suggested Minimum Corner Clearances to Accesses or Public Lanes at Major Intersections”, is not met:

Speed Limit	Minimum Distance
50 km/hr	85 metres
60 km/hr	110 metres
70 km/hr	140 metres
80 km/hr	170 metres

viii) Where the following minimum sight distance requirements, taken from the *TAC Guide*, Figure 2.3.3.4 “Sight Distance for Turning Movements from Stop”, are not met:

Speed Limit	Minimum Sight Distance
50 km/hr	160 metres
60 km/hr	200 metres
70 km/hr	250 metres
80 km/hr	300 metres

ix) Adjacent to a bridge or other structure, where the following minimum sight distance requirements, taken from the *TAC Guide*, Table 2.3.3.5, “Sight Distance for Left Turns at Unsignalized Interchange Ramp Terminals” are not met:

Speed Limit	Minimum Sight Distance
50 km/hr	115 metres
60 km/hr	135 metres
70 km/hr	150 metres
80 km/hr	170 metres

Guidelines For Entrances To The County Road System

c) In areas where the speed limit is less than 80 km/hr *and* the sight distances in sub-paragraphs vii), viii) or ix) above cannot physically be achieved *and* the restriction of the location of an *Entrance* relative to the bridge or other structure can be relaxed or waived without negatively affecting the safety of the *County Road* at that location, the *Director* may permit an *Entrance*.

5. DESIGN STANDARDS

a) *Entrance* Grade and Back Slope (For All *Entrances*)

- i) The finished surface of the *Entrance* must drop away from the edge of the highway-driving surface to the end of the shoulder rounding at a rate equal to the slope of the shoulder. *Entrances* shall be constructed as shown in the applicable *OPSD*.
- ii) Each *Entrance* to a County Road must be designed, constructed, and maintained in a manner that will prevent surface water from the entranceway or from the adjoining property being discharged via the entrance onto the traveled portion of the *County Road*.
- iii) The design of all *Entrances* must be submitted to, and approved, by the *Director* and an Entrance Permit issued prior to work commencing on the entrance within the limits of the road allowance of a *County Road* or any works related to said entrance.
- iv) Filling in of ditches in front of properties is prohibited, with the exception of works carried out as part of a drainage works under the Drainage Act.

b) *Field Entrance*

The property *Owner* shall provide to the *Director* a drawing showing the proposed *Entrance* including dimensions. The *Entrance* shall be surfaced with at least 150 mm (6") pit run gravel (Granular "B") and 50 mm (2") of crushed gravel (Granular "A") and the *Culvert* must be of sufficient length to provide the required slope up from the ditch invert to an *Entrance* width as specified in Section 6 of this Guideline. The minimum cover of granular material on the *Culvert* is to be 450 mm (18").

c) *Farm or Residential Entrance*

In the case of proposed Farm or Residential Residences, the property *Owner* shall provide to the *Director* a drawing showing the proposed *Entrance*, including dimensions and grading plan. The *Entrance* shall be surfaced with a minimum of 150 mm (6") of crushed gravel (Granular "A") and 150 mm (6") of pit run gravel (Granular "B"). A Farm or Residential Entrance shall not be hard surfaced except in areas with urban cross-sections including curb and gutter. All existing hard surfaced *Entrances* within the *County Road* are the sole responsibility and risk of the property *Owner* and will not be maintained by the *County*. The *Culvert* must be of sufficient length to provide the required slope up from the ditch invert to an *Entrance* width as specified in Section 7 of this Guideline. The minimum cover of granular material on the *Culvert* is to be 450 mm (18").

d) *Commercial/Industrial/Institutional/Multi-residential Entrance*

Commercial/Industrial/Institutional/Multi-residential *Entrances* associated with the following *Planning Act* applications will be considered by the County for approval as part of the County Public Works commenting process under the *Planning Act* for these applications:

- plans of subdivision,
- plans of vacant land condominium ,
- consents or
- site plan approvals

Based on acceptable geometry and location shown in the application documentation, a provisional approval will be given subject to submission of engineering drawings prior to construction. It is anticipated that the required drawings will be site plan, subdivision drawings, etc. for the project in question. The following drawings and other requirements are to be submitted to the *Director* by or on behalf of the *Owner/Applicant* for that final approval:

- i. technical drawings prepared by a qualified professional showing the proposed *Entrance*, including dimensions, grading plan typical sections including type and thickness of granular base, projected traffic flows and all other *Entrances* within 300 metres of the proposed *Entrance* ;

Guidelines For Entrances To The County Road System

- ii. confirmation that the entrance shall be surfaced with a minimum of two lifts, not less than 50mm (2") each, of hot mix asphalt;
- iii. where a *Culvert* is required, its length will be determined by the *Entrance* design which will be site specific, having regard for number and type of vehicles expected to utilize the *Entrance*;
- iv. the *Entrance* width shall be as specified in Section 7 of this Guideline;
- v. the minimum cover of asphalt and granular material on the *Culvert* is to be 450 mm (18"); and
- vi. the specific design of the sub-grade and granular base is to be designed by the property *Owner* or his *Agent* for the intended type and volume of traffic and subject to the *Director's* approval.

e) *Temporary Entrance*

i) A *Temporary Entrance* shall be designed and constructed in a manner that is appropriate for the intended use, subject to the approval of the *Director*.

ii) Where any part of the *County Road* right-of-way is used for a *Temporary Entrance*, the right-of-way shall be restored to its original condition by the *Owner* to whom the *Entrance Permit* is issued before the expiry date of the permit. A deposit of \$2000.00 shall be forwarded to the *County* to be held as a security deposit until the restoration is completed to the satisfaction of the *Director*.

iii) *Temporary Entrance* permits shall specify: the expiry date, the extent and nature of the works to be done on the property and the *Owner's* responsibility to clean up all mud and debris from the road in a timely fashion, all to the satisfaction of the *Director*. If a time extension is required for a *Temporary Entrance Permit*, the *Owner* must apply for a new permit prior to the expiration of the existing permit.

f) *Public Entrance*

Public Entrances associated with the *Planning Act* applications for plan of subdivision, plans of vacant land condominium, consents or site plan approvals will be considered by the *County* for approval as part of the *County Public Works* commenting process under the *Planning Act* for these applications. The roadway beyond the *County Road* right of way must meet the standards of the *Municipality* which will assume that road. The subdivision *Owner* shall provide to the *Director* technical drawings prepared by a qualified professional showing the proposed *Entrance*, including dimensions, grading plan typical sections including type and thickness of granular base and projected traffic flows. All other *Entrances* within the bounds of the drawing shall be shown on the drawing. All other *Entrances* within 300 metres of the proposed *Entrance* shall be shown on a drawing or sketch submitted with the application package.

g) *Emergency Entrance*

The property *Owner* shall provide to the *Director* technical drawings prepared by a qualified professional showing the proposed *Entrance*, including dimensions, grading plan, typical sections including type and thickness of granular base and projected traffic flows. The drawings shall also clearly indicate the measures to be incorporated in the *Emergency Entrance* to prevent (adequately discourage) non-emergency use such as by private residents or delivery vehicles. All other *Entrances* within the bounds of the drawing shall be shown on the drawing. All other *Entrances* within 300 metres of the proposed *Entrance* shall be shown on a drawing or sketch submitted with the application package.

h) *Curb and Gutter*

i) Where a curb and gutter exists at the location of the proposed *Entrance*, the *Applicant* shall be required to construct a drop curb at the *Entrance* location. The existing curb shall be cut or removed and replaced using materials and construction methods as per the applicable OPSSs and OPSDs.

ii) The area between the curb and sidewalk is to be hard surfaced with a minimum of two lifts, not less than 50mm (2") each, of hot mix asphalt, 150 mm (6") of concrete or suitable interlock pavers, in accordance with the *County's* requirements. If there is no sidewalk, the entrance is to be hard surfaced a minimum distance of two metres behind the curb.

Guidelines For Entrances To The County Road Systemi) *Culverts*

i) All *Culverts* shall be constructed to the proper grade ensuring that free and unimpeded flow of surface water is maintained to the satisfaction of the *Director*.

ii) *Culverts* required for new or re-designed entrances must be of sufficient diameter to maintain the free flow of water in ditch and be installed to the satisfaction of the *Director* in order to avoid future maintenance problems.

iii) The minimum *Culvert* diameter for *Residential* and *Commercial Entrances* is 450 mm (18"). For *Public Entrances*, the minimum size is 600 mm (24"). Exceptions to these standards for *Culverts* shall be at the discretion of the *Director*.

iv) When the roadside ditch is part of a municipal drain, the diameter of the *Culvert* is subject to municipal standards. The *County* must contact the municipal drainage superintendent for advice on the requirements relating to the municipal drain such as the appropriate diameter of *Culvert*.

v) Where the upstream *Culvert* is a greater diameter than the minimum standard, the *Culvert* for the proposed entrance must be at least the same diameter in order to avoid "bottlenecks", unless it is determined that the upstream culvert is oversized for the expected flows.

vi) The length of an *Entrance Culvert* shall be equal to the width of the entrance plus the width of the slopes on both sides of the entrance, as measured at the bottom of the ditch. A minimum of 0.6 metres (2') of the *Culvert* shall be left clear of surface cover at both ends.

vii) The *Culvert* shall be placed in the centre of the *County Road* ditch and be embedded in a minimum of 100 mm (4") of granular material dependant upon sub-grade material. The *Culvert* invert is to be placed at the existing ditch invert on the ditch alignment.

viii) OPSD Standards (800 series) shall be used to determine the specifications of the *Culvert* (type, material, gage, etc.) and the bedding requirements.

ix) A *Culvert* shall be constructed of new material only, as approved by the director.

j) *Curbs and/or Headwalls*

i) The construction of curbs and headwalls is prohibited within the *County* road allowance. No curb or headwall can extend above the surface of the roadway shoulder within the limits of the shoulder and its rounding.

ii) All existing curbs and headwalls within the *County Road* are the sole responsibility and risk of the property *Owner* and may be removed, if necessary, at the discretion of the *Director* and at the property *Owner's* expense.

6. MAINTENANCE OF ENTRANCES

a) Property *Owners* with an *Entrance* to a *County Road* are solely responsible for the maintenance of the *Entrance* according to the applicable standards specified in this Guideline, as well as any necessary dust control and the removal of snow and ice to keep the *Entrance* in a safe condition for vehicular traffic.

b) The *County* shall not be liable for any damage due to shoulder grading, snowplowing or other maintenance activities undertaken by the *County* or by a contractor employed as an agent of the *County* done to paving stones, surface treatment, asphalt pavement or concrete pavement on *County Roads*.

Guidelines For Entrances To The County Road System

c) A *Culvert* installed under the terms of the *Entrance* Permit shall become the property of the *County* upon acceptance of the work by the *Director*. All subsequent replacement, maintenance, repairs or alterations to the *Culvert* and drainage through it shall be carried out by the *County*. The *County* shall bear the costs of such maintenance work for the first or only *Entrance* to a property except for widening or other alteration as may be approved through an *Owner's* request for a change. The costs for all maintenance to any second and subsequent *Entrances* are the sole responsibility of the property *Owner* and, if necessary, shall be recovered from that property *Owner* by the *County* as permitted under section 446 of the *Municipal Act, 2001*.

7. NUMBER AND WIDTH OF ENTRANCES

a) Notwithstanding the provisions of any *Area Municipal Zoning By-laws*, the *County* shall specify the width and number of *Entrances* to *County Roads*. The widths specified in Section 7.b) below are the driving surface of the entrance measured at the location of the culvert or the curb cut unless specified otherwise.

b) The *County* shall limit the number of *Entrances* per property to the minimum number required for access while maintaining the greatest possible level of safety for the motoring public. The number of *Entrances* permitted shall be as follows:

i) *Residential Entrance* - one per property where residential uses are permitted except in the case of *Mutual Entrances* where one *Entrance* will serve multiple properties. Outside of *Settlements*, the maximum width is six (6) metres (20'), in *Settlements* the maximum width is four (4) metres (13') for a single driveway or six (6) metres (20') for a double driveway or *Mutual Entrance*.

ii) *Farm Entrance* - one *Farm Entrance* per farm property with additional *Field Entrances* where natural obstructions within the field physically prevent access across the field or, where the property frontage exceeds 400 metres, an additional *Field Entrance* may be permitted for each additional 400 metres of frontage at the discretion of the *Director*. The normal entrance width is twelve (12) metres (39'). Wider entrances shall be permitted subject to the particular use or specific industry requirements (example - the Dairy Farmers of Ontario) as approved by the *County*.

iii) *Commercial/Industrial/Institutional /Multi-residential Entrance* – one per property where C/I/IMR uses are permitted. Site plan deficiencies will not generally be accepted as a reason for a second *Entrance*, nor will additional *Entrances* be permitted to preclude the installation of warranted traffic signals. A second entrance may be approved by the *Director* in the case of special circumstances. For high traffic volume sites, a peer reviewed Traffic Impact Study may be required, at the discretion of the *Director*, for the approval of multiple entrances. The width is to be nine (9) metres (30') at the property line with five (5) metre (16.5') radii.

iv) *Temporary Entrances* – the number and dimensions will be based on the proposed use.

v) For site plans of Area Municipality or County Emergency Services (Police, EMS, Fire) facilities, the *Director* will consider the specific needs of the facility when considering access provisions such as number and width of entrances.

c) Special Circumstances – notwithstanding Section 7.b), Where there is a valid need for an exception to these criteria and standards based on topography or other special circumstance, such an exception may be granted at the discretion of the *Director*.

8. MUTUAL ENTRANCES

Mutual Entrances will be required where deemed necessary by the *Director* during the development process when direct access to a *County Road* is sought for contiguous lots outside of *Settlements*. *Mutual Entrances* shall be subject to the criteria and standards of this Guideline for the purpose the *Entrance* is intended to serve. The provision of access to the lots via a *Mutual Entrance* rather than through individual entrances shall be registered on title for all of the affected lots. *Mutual entrances* may also be required inside *Settlements* based on lot geometry, distance from intersections, topography issues, etc. at the discretion of the *Director*, through comments during the development process.

Guidelines For Entrances To The County Road System**9. ENTRANCE PERMIT APPLICATION PROCESS:**

a) As indicated in Section 8 of the By-law, and section 5 of these Guidelines, where a proposed new entrance, or entrances, is requested as part of an application for plan of subdivision, plan of vacant land condominium, consent or site plan approval, the approval decision for the *Entrance or Entrances* will be made as part of the County Public Works commenting process associated with the particular application.

b) Applications for new *Entrances*, or reclassifications of or alterations to existing *Entrances* which are not part of any of the planning approval identified in 9 a) above, shall be submitted by the property *Owner* or an *Agent* on forms supplied by the Public Works Department. Approval of all *Entrance* Permits shall be subject to conditions, technical, financial or otherwise, prior to, or as part of the installation of the *Entrance*.

c) Proposed Entrance location(s) shall be clearly illustrated on a drawing as required in Section 5 of this Guideline, which is to accompany the application. The drawing for a *Field, Farm or Residential Entrance* may be a hand-drawn sketch, but it must provide enough information to enable staff to locate it in the field (i.e.) dimensions to buildings and/or landmarks such as fences hedgerows, tree lines, etc.

d) The following criteria will be considered in determining whether or not to grant approval to all applications for new *Entrances* or alterations to existing *Entrances*:

i) Protection of the public through the orderly control of traffic movements onto and from *County Roads*, including possible requirements for left and/or right turn lanes.

ii) Maintenance of the traffic carrying capacity of the *County Roads System*.

iii) Protection of the public investment in *County Roads System*.

iv) Minimization of *County* expenditures on the maintenance of *Entrances*.

v) Minimization of risk of future maintenance problems and reconstruction costs.

vi) Existence of sufficient legal access onto *County Roads* via easement, right-of-way or mutual entrance through adjacent property.

e) An *Entrance* Permit will be issued upon satisfaction of the *Director* that all necessary arrangements, agreements and financial securities and fees are provided to the *County*.

f) Should the ownership of the property change after the date of the application, the new *Owner* shall become the *Applicant*.

10. INSTALLATION OF THE ENTRANCE

a) The *Entrance* shall be installed at the *Applicant's* expense, to the relevant OPSS and OPSD and in accordance with this Guideline. In the case of Commercial, Industrial, Institutional or Multi-residential developments, where a licensed contractor has been retained to construct site services, installation of the *Entrance* by the contractor will normally be permitted, subject to prior approval of the *Director*. In all other cases, the *Entrance* shall be installed by the *County*, at the *Applicant's* expense.

b) Approval for an *Entrance* as part of an application for plan of subdivision, plan of vacant land condominium, consent or site plan approval remains valid for the duration of the validity of the instrument wherein the approval was granted.

c) Work on an installation under the authority of an *Entrance* Permit must be completed within six (6) months of the date of issue of the *Entrance* Permit. Failure to complete the required work within six (6) months of *Entrance* Permit issuance may result in the cancellation of the *Entrance* Permit by written notice.

d) All works related to or forming a part of an *Entrance* shall be carried out in accordance with the approved plans, specifications and conditions, and are subject to the approval of the *Director*.

Guidelines For Entrances To The County Road System

e) Where installation by the *Applicant's* contractor is approved by the *Director*, the *Applicant* shall be responsible for the construction, marking, and maintenance of the detours required, and for maintaining safety measures for the protection of the public during the construction of any works in respect of the *Entrance*.

11. INSPECTION OF THE ENTRANCE

a) Where a contractor installs the *Entrance* with the approval of the *Director*, the installation of the *Entrance* will be inspected by the *Director* upon completion. It shall be the *Applicant's* responsibility to contact the County Public Works Department for an inspection of the *Entrance* installation, once it has been completed.

b) Should any adjustments to the constructed or altered *Entrance* be required by the *Director*, said adjustments shall be completed within ten (10) days of written notification by the *Director* of the adjustments that are required.

12. ENTRANCE PERMIT FEE

a) When approval for an *Entrance* is sought as part of an application for plan of subdivision, plan of vacant land condominium , consent or site plan approval, no fee additional to that of the application is payable.

b) The fees charged for *Entrance* Permits shall be in accordance with County Fee By-law No. 4821-2007 as amended from time to time and any successors to it that may be enacted.

REMEDIAL ACTIONS FOR GRADE LEVEL CROSSINGS

Crossing ID	County Road	Remedial Measures	Cost	Status
806956	Oxford Road 29	Improve the roadway surface conditions on the eastbound approach	Low (\$500)	Complete
		Install 30 km/h 'Speed Advisory Tab' signs below the existing Railway Crossing Ahead signs and remove the 'BUMP AHEAD' signs	Low (\$500)	Complete
RX815776	Oxford Road 22	Ensure the trees that have the potential to obstruct visibility on the southwest corner are trimmed on a regular basis	Low (\$500)	Complete
		Install 30 km/h 'Speed Advisory Tab' signs below the existing Railway Crossing Ahead signs and remove the 'BUMP' and 'BUMP AHEAD' signs	Low (\$500)	Complete
375067	Oxford Road 6	Install 40 km/h 'Speed Advisory Tab' signs below the existing Railway Crossing Ahead signs and remove the 'BUMP' and 'BUMP AHEAD' signs	Low (\$500)	Complete
895087	Oxford Road 3	Prohibit on-street parking on the southeast corner of the crossing between Railway Street and the railway corridor	Low (\$500)	Outstanding
		Install 20 km/h 'Speed Advisory Tab' signs below the existing Railway Crossing Ahead signs and remove the 'BUMP' and 'BUMP AHEAD' signs	Low (\$500)	Complete
815006	Oxford Road 22	Install 30 km/h Advisory Speed Tab signs on the same post as the RAILWAY CROSSING AHEAD signs	Low (\$500)	Complete

59247	Oxford Road 59	Remove commercial signs to provide clear visibility of the crossing warning system throughout the northbound stopping sight distance	Low to medium (\$500 to \$5,000)	Outstanding
434838	Oxford Road 11	Install a Prepare to Stop at Railway Crossing sign on the northbound approach	The approximate cost for the installation of a Prepare to Stop at Railway Crossing with flashing beacons is \$60,000.	Additional review completed, determined sign was not warranted
9293	Oxford Road 9	Install 30 km/h 'Speed Advisory Tab' signs below the existing Railway Crossing Ahead signs, remove the 'BUMP' signs and the custom signs indicating 'PLEASE REDUCE SPEED'	Low (\$500)	Outstanding
37057	Oxford Road 37	Trim the vegetation obstructing the warning system installed on the westbound approach	Low (\$500)	Complete
264210	Oxford Road 27	Relocate the STOP AHEAD sign obstructing the view within the stopping sight distance past the crossing	Low (\$500)	Complete
434801	Oxford Road 11	Prohibit on-street parking on the southeast corner of the crossing between Beachville Road and the railway corridor	Low (\$500)	Further review completed, determined there were no other parking options, hence parking is not prohibited

		Install 30 km/h 'Speed Advisory Tab' signs below the Railway Crossing Ahead signs	Low (\$500)	Complete
374622	Oxford Road 6	Install 30 km/h 'Speed Advisory Tab' signs below the existing Railway Crossing Ahead signs	Low (\$500)	Complete

Oxford County Road Network Collision Heatmap 2019-2023



Road Network

- Provincial Road
- County Road
- Municipal Road

Collision Frequency

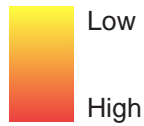


TABLE 20: SUMMARY OF TEN MOST FREQUENT URBAN COLLISION LOCATIONS (2018-2022)

Rank	Location	Municipality	Number of Collisions	Injuries / Fatalities	Completed / Ongoing Improvements
1	OR59 and Julianna	Woodstock	44	4 / 0	Upgrades Completed in 2021
2	OR59 and Dundas	Woodstock	42	6 / 0	Ongoing Reconstruction
3	OR59 and OR15	Woodstock	40	0 / 0	
4	OR59 and Peel	Woodstock	38	10 / 0	Ongoing Reconstruction
5	OR35 and Springbank	Woodstock	33	5 / 0	
6	OR59 and Hounsfield/Main	Woodstock	33	7 / 0	Ongoing Reconstruction
7	OR4 and OR2	Woodstock	26	7 / 0	
8	OR2 and OR12	Woodstock	22	6 / 0	
9	OR54 and OR35	Woodstock	21	4 / 0	Reconstructed in 2021
10	OR15 and OR12	Woodstock	21	2 / 0	

TABLE 21: SUMMARY OF TEN MOST FREQUENT RURAL COLLISION LOCATIONS (2018-2022)

Rank	Location	Municipality	Number of Collisions	Injuries / Fatalities	Completed / Ongoing Improvements
1	OR2 and OR6 (Existing Roundabout)	Zorra	25	5 / 0	
2	OR59 and OR33	East-Zorra Tavistock	19	5 / 1	Upgrades Completed in 2023
3	OR59, OR13 and OR46	Norwich	16	5 / 0	
4	OR6 and OR33	Zorra	13	6 / 0	Illumination added in 2021
5	OR59 and OR8	East-Zorra Tavistock	13	5 / 0	All Way Stop implemented in 2021
6	OR9 and OR6	South-West Oxford	11	3 / 0	
7	OR28 and OR6	Zorra	11	3 / 1	Upgrades planned for 2024
8	OR60 and OR33	East-Zorra Tavistock	11	4 / 0	
9	OR6 and Karn Road	South-West Oxford	11	5 / 2	Illumination added in 2021
10	OR8 and OR60	East-Zorra Tavistock	10	2 / 0	

#6.a

Placeholder page for Agenda Item 6.a –
Conferences & Seminars

#6.b

Placeholder page for Agenda Item 6.b - County Council – Update & Questions

#6.c

Placeholder page for Agenda Item 6.c –
Staff Reports and Questions for Staff



EAST ZORRA-TAVISTOCK

#6.d

To: His Worship the Mayor and Members of Council

From: Jennifer Albrecht, Human Resources, Health and Safety Officer

Report Number: #HRSC2024-03

Subject: Social Media Policy #2.34

Meeting Date: March 20, 2024

Recommendation:

THAT Council adopt Social Media Policy #2.34, including appendices, as attached to Staff Report HRSC2024-03;

Report:

The Social Media Policy has been developed to ensure a clear and concise administration procedure for the Township's website and social media platforms, and also to ensure that Council and staff have a thorough understanding of the Township's expectations regarding social media content when it involves the municipality and its operations.

This type of policy has become an accepted standard for both public and private sector industries due to the volume and popularity of many different social media outlets. Staff felt that it would be beneficial to have such a policy in place for the Township.

As referenced in the policy, this document is in keeping with the Township's Respect in the Workplace and RZone policies as it also fosters the municipality's commitment to respectful and harmonious relationships within the workplace and with members of the public.

Attachment:

- Attachment 'A' - #2.34 – Social Media Policy

Respectfully Submitted by:



Jennifer Albrecht
Human Resources, Health and Safety Officer

Approved for Submission:



Karen DePrest
CAO/Treasurer

Attachment 'A'



Township of East Zorra-Tavistock

Human Resources Manual

Title: Social Media Policy	
Section: Personnel Policies	Number: 2.34
Version: 1.0	Review Frequency: As required
Approved by: Council	Approval Date: 2024-03-20
Application: For members of Council and Township employees (including part- time, Volunteer Firefighters, casual, contract, seasonal, student and volunteer positions).	

Purpose

To identify responsibilities and standards for the establishment and administration of the Township of East Zorra-Tavistock corporate social media sites. To provide rules on the acceptable participation in social networks by Members of Council and municipal employees. This policy is to be read in conjunction with the Township of East Zorra-Tavistock 's Acceptable Use of Technology, R-Zone, and Respect in the Workplace policies.

This policy serves to:

- Provide direction to those managing and administering corporate social media sites;
- Protect the municipality's reputation;
- Provide employees and Members of Council with clear usage guidelines; and
- Provide protocol around monitoring, administration, acceptable use and privacy.

Scope

This policy applies to all Members of Council and employees of the municipality (including part- time, Volunteer Firefighters, casual, contract, seasonal, student and volunteer positions). This policy applies to usage during and outside work hours.

Definitions

“Social Media” includes any forms of electronic communication through which users create online communities to interact with each other by sharing information, opinions, knowledge, ideas, personal messages and other content. These include web-based sites that include blogging, micro blogging, photo sharing, video sharing, webcasting and networking.

“Social Media Manager” means the employee within the Township of East Zorra-Tavistock who has been delegated to establish and administer social media channels on behalf of the corporation, this role is currently fulfilled by the Corporate Initiatives Officer/Deputy Clerk (CIO). The social media manager serves as a social media moderator.

“Social Media Moderators” means employees within Township of East Zorra-Tavistock who have been delegated to speak on behalf of the municipality through updating the content on the municipality’s social media channels.

Roles & Responsibilities

This policy is presented as two procedures – one for social media administration and one for personal use of social media.

Under the social media administration procedure:

- Social Media Managers and Moderators are responsible for following this policy. The Human Resources Officer is responsible for ensuring that staff delegated to these roles are aware of the policy and meet the standards set out in this policy.

Under the personal use of social media procedure:

- All municipal staff are responsible for following this policy. Department managers are responsible for ensuring that staff are aware of the policy and meet the standards set out in this policy.
- All Members of Council are responsible for following this policy. The Clerk is responsible for ensuring that Members of Council are aware of the policy. The CAO is responsible for ensuring members of council meet the standards set out in this policy.

Procedure A – Social Media Administration

Statement of Purpose

The Township of East Zorra-Tavistock supports the open and transparent use of social media to further corporate goals and objectives where appropriate. This procedure establishes guidelines for those involved in using social media on the municipality's behalf.

Administration and Management

The use of all social media sites by the municipality will adhere to:

- applicable provincial and federal laws, regulations;
- the terms of service of each social media site; and
- all applicable corporate policies, guidelines, and by-laws, including, but not limited to: applicable administrative, human resources policies, information technology policies and records management policies and by-laws.

All new and existing social media tools being used to conduct municipal business will be established and administered by the social media manager as designated by the CAO's office.

The social media manager will provide oversight for the use of social media tools and sites for business of the Township of East Zorra-Tavistock, as well as for the creation and maintenance of content on those sites.

The social media manager will provide training, as required, to staff serving in the role of social media moderators and will be responsible for managing the passwords for the municipality's social media sites.

The social media manager will maintain a list of social media moderators and will ensure a back-up is available should the social media manager or moderators be unavailable to post an urgent/emergency item to the municipal social media channels.

The decision to add or decommission a social media channel and/or account will be the responsibility of the CAO's office, to be made in consultation with the social media manager and the senior management team.

Approach to and Responsibilities for Social Media Management

In general, municipal social media communications will be conducted through a “one-window” approach, meaning that there will only be one municipal account per social media site. Department-specific or group-specific East Zorra-Tavistock accounts will not be permitted without prior authorization.

Posting to and the use of municipal social media sites will only be conducted through designated municipal staff (social media manager and moderators).

Municipal employees who participate in social media communication as social media moderators on behalf of the municipality must do so in accordance with the following employee expectations and responsibilities:

- Use of an employee’s municipal email address, communicating in an official capacity, or discussing municipal business on corporate social media sites will constitute conducting municipal business;
- Social media moderators shall at all times conduct themselves in a positive, professional, honest, ethical, and fair manner in accordance with this policy and related policies;
- Social media moderators are expected, at all times, to conduct themselves in the best interest of the municipality; and
- Corporate responses to online postings, blogs, and discussion forums about municipal-related business will be coordinated by the social media manager, with input from the appropriate staff member or department.

Social media moderators who fail to comply with this Policy may be subject to corrective action or disciplinary action.

Any content that is deemed inappropriate or does not adhere to the social media policy must be immediately brought to the attention of the CAO, or their delegate.

General Guidelines

Content Management Principles

Social media moderators must ensure social media content:

1. Is implemented in a manner that positively enhances the municipality's reputation and reflects the values of the corporation.
2. Provides a consistent and professional voice so that residents can be assured that the information they are receiving is official information from the Township of East Zorra-Tavistock.
3. Is effectively managed to ensure that they provide timely and accurate/truthful information and responses.
4. Reflects the municipality's position and factual information and not based on personal opinion.
5. Does not compromise public safety.
6. Does not personally attack, harass, discriminate or display any cultural insensitivity.
7. Does not violate trademark or copyright laws.
8. Does not blatantly or inadvertently make a public declaration or statement without prior approval of the organization.
9. Respects the confidentiality of municipal information, individual privacy, and any related municipal policies and by-laws

Social media moderators are encouraged to discuss post and/or response content with the social media manager, appropriate department manager if they are unsure of the content's appropriateness.

Availability

As time permits, the social media moderator or delegate will update and monitor the social networking platforms it deems active during regular office hours, 8:30 am – 4:30 pm, Monday to Friday.

Social media platforms may occasionally be unavailable and the municipality accepts no responsibility for lack of service due to the downtime of any service.

Privacy

Unless obligated by applicable law, by-law, legislation, or to demonstrate negative behaviour from a user, the municipality does not capture or record the contact details of parties interacting with its social media accounts. Any information identified and deemed confidential or private is treated in accordance with the provisions of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

The municipality does not collect information for commercial or marketing purposes, nor does it sell, exchange, or otherwise distribute information collected through its use of social networking sites for commercial or marketing purposes. The municipality will not, under any circumstances, use any information provided by users for any purpose that is inconsistent with the purpose for which the information was provided, as stated on the social networking site.

Replies/Comments/Messages

Posting on a social media site is not considered official notice or an official complaint submission to the Township of East Zorra-Tavistock. Unless otherwise noted in applicable policies, contact through a social media platform does not constitute formal feedback or consultation.

As time permits, the social media moderators will read the comments and private messages to 1) ensure they are appropriate as per the comment policy, 2) that any emerging themes or helpful suggestions are forwarded to the relevant departments, and 3) that any factual errors (misinformation) is corrected.

Social media moderators will respond to private messages sent via social media in a fashion similar to that of general calls to the office. Timelines for response will align with the Township's customer service expectations. Social media moderators will respond to simple information requests, but complicated or "hot-button" issues will be escalated to the appropriate department manager member as the issue dictates.

When a response is required to an appropriate question or comment posed through social media, staff shall aim to address them within 8 business hours. Response time may be limited by staff availability and resources across the corporation; there will be instances when a response may take more time.

Content Standards – Post and Comment Policy

Comments made by the public on municipal social media sites will be monitored by municipal staff. The Township of East Zorra-Tavistock reserves the right to remove inappropriate posts and comments from its social media platforms. Inappropriate posts and comments can consist of spam, vulgar language, solicitations, and other inappropriate content as decided by the municipality. Comments will be deleted if any of

the following occurs:

1. Comments should relate to the posted topic; off-topic posts or comments may be deleted.
2. Comments must not contain any personal information about another individual. Comments that disclose confidential information, or compromise the impartiality or integrity of staff or Council; Defamatory statements, allegations, inferences, impertinent, disrespectful or improper matter will be deleted.
3. Users may only post their own, original content. Reproduced or borrowed content that appears to violate trademark or copyright laws will be deleted.
4. Threatening, offensive or harassing language is not permitted.
5. Comments that constitute discrimination or harassment under the Ontario Human Rights Code are not permitted. This may include, but is not limited to content that promotes, fosters, or perpetuates discrimination on the basis of race, creed, colour, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability or sexual orientation.
6. Comments that promote illegal or dangerous activities are not permitted.
7. Comments that contain information that may compromise the safety or security of the public or public systems are not permitted.
8. Comments that present demeaning or derogatory portrayals of individuals or groups or contain any message that is likely to cause deep or widespread offence are not permitted.
9. Comments that promote religious or political messages that might be deemed prejudicial to other religious or political groups are not permitted.
10. Comments promoting or endorsing any business for commercial gain are not permitted.

Social media moderators will not engage in debate or arguments on social media channels, but will provide factual information, provide departmental contact and, if deemed necessary, the appropriate contact for municipal council will be provided.

All comments that are deemed to be abusive or harassing in nature will be reviewed and processed through the municipality's R-Zone policy.

If a submission violates the above guidelines, or in any other way is deemed as inappropriate at the discretion of the moderator(s), the submission will be removed in its entirety from the site.

The Township of East Zorra-Tavistock reserves the right to block/ban specific users from the municipality's official social media channels whose activities do not comply with the above criteria.

Sharing/Following Guidelines

Information on the following will be permitted (this is not an exhaustive list of permitted topics):

- Municipal sponsored events and activities;
- Municipal services;
- Public health and safety (e.g., road closures, inclement weather, etc.);
- Emergency services;
- Community events and/or community group events, which are open to the public and where membership is not required to participate in the event;
- Programs and initiatives that support regional and municipal economic development and tourism (while this content may feature or highlight specific businesses, the intent is to frame the information as it relates to the benefit for all residents/businesses);
- Public service announcements from other government agencies; and
- Recognition of local achievements (e.g., citizen awards).

The municipality will not share/promote fundraising events, sales, calls for online donations, or similar efforts made by an individual or group of individuals that is not linked to a community organization or recognized charity. While there are many worthwhile efforts by individuals to raise funds for local residents and causes, the municipality is not in a position to vet these efforts to ensure the proceeds are used as advertised, nor does the municipality wish to arbitrate which fundraisers are worthy of support.

The municipality does not have the capacity to review and track all social media posts from all possible community groups and organizations. As such, sharing of information may be limited to what the social media manager or moderators happen to come across as they post and review the municipality's social media channels.

It should be noted that in relation to the list in the content standards above, the Township of East Zorra-Tavistock may at its discretion share posts or other content that is of a factual and non-political nature. The purpose of these posts must be to communicate one or more of the following:

- Information exclusively related to the municipality, related agencies, or other level of governments;
- Information that poses an immediate threat to the safety of the community;
- Information regarding positive community engagement of Council members that do not constitute or could be perceived as an endorsement of a private corporation or business entity.

In these cases, correspondence shall come from designated staff using official Municipal social media accounts, and not through staff/volunteer/council personal pages.

Decommissioning

When a social media channel is deemed to no longer meet the needs of the municipality, it shall be decommissioned.

Records Management and Retention

Social media posts on sites moderated by the municipality may only be destroyed in accordance with the Records Retention By-law.

- Posts are considered to be transitory records of the municipality and may be deleted/purged from the social media site as soon as they are no longer needed.
- Messages sent/received through social media platforms are considered to be transitory records. Messages of a nature that would cause them to become permanent records should be moved from the social media platform to email, phone or meeting format, as appropriate.

NOTE: Third party social media sites are private businesses with their own terms of service and privacy policies. The municipality does not accept any responsibility for the operation of third- party social media sites and is unable to guarantee the privacy of individuals who access content provided to such sites by the municipality.

Procedure B – Personal Use of Social Media

Employees of the Township of East Zorra-Tavistock

While the municipality recognizes the popularity of social media, certain guidelines must be observed to protect the municipality, its ratepayers and staff. All municipal employees must ensure the following:

1. You are only permitted to access social networking sites on municipal computers and equipment during working hours as necessary to carry out your job duties.
2. Your participation in any social networking site must not conflict with your role at the municipality and must in no way harm the municipality's reputation.
3. The use of social media devices including personal cameras, cell phones, audio recording devices, etc. shall not be permitted to be used by municipal staff at emergency scenes. Confidential sensitive information that is intended to be kept private shall not be posted to any website.
4. You may not use municipal logos, slogans or intellectual property without prior written authorization. Employees with permission to use municipal logos, slogans, or intellectual property shall cease to do so if they are no longer employed with the Township of East Zorra-Tavistock.
5. Employees must ensure that privacy, confidentiality, copyright and data protection laws are adhered to, and must not make comments that are considered defamatory or libelous. Employees will be held accountable for what they write or post on social media or Internet pages. Inflammatory comments, unprofessional remarks or disparaging remarks made about the municipality, its employees, ratepayers, or vendors may result in disciplinary action, up to and including termination. Even postings that are not directly related to the municipality may result in disciplinary action if they might threaten the municipality's reputation or business. Even though you are acting on your own time, you are still connected with the organization and can affect the Township's reputation.
6. The municipality's policies with regard to the Council Code of Conduct and Respect in the Workplace apply to the use of social media regardless of whether you are on or off duty or access social media at home or at work (i.e., derogatory or offensive comments about your co-workers on social media may be considered a form of harassment).
7. Employees should be aware that many suppliers, ratepayers and other persons present on municipal property frequently use mobile phones and other devices to take photographs or recordings. Employees should always represent the municipality in a positive and professional manner so negative images are not posted on social media sites of ratepayers and suppliers. Employees who are photographed or recorded acting inappropriately or unprofessionally may be

subject to disciplinary action, up to and including termination of employment.

8. Employee issues and discontent should be raised through supervisors, managers, directors, human resources staff or the Chief Administrative Officer, and not through social media networks.
9. Employees who cease to work for the municipality should promptly update their employment status on business networking sites.

Members of Council

Members of Council are welcomed and encouraged to participate in social media, through their own accounts, while respecting the Conduct of Members of Council, as outlined in the Council Code of Conduct Policy. Members of Council are encouraged to follow the official municipal sites and to share content.

Council and committee/board members must ensure that privacy, confidentiality, copyright and data protection laws are adhered to, and must not make comments that are considered defamatory or libelous.

Council and committee/board members may not use municipal logos, slogans or intellectual property on their own accounts without prior written authorization. While Members of Council are welcomed to share the issues before and decisions of Council, there is an expectation that should they choose to use of social media during a council meeting, their use will not interfere with their active engagement with and participation in the meeting.

The Township of East Zorra-Tavistock will not intercede on behalf of Members of Council for items members post on their own social media accounts. In the case where a member shares erroneous information about municipal decisions, services, etc., the Clerk or their designate will bring their matter to the attention of the member directly, with the expectation the member will correct the error as soon as possible.

During nomination period of a municipal election candidates or people acting on their behalf, are not permitted to post on the Township's social media sites. In addition, incumbent members of municipal Council who may seek re-election in a forthcoming term, may not utilize the Township's social media sites to post individual campaign related information.

Any violations of the Conduct of Members of Council, as outlined in the Council Code of Conduct Policy, will be dealt with according to the resolution process outlined in the Code

Acknowledgement of Policy – Social Media

I have reviewed this policy and have had an opportunity to ask any questions regarding the requirements. If I have further questions I will bring them to the attention of my supervisor (for employees) and/or the Clerk (for Members of Council).

The Township of East Zorra-Tavistock takes the above-mentioned policies, the Municipal Act and the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) requirements with utmost seriousness and may discipline any employee that does not comply strictly with them, up to and including employment termination.

Name (print): _____

Position: _____

Department: _____

Signature: _____

Date: _____



EAST ZORRA-TAVISTOCK

To: His Worship the Mayor and Members of Council
From: Meaghan Vader, Corporate Initiatives Officer
Report Number: CIO2024-02
Subject: EZT-RFT-24-01 **2024 Granular 'A' Resurfacing Bid Award**
Meeting Date: March 20, 2024

Recommendation:

THAT Council accept the bid from 1551659 Ontario Inc., o/a Steve Hart Excavating in the amount of \$295,200.00, exclusive of taxes;

AND THAT Council authorizes the CAO/Treasurer to sign the contractual agreement with 1551659 Ontario Inc., o/a Steve Hart Excavating, as provided in the tender bid document package EZT-RFT-24-01.

Report:

Request for Tender EZT-RFT-24-01 was issued on Bids and Tenders on Monday February 26, 2024. The bid closed on Tuesday March 5, 2024, at 2:00 p.m.

There were 7 registered plan takers. Four bid submissions were received and verified for compliance and mathematical accuracy by staff. The lowest compliant bid was received from 1551659 Ontario Inc., o/a Steve Hart Excavating in the amount of \$295,200.00, exclusive of taxes. A copy of the **Compliant Bid Summary is attached for Council's reference.**

Financial Implications:

This work is included in 2024 Operating Budget. The original budget for the project was \$293,069.00. The recommended award is within the 10% allowance to award as authorized by **the Township's Purchasing Policy.**

Attachments:

- **Attachment 'A'** – Compliant Bid Summary

Respectfully Submitted by:



Meaghan Vader
Corporate Initiatives Officer

Approved for Submission:



Karen DePrest
CAO/Treasurer



EZT-RFT-24-01
Granular 'A' Resurfacing
Opening Summary

Closing Date: Tuesday, March 12, 2024 at 2:00:00 PM

	Company Name	Date/Time of Submission	Schedule of Items and Prices - Appendix C	Compliant? Y/N
1	Oxford Sand and Gravel Ltd.	Submitted Mon Mar 11, 2024 11:01:25 AM	\$333,000.00	Y
2	RR Sand & Gravel Inc	Submitted Mon Mar 11, 2024 3:13:40 PM	\$315,000.00	Y
3	C. R. Chittick Construction Ltd.	Submitted Tue Mar 12, 2024 8:13:15 AM	\$302,040.00	Y
4	1551659 Ontario Inc., o/a Steve Hart Excavating	Submitted Tue Mar 12, 2024 11:06:50 AM	\$295,200.00	Y

Proposals Opened by: Meaghan Vader
Witness: Stephanie Meeuse
Witness: _____
Witness: _____



EZT

EAST ZORRA-TAVISTOCK

#6.f

To: His Worship the Mayor and Members of Council
From: Meaghan Vader, Corporate Initiatives Officer
Report Number: CIO2024-03
Subject: Flag Policy
Meeting Date: March 20, 2024

Recommendation:

THAT Council adopt the Flag Policy, as attached to Staff Report CIO2024-03;

AND THAT Council authorizes the Flag Policy be effective as of March 21, 2024.

Report:

At its meeting of May 17, 2023, Council directed staff to research and develop a policy for flags on municipal property, including a potential community flagpole.

Staff have worked together to develop a Flag Policy that provides a framework to govern requests for flag raising/lowering and to establish a consistent protocol for the flying of flags at Township facilities. The policy incorporates guidelines for the use of a community flagpole.

While developing the policy, staff incorporated regulations from the Department of Canadian Heritage, as well as best practices and policies from other municipalities with flag policies and community flagpoles.

Financial Implications:

None.

Attachments:

- **Attachment 'A'** – GP 2.15 Flag Policy

Respectfully Submitted by:



Meaghan Vader
Corporate Initiatives Officer

Approved for Submission:



Karen DePrest
CAO/Treasurer



Flag Policy

Policy Number: GP 2.15
Approval Date: March 20, 2024
Approval Authority: Council
Effective Date: March 21, 2024
Revision Date/s:

Purpose

This policy provides a framework to govern requests for flag raising/lowering and to establish a consistent protocol for the flying of flags at Township facilities.

This policy ensures that flags are flown and displayed in accordance with the etiquette and manner outlined by the Department of Canadian Heritage.

Policy Statement

The Corporation of the Township of East Zorra-Tavistock (the Township) recognizes that flags are important symbols that increase public awareness of special events, activities and historical commemorations, and as such is committed to displaying flags at Township facilities in a respectful and consistent manner.

The Township supports half-masting as an expression of collective mourning and sense of loss that is shared by all residents of the Township.

To celebrate the strength and inclusivity of our community, the Township offers the opportunity for raising flags on the designated Community Flag Pole located at the Township Administration Building enhancing awareness of special occasions and activities.

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1.0 Definitions

“**Administration Building**” refers to the Township Administration Building located at 89 Loveys Street, Hickson, Ontario.

“**CAO**” means the Chief Administrative Officer.

“**Community Flag**” refers to a flag provided by a community group or organization and approved to fly on a community flagpole in accordance with Section 5 of this policy.

“**Community Flagpole**” refers to locations which host three (3) flagpoles, and specifically refers to the third flagpole, which is the one located furthest to the right of the three (3) when facing them and which as default flies the Township of East Zorra-Tavistock Flag. At the time of writing only the Township Administration Building has a Community Flagpole, however this policy will apply to any additional Community Flagpoles created in the future.

“**Flagpole**” refers to all Flagpoles on Township property under the care or control of Township staff.

“**Half-mast**” or “**Half-masting**” refers to the action of flying flags at a position that is equal distance from the top and bottom of the flagpole to mark periods of mourning or to commemorate solemn occasions.

“**Masthead**” refers to the highest part of the Flagpole.

“**National and/or International Significant Event**” means an event of a limited duration that has national or international reach. Classification of such events is to be determined under the discretion of the Chief Administrative Officer and/or the Mayor.

“**National Flag of Canada**” refers to a red flag of the proportions two (2) by length and one(1) by width containing at it’s center a white square of the width of the flag, with a single red maple leaf centered therein.

“**Province of Ontario Flag**” refers to a red flag of the proportions two (2) by length and one (1) by width, with the Union Jack occupying the upper quarter next to the staff and with the shield of the armorial bearings of the Province of Ontario centered in the half farthest from the staff.

“**Township**” or “**Township of East Zorra-Tavistock**” refers to the Corporation of the Township of East Zorra-Tavistock.

“**Township Flag**” refers to a white flag of the proportions two (2) by length and one(1) by width, with the Township logo occupying the center of the flag.

2.0 Interpretation

Any reference in this policy to any statute or any section of a statute shall, unless expressly stated, be deemed to be reference to any statute as amended, restated or re-enacted from time to time. Any references to a by-law or Township policy shall be deemed to be a reference to the most recently passed policy of by-law and any replacements thereto.

3.0 Scope

This policy applies to the flags flying on municipal Flagpoles, which are displayed at:

- a. Township Administration Building – 89 Loveys Street East, Hickson. Three (3) Flagpoles
- b. Fire Station #1 – 43 Loveys Street East, Hickson. One (1) Flagpole
- c. Fire Station #2 – 204 Stonegate Road, Innerkip. One (1) Flagpole
- d. Fire Station #3 – 260 Woodstock Street South, Tavistock. Two (1) Flagpoles
- e. Tavistock Memorial Hall – 3 Adam Street, Tavistock. One (1) Flagpole.
- f. Innerkip Community Centre – 695566 17th Line, Innerkip. One (1) Flagpole.
- g. Innerkip Park – 104 Blandford Street, Innerkip. One (1) Flagpole.

And any other locations that may be established in the future.

3.0 General Provisions

3.1 Positioning and Priority of Flags

In compliance with the Government of Canada flag etiquette, flags of nations, provinces, cities, or towns shall always be flown on their own mast or pole. It is improper to fly two or more flags on the same mast or pole.

Flags shall be flown or displayed in good condition. Any soiled, frayed or torn flags shall be replaced immediately.

In compliance with the Government of Canada Flag etiquette, an observer facing a Flagpole display would find these flags positioned in the order noted below, always from left to right:

One Pole Display

1. National Flag of Canada

Two Pole Display

1. National Flag of Canada (left)
2. Township of East Zorra-Tavistock Flag (right)

Three Pole Display

1. Province of Ontario Flag (left)

2. National Flag of Canada (center)
3. Township of East Zorra-Tavistock (right)

3.2 Flag Care and Maintenance

Flags will be inspected on a regular basis (quarterly). When a flag's condition is such that it is no longer fitting for display (frayed, faded, torn, soiled or ripped), it is to be retired and replaced. The retired flag must be destroyed in a dignified manner as outlined by the Department of Canadian Heritage.

4.0 Half-Masting of Flags

Flags are half-masted as a sign of respect and to express a collective sense of sorrow during a time of mourning.

When a flag is flown at Half-mast, all other flags must also be flown at Half-mast, and at no time should the Canadian Flag be flown lower than any other flag.

Flags will only be Half-masted on those flagpoles fitting with halyards and pulleys.

Public notice of the Half-masting of flags will be posted on the municipal website and municipal social media platforms.

Flags will be Half-masted at municipally-owned facilities in accordance with the guiding principles of the Canadian National Flag Protocol, through the following specific occasions, from time of notification of death until the business day following the funeral or the memorial service:

- a. On the death of the Mayor or a sitting Member of Council;
- b. On the death of a former Mayor or former Member of Council;
- c. On the death of a current or former Oxford County Councillor;
- d. On the death of a current Township employee or Volunteer Firefighter;
- e. An Oxford County Ontario Provincial Police Officer who dies in the line of duty;
- f. A resident of the Township of East Zorra-Tavistock, who is a member of the Canadian Armed Forces who dies in the line of duty;
- g. As directed by the Mayor and Township Council or the CAO and/or designate.
- h. In recognition of:
 - i. National Day of Mourning, April 28th
 - ii. National Day of Remembrance for Victims of Terrorism, June 23rd
 - iii. Second Sunday in September, Firefighter's National Memorial Day
 - iv. Last Sunday in September, Police and Peach Officers' National Memorial Day
 - v. National Day for Truth and Reconciliation, September 30th
 - vi. Remembrance Day, November 11th
 - vii. National Day of Remembering and Action on Violence Against Women – December 6th

In accordance with the National protocols, the death of the following person(s) will be recognized by Half-masting the flags at municipally-owned facilities from time of notification of death until sunset on the day of the funeral or the memorial service:

- a. The Sovereign
- b. The Sovereign's Family (spouse, the Heir to the Throne, or Heir of the Heir to the Throne);
- c. The Governor General or Canada, or a former Governor General;
- d. The Prime Minister, or a former Prime Minister;
- e. The Lieutenant Governor of Ontario, or a former Lieutenant Governor of Ontario;
- f. The Premier of Ontario, or former Premier of Ontario;
- g. The Local Member of the House of Commons, or a Local Member of the Provincial Legislature representing the Township of East Zorra-Tavistock;
- h. Special events recognized by the Canadian Federal Government recognizing the death of a universal major figure(s).

The guiding principles to lower flags to a Half-mast position shall take priority over the flying of a Community Flag.

If flag(s) are Half-masted in accordance with the guidelines, the National Flag of Canada must nonetheless be flown at full-mast on the following legal holidays pursuant to the Holidays Act

- Victoria Day
- Canada Day

Notwithstanding, the National Flag of Canada shall remain at Half-mast on Victoria Day or Canada Day for the death of the following:

- The Sovereign;
- Current Governor General;
- Current Prime Minister.

The CAO and/or Mayor shall have the authority to direct the half-masting of flags in the event of the death of someone not identified above or to recognize/commemorate a solemn occasion.

5.0 Community Flagpole Requests

Community Flagpole requests are only considered for the Township Administration Building.

Requests to fly a Community Flag may be approved for:

- a. Support of a particular event by a non-profit or charitable organization;
- b. Celebration of achievements;
- c. celebration of civic events;
- d. Public Awareness campaigns;
- e. An organization that has helped to enhance the Town in a position manner.

Approval will not be given to fly flags for the purpose of supporting or promoting any of the following:

- a. Political parties or political organizations;
- b. Religious organizations or religious events or celebrations;
- c. Celebrations, campaigns or events intended for profit-making purposes;
- d. Events that support discrimination, hatred, violence, racism, or prejudice;
- e. A group or organization whose undertakings or philosophy are contrary to Township policies or by-laws;
- f. Celebrations, campaigns, or events with no direct relationship with the Township
- g. Celebrations, campaigns, or events deemed inappropriate by the Mayor and/or Chief Administrative Officer.

The following guidelines shall be observed for the flying of Community Flags:

- a. An organization's flag shall be flown no more than once per calendar year;
- b. An organization must be in good standing and have an active presence in East Zorra-Tavistock;
- c. A flag shall be flown a maximum period of up to one week, being seven (7) consecutive calendar days, or for the duration of the associated event, whichever is less.
- d. Organizations shall be required to submit requests for their organization's flag to fly on an annual basis, a minimum of four (4) weeks prior to the requested date, and shall be on the form appended to this policy;
- e. Requests for the use of the Community Flagpole will be considered on a first come, first served basis;
- f. Flags shall only be raised and lowered on business days and hours that the Administration Building is open, unless otherwise directed by the Chief Administrative Officer.

The organization making the request shall supply the flag to be flown. The flag must be in good condition.

The flag shall be collected by the organization following the period in which the flag is flown. The Township of East Zorra-Tavistock will note store Community Flags.

The Township reserves the right to cancel a flag raising in the case of unforeseen circumstances.



Community Flag Pole Request

GP Policy 2.15

Requests must be received a minimum of four (4) weeks prior to the date the flag is to be flown. Please refer to the Flag Policy, GP 2.15 for related guidelines. Requests shall be directed to 89 Loveys Street East, PO Box 100, Hickson, ON N0J 1L0 or emailed to ezt@ezt.ca. Telephone enquiries should be directed to the Clerk's office (519) 462-2697, ext. 7825. Please Refer to Community Flag Pole protocols on reverse.

Name of Organization	
Name of Primary Contact	
Contact Email Address	
Contact Phone Number	
Contact Mailing Address	
Nature of Organization	<input type="radio"/> Charitable Organization Reg. # _____
	<input type="radio"/> Not-For-Profit Organization Reg. # _____
	<input type="radio"/> Other
Jurisdiction of Organization	<input type="radio"/> International
	<input type="radio"/> National
	<input type="radio"/> Provincial
	<input type="radio"/> Local
Name and Description of Associated Event	
Date Community Flag to be Raised	
Number of Days to be Flown (maximum of 7)	
Flag Details (Please include photo or diagram of the flag)	

Notice of Collection

The personal information collected on this form is collected, used and disclosed in accordance with of the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*. We will not sell, share, or rent your personal information to any third party. The Township will only use or disclose your personal information in accordance with what is permitted under MFIPPA.

Guidelines for Community Flag Requests

Community Flag requests will be considered to celebrate an achievement; or to recognize a charitable or non-profit organization to help raise public awareness of their programs or activities; or an organization that has achieved national or international distinction or made a significant contribution to the community; or an organization that has helped to enhance the Township of East Zorra-Tavistock in a positive manner. Community Flags to be flown by special request will take the place of the Township Flag.

The organization requesting the Community Flag Raising shall supply the flag to be flown. The flag shall be collected by the organization following the period in which the flag is flown. The Township of East Zorra-Tavistock will not store Community Flags.

The following guidelines shall be observed for the flying of Community Flags:

- a. The organization's flag will fly in connection with a particular event by such organization;
- b. No flags of commercial, religious or political organizations shall be permitted;
- c. No flags of a group or organization whose undertakings or philosophy are contrary to Township of East Zorra-Tavistock policies or by-laws, or espouse hatred, violence, discrimination, prejudice, or racism shall be permitted;
- d. An organization's flag shall be flown no more than once per calendar year;
- e. A flag shall be flown for a maximum period of up to one week, being seven (7) consecutive calendar days, or for the duration of the associated event as appropriate, whichever is less, as determined by either the Chief Administrative Officer;
- f. Organizations shall be required to submit requests for their organization's flag to fly on an annual basis, a minimum of four weeks prior to the requested date, and shall be in the prescribed form;
- g. Requests for use of the community flag pole will be considered on a first come first served basis;
- h. Flags shall only be raised and lowered on business days and hours that Township Administration Building is open, unless otherwise directed by the Chief Administrative Officer;
- i. The guiding principles to lower flags to a Half-mast position shall take priority over the flying of a community flag.



EZT

EAST ZORRA-TAVISTOCK

#6.g

To: His Worship the Mayor and Members of Council
From: Karen DePrest, CAO/Treasurer
Report Number: CAO2024-03
Subject: February Monthly Report
Meeting Date: March 20, 2024

Recommendation:

THAT Report CAO2024-03 be received for information.

Report:

- The first 2024 month and year-end budget monitoring report will be compiled and presented to Council as part of the March 2024 Monthly Update report, which will be presented at the April 17th Council meeting.
- An updated Capital Project Record for the final costing on the Township Administration Building will be brought forward to the April 17th Council meeting and will show all costs to date by category, as well as the added items approved in the 2024 capital budget for technology and fixtures in the building.
- The Township's final audit for 2023 is scheduled for May 14th and 15th on site at the Township office. Staff are completing any accrual and adjusting entries in preparation for those dates.
- Staff have received our 2022 Financial Indicator Review. East Zorra-Tavistock once again scored LOW in all financial categories for Level of Risk to our financial health.
- Regrettably, the Township's application for grant funding under the Community Emergency Preparedness Grant Program was denied for 2024. This only means that any extra technology such as iPads and laptops for the Emergency Operations Centre at the new Township office will not be bought.

- The job posting for a temporary Records Management Clerk (for up to 24 months) is currently posted on the Township website. The Township has already received two applications in the first 24 hours of posting. The job posting will remain open until Wednesday, March 27th at 4:30 p.m.
- Open houses for the Township's Strategic Plan are being held on Tuesday, March 26th from 6:00 p.m. to 8:00 p.m. at the Innerkip Community Centre and then Wednesday, March 27th from 6:00 p.m. to 8:00 p.m. at the Tavistock Memorial Hall. All members of the public are encouraged to come out and take part in shaping the future of your Township.
- The official grand opening of the Township Administration Building is being held Friday, March 22nd from 2:00 p.m. to 5:00 p.m., with the ribbon cutting ceremony at 3:00 p.m. Snacks, refreshments, and cake will be provided.

Financial Implications:

- None.

Attachments:

- **Attachment 'A'** – Financial Indicator Review
- **Attachment 'B'** – Community Emergency Preparedness Grant

Respectfully Submitted by:



Karen DePrest
CAO/Treasurer

FINANCIAL INDICATOR REVIEW

(Based on 2022 Financial Information Return)

East Zorra - Tavistock Tp

Date Prepared:	28-Feb-24
MSO Office:	Western
Prepared By:	Jane Parnell
Tier	LT

2022 Households:	3,055
2022 Population	7,841
2023 MFCI Index	1.0

Median Household Income:	80,674
Taxable Residential Assessment as a % of Total Taxable Assessment:	65.1%
Own Purpose Taxation:	6,899,074

SUSTAINABILITY INDICATORS

Indicator	Ranges	Actuals	South - LT - Regions - Rural		Level of Risk	
			Median	Average		
Total Taxes Receivable less Allowance for Uncollectibles as a % of Total Taxes Levied	Low: < 10% Mod: 10% to 15% High: > 15%	2018	3.7%	7.9%	7.9%	LOW
		2019	3.3%	7.3%	7.1%	LOW
		2020	2.3%	7.6%	7.2%	LOW
		2021	2.3%	6.5%	6.3%	LOW
		2022	2.6%	7.4%	6.6%	LOW
Net Financial Assets or Net Debt as % of Own Source Revenues	Low: > -50% Mod: -50% to -100% High: < -100%	2018	99.7%	42.4%	61.1%	LOW
		2019	132.6%	58.2%	71.1%	LOW
		2020	173.9%	78.6%	85.2%	LOW
		2021	190.9%	83.7%	88.8%	LOW
		2022	158.3%	70.8%	74.4%	LOW
Total Reserves and Discretionary Reserve Funds as a % of Municipal Expenses	Low: > 20% Mod: 10% to 20% High: < 10%	2018	86.9%	50.8%	59.0%	LOW
		2019	129.8%	64.3%	67.8%	LOW
		2020	174.3%	77.0%	77.8%	LOW
		2021	178.9%	80.8%	82.0%	LOW
		2022	157.6%	80.3%	82.6%	LOW
Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities)	Low: > 50% Mod: 50% to 25% High: < 25%	2018	491.2%	326.8%	315.1%	LOW
		2019	534.4%	328.0%	354.3%	LOW
		2020	599.6%	375.1%	372.3%	LOW
		2021	715.5%	453.2%	423.1%	LOW
		2022	603.6%	309.6%	370.8%	LOW

FLEXIBILITY INDICATORS

Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs)	Low: < 5% Mod: 5% to 10% High: >10%	2018	3.0%	2.8%	3.4%	LOW
		2019	2.7%	2.7%	3.9%	LOW
		2020	2.4%	3.4%	3.8%	LOW
		2021	2.6%	3.1%	3.2%	LOW
		2022	2.1%	2.8%	3.1%	LOW
Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio)	Low: < 50% Mod: 50% to 75% High: > 75%	2018	31.4%	51.4%	50.2%	LOW
		2019	32.4%	52.9%	50.5%	LOW
		2020	33.0%	53.4%	51.1%	LOW
		2021	34.9%	53.9%	52.0%	LOW
		2022	35.6%	54.1%	52.4%	LOW
Annual Surplus / (Deficit) as a % of Own Source Revenues	Low: > -1% Mod: -1% to -30% High: < -30%	2018	22.8%	14.1%	11.6%	LOW
		2019	47.2%	18.7%	21.6%	LOW
		2020	52.9%	16.4%	20.4%	LOW
		2021	21.2%	15.8%	15.3%	LOW
		2022	24.4%	15.1%	17.2%	LOW

The data and information contained in this document is for informational purposes only. It is not an opinion about a municipality and is not intended to be used on its own - it should be used in conjunction with other financial information and resources available. It may be used, for example, to support a variety of strategic and policy discussions.

FINANCIAL INDICATOR REVIEW

(Based on 2022 Financial Information Return)

East Zorra - Tavistock Tp

NOTES

Financial Information Returns ("FIRs") are a standard set of year-end reports submitted by municipalities to the Province which capture certain financial information. On an annual basis, Ministry staff prepare certain financial indicators for each municipality, based on the information contained in the FIRs. It is important to remember that these financial indicators provide a snapshot at a particular moment in time and should not be considered in isolation, but supported with other relevant information sources. In keeping with our Financial Information Return review process and follow-up, Ministry staff may routinely contact and discuss this information with municipal officials.

Supplementary Indicators of Sustainability and Flexibility

The following is a summary, adapted from the Chartered Professional Accountants of Canada Statement of Recommended Practice (SORP) 4.

- A government (including a municipality) may choose to report supplementary information on financial condition, to expand on and help explain the government's financial statements.
- Supplementary assessment of a government's financial condition needs to consider the elements of sustainability and flexibility.
- Sustainability in this context may be seen as the degree to which a municipality can maintain its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others without inappropriately increasing the debt or tax burden relative to the economy within which it operates.
- Sustainability is an important element to include in an assessment of financial condition because it may help to describe a government's ability to manage its financial and service commitments and debt burden. It may also help to describe the impact that the level of debt could have on service provision.
- Flexibility is the degree to which a government can change its debt or tax level on the economy within which it operates to meet its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others.
- Flexibility provides insights into how a government manages its finances. Increasing taxation or user fees may reduce a municipality's flexibility to respond when adverse circumstances develop if the municipality approaches the limit that citizens and businesses are willing to bear.

A municipality may temporarily use current borrowing, subject to the requirements set out in the Municipal Act to meet expenses and certain other amounts required in the year, until taxes are collected and other revenues are received. Municipal current borrowing cannot be carried over the long term or converted to long term borrowing except in very limited circumstances.

- For each element of financial condition, the report on indicators of financial condition should include municipality-specific indicators and municipality-related indicators. It may be useful to also include economy-wide information when discussing financial condition.

Additional Notes on what Financial Indicators may indicate:

Total Taxes Receivable less Allowance for Uncollectibles as a % of Total Taxes Levied - *Shows how much of the taxes billed are not collected.*

Net Financial Assets or Net Debt as % of Own Source Revenues - *Indicates how much property tax and user fee revenue is servicing debt.*

Reserves and Reserve Funds as a % of Municipal Expenses - *Indicates how much money is set aside for future needs and contingencies.*

Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities) - *Indicates how much cash and liquid investments could be available to cover current obligations.*

Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs) - *Indicates how much of each dollar raised in revenue is spent on paying down existing debt.*

Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio) - *Indicates how much of the assets' life expectancy has been consumed.*

Annual Surplus / (Deficit) (Less Donated TCAs) as a % of Own Source Revenues - *Indicates the municipality's ability to cover its operational costs and have funds available for other purposes (e.g. reserves, debt repayment, etc.)*

The Northern and Rural Municipal Fiscal Circumstances Index (MFICI) is used by the Ministry of Finance to calculate the "Northern and Rural Fiscal Circumstances Grant" aimed at northern as well as single and lower-tier rural municipalities. The index measures a municipality's fiscal circumstances. The MFICI is determined by six indicators: Weighted Assessment per Household, Median Household Income, Average Annual Change in Assessment (New Construction), Employment Rate, Ratio of Working Age to Dependent Population, and Per Cent of Population Above Low-Income Threshold. A lower MFICI corresponds to relatively positive fiscal circumstances, whereas a higher MFICI corresponds to more challenging fiscal circumstances. (Note: the MFICI index is only available for northern and rural municipalities)

FINANCIAL INDICATOR REVIEW

(Based on 2022 Financial Information Return)

East Zorra - Tavistock Tp

CALCULATIONS

Total Taxes Rec. less Allowance for Uncollectibles as % of Total Taxes Levied	SLC 70 0699 01 / (SLC 26 9199 03 - SLC 72 2899 09)
Net Financial Assets or Net Debt as % of Own Source Revenues	SLC 70 9945 01 / (SLC 10 9910 01 - SLC 10 0699 01 - SLC 10 0899 01 - SLC 10 1098 01 - SLC 10 1099 01 - SLC 10 1811 01 - SLC 10 1812 01 - SLC 10 1813 01 - SLC 10 1814 01 - SLC 10 1830 01 - SLC 10 1831 01 - SLC 12 1850 04)
Total Reserves and Reserve Funds as a % of Municipal Expenses	(SLC 60 2099 02+SLC 60 2099 03)/(SLC 40 9910 11-SLC 12 9910 03-SLC 12 9910 07)
Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities)	SLC 70 0299 01 / (SLC 70 2099 01 + SLC 70 2299 01)
Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs)	(SLC 74 3099 01 + SLC 74 3099 02) / (SLC 10 9910 01 - SLC 10 1831 01)
Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio)	SLC 51 9910 10 / SLC 51 9910 06
Annual Surplus / (Deficit) (Less Donated TCAs) as a % of Own Source Revenues	(SLC 10 2099 01 - SLC 10 1831 01) / (SLC 10 9910 01 - SLC 10 0699 01 - SLC 10 0899 01 - SLC 10 1098 01 - SLC 10 1099 01 - SLC 10 1811 01 - SLC 10 1812 01 - SLC 10 1813 01 - SLC 10 1814 01 - SLC 10 1830 01 - SLC 10 1831 01 - SLC 12 1850 04)

Attachment 'B'

Treasury Board Secretariat
Emergency Management Ontario

25 Morton Shulman Avenue
Toronto ON M3M 0B1

Secrétariat du Conseil du Trésor
de la gestion des situations d'urgence Ontario

25, rue Morton Shulman Toronto
ON M3M 0B1



Dear Community Emergency Preparedness Grant (CEPG) Applicant:

Thank you for applying for the CEPG program.

After an evaluation by multiple reviewers, we regret to inform you that your organization was not selected to receive funding through the CEPG program.

Not all applicants received funding from the CEPG program, which was a competitive, merit-based process. Please note, grant applications are no longer being accepted and Emergency Management Ontario is not considering any changes to applications or conducting any further reviews of applications. There is no appeals or reconsideration process as part of the CEPG program.

Thank you for your ongoing leadership to ensure Ontarians are safe, practiced and prepared before, during and after emergencies.

Emergency Management Ontario | Treasury Board Secretariat
To learn more about how emergencies are managed in Ontario, visit Emergency Management Ontario's [webpage](#).



**THE CORPORATION OF THE
TOWNSHIP OF EAST ZORRA-TAVISTOCK**

#7.a

COUNTY OF OXFORD

BY-LAW #2024 – 12

Being a by-law to appoint a Deputy Clerk

WHEREAS Section 228 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provides that a municipality may appoint a Deputy Clerk;

AND WHEREAS the Council of the Corporation of the Township of East Zorra-Tavistock deems it necessary to appoint a Deputy Clerk.

NOW THEREFORE THE COUNCIL OF THE TOWNSHIP OF EAST ZORRA-TAVISTOCK ENACTS AS FOLLOWS:

1. THAT the Council of the Corporation of the Township of East Zorra-Tavistock hereby appoints Meaghan Vader as a Deputy Clerk.
2. THAT this By-law shall come into force and take effect on April 1, 2024.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 20th DAY OF MARCH, 2024.

seal

Phil Schaefer, Mayor

Will Jaques, Clerk

**THE CORPORATION OF THE
TOWNSHIP OF EAST ZORRA-TAVISTOCK
COUNTY OF OXFORD
BY-LAW # 2024 - 13**

Being a by-law to confirm all actions and proceedings of the Council.

NOW THEREFORE THE COUNCIL OF THE TOWNSHIP OF EAST ZORRA-TAVISTOCK ENACTS AS FOLLOWS:

All actions and proceedings of the Council taken at its meeting held on the 20th day of March, 2024 except those taken by By-law and those required by law to be done by resolution are hereby sanctioned, ratified and confirmed as though set out herein provided, however, that any member of this Council who has dissented from any action or proceeding or has abstained from discussion and voting thereon shall be deemed to have dissented or abstained, as the case may be, in respect of this By-law as it applies to such action or proceeding.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 20th DAY OF MARCH, 2024.

Phil Schaefer, Mayor

seal

Will Jaques, Clerk