

Schedule	
Laurel Ann Beechey	11:00 a.m.
Matthew Lloyd	11:10 a.m.
Tim Lobzun	11:20 a.m.
Peter Croves	11:30 a.m.
Brian Donlevy	CANCELLED
*Karen DePrest Township of East Zorra-Tavistock	11:40 a.m.
Lunch (12:00 – 1:00 p.m.)	
*Judy Dent Woodstock Art Gallery	1:00 p.m.
*Bryan Smith The Oxford Coalition for Social Justice	1:15 p.m.
Dr. Leonard Reeves	1:30 p.m.
David Morris	1:40 p.m.
*Mike Farlow Transition to Less Waste	1:50 p.m.
*indicates 10 minutes (all others have 5 minutes)	

Regional Government Review Special Advisor Michael Fenn welcomes all in attendance and introduces fellow Special Advisor Ken Seiling. He indicates that this is an opportunity for individuals and organizations of Oxford County to provide input to help inform the deliberations and recommendations which will be put forth to the Provincial government regarding the Regional Review.

He explains that individuals will be provided with five minutes for their presentations while organizations will be provided with ten minutes. He adds that written comments can be submitted online at www.Ontario.ca/regionalgovernment until end of day Tuesday, May 21, 2019.

He adds that the Advisors are looking for input only and are not here to answer questions and further adds that the Advisors may ask the presenters questions at the end of their presentations and cautions not to read into those questions in any way.

Presenter's Name:	Laurel Ann Beechey	Start Time:	11:06 a.m.
Municipality:	Tillsonburg	End Time:	11:11 a.m.
Organization:	Individual		
Discussion Points:			
<ul style="list-style-type: none"> ▪ Laurel Beechey indicates she is here on behalf of the concerned citizens and volunteers of the Town of Tillsonburg adding that they are “terrified of what would happen in a Regional municipality”. Asks that Oxford County be left in current two-tier system which allows for communities to grow and flourish as needed. ▪ L. Beechey indicates that the growing seniors’ population has different needs than those of the more industrial-based urban communities of Woodstock and Ingersoll along the transportation corridor and expresses feelings of being short-changed when it comes to County politics adding that Tillsonburg has “virtually no voice” with only one representative at the County level while Woodstock has three representatives. She adds that if a single-tier system were implemented, they would have “virtually empty change purse”, adding that Woodstock’s needs would take precedence. ▪ L. Beechey indicates that Town of Tillsonburg politicians are approachable and accessible to the citizens. ▪ L. Beechey provides examples of various community initiatives, recreational facilities and volunteerism which can be found uniquely in Tillsonburg, adding that it’s a small town with amenities of a city. ▪ L. Beechey provides examples of small companies being assimilated into larger ones, providing examples of local media which no longer carry local content. ▪ L. Beechey indicates that a one-tier system would be very inconvenient for the citizens of Tillsonburg, especially the senior population adding that a one-tier system would mean loss of jobs, equipment and services as well as the loss of amenities which draw people to Tillsonburg. ▪ L. Beechey proposes the formation of a regional municipality for the rural areas of Oxford and allowing Woodstock, Ingersoll and Tillsonburg the choice if they’d like to remain under their own governance. 			
Questions / Comments:			
N/A			

<p>Presenter's Name: Matthew Lloyd Municipality: Norwich Organization: Norwich District Museum</p>	<p>Start Time: 11:11 a.m. End Time: 11:14: a.m.</p>
<p>Discussion Points:</p> <ul style="list-style-type: none"> ▪ Matthew Lloyd indicates he is employed by Norwich District Museum (NDM), has heard concerns of various museum employees within Oxford County. ▪ Explains structure of different museums within Oxford – some are run by Boards (such as Norwich), some by local municipalities (such as Annandale House). ▪ Expresses concern with potential job losses as well as loss of local expertise, adding that the local communities of Norwich Township have invested in the museum through fundraising, donating artifacts, etc. ▪ Feels that the rural communities are concerned with not being represented and speaks of the ongoing community resentment as a result of schools being amalgamated / closed in the past. ▪ Outlines various community events run by NDM. ▪ M. Lloyd expresses concern that a single tier government would neglect museums and focus less on local concerns. 	
<p>Questions / Comments:</p> <p>Q: Ken Seiling asks why Mr. Lloyd is making the assumption that amalgamation would result in above-mentioned concerns.</p> <p>A: Mr. Lloyd indicates he has heard these concerns from other museum employees who have experienced amalgamations in the past.</p> <p>Q: K. Seiling indicates asks M. Lloyd if he feels there should be a County-wide museum.</p> <p>A: M. Lloyd indicates that so much of the history is localized even within the Townships, each area with its own distinct history.</p>	

<p>Presenter's Name: Tim Lobzun Municipality: Ingersoll Organization: N/A</p>	<p>Start Time: 11:17 a.m. End Time: 11:25 a.m.</p>
<p>Discussion Points:</p> <ul style="list-style-type: none"> ▪ Tim Lobzun indicates that borders matter within Oxford County, not always positively, adding that the Town of Ingersoll is restrained by boundaries, adding that the neighbours either do not want to give up land for development or at too high of a cost. ▪ T. Lobzun indicates that Oxford County has some adverse to development cross-border servicing rules, indicating that the urban areas would like to see development within an expanded boundary with the rural areas seeing their own settlement growths being hampered. ▪ T. Lobzun speaks of the expected population growth based on the recent Comprehensive Review Study adding that Oxford County is IN a strategic location for housing and employment due to its proximity to the 400-series corridor. ▪ T. Lobzun indicates that a southwestern Ontario food terminal was proposed in 2011, and adds that when speaking to local municipal leadership, that protection of turf seemed more important than the wide economic impact such a project could have had. He adds that in 2012 the western portion of Oxford was dumped on with a proposal to build a mega landfill to serve the rest of Ontario and speaks of the relationship between the affected area municipalities causing the County to take the lead in steering the proposal indicating that the lack of action has led to an approved Terms of Reference and that we're still engaged in this battle seven years later. ▪ T. Lobzun speaks of tremendous opportunities for the Townships of Zorra, South-West Oxford and the Town of Ingersoll to collaborate in marketing and developing an entity he calls "Oxford West". What he envisions is a partnership of additional shared services such as Fire, Tax Billing, Building Inspections, Planning Services, Tourism, Economic Development, Human Resources and Youth Programming, Parks, etc. ▪ T. Lobzun indicates that he feels that in ten years, municipalities in Ontario with fewer than 15,000 residents will have a hard time keeping service levels up and taxes and fees down. He adds that in ten years, he fears an imposed solution by the Province creating forced amalgamations such as Chatham-Kent. ▪ T. Lobzun adds that some provinces have introduced minimum sizes to limited municipal governance to areas with 15,000 residents or more. ▪ He recommends that the area municipalities be asked to look at which neighbouring municipality they'd like to partner with rather than forcing single-tier governance as the Chatham-Kent example hasn't worked very well. 	
<p>Questions / Comments:</p> <p>Q: K. Seiling asks T. Lobzun why he feels Chatham-Kent isn't working well.</p> <p>A: T. Lobzun indicates that it costs more money to run Chatham-Kent than it currently does in Oxford even though similar size in population. He adds that initially, the amalgamation did not result in many lay-offs and resulted in more supervisory positions and new buildings. He adds that they are currently trying to reduce costs by limiting services (example of arenas only 3 days/week).</p> <p>Q: K. Seiling asks T. Lobzun if he feels that some of the municipalities are no longer sustainable.</p> <p>A: T. Lobzun states that yes, he does and feels that many opportunities exist between Ingersoll, Zorra and SWOX for sharing services such as HR, fire services, and that boundary adjustments hamper efficiencies. Stay two-tier system with fewer municipalities.</p>	

<p>Presenter's Name: Peter Croves Municipality: Woodstock Organization: N/A</p>	<p>Start Time: 11:25 a.m. End Time: 11:30 a.m.</p>
<p>Discussion Points:</p> <ul style="list-style-type: none"> ▪ Peter Croves recommends that municipal elections be held every five years so as not to be over-shadowed by Provincial and Federal elections ▪ He recommends that the term for the Deputy Mayor be for the entire term (five year). ▪ He recommends that municipalities should determine how they're structured – the municipalities know what's needed within their own jurisdiction. ▪ He adds that he is in favour of eliminating wards in rural areas as they are more effective in larger centres. ▪ He indicates that he feels upper tier has too much power questioning why have lower tier government as they have little say in their own matters. Need powers and decisions to be in the hands of the elected members of the lower tiers to make government for the people by the people. ▪ Feels structure should be mayor, deputy mayor and the same number of councillors as current. ▪ P. Croves feels that rural area municipal reform is needed making lower tier government more independent while giving Oxford the power to settle disputes among the municipalities and deal with matters which cannot be resolved at local level. 	
<p>Questions / Comments: N/A</p>	

Presenter's Name:	Karen DePrest	Start Time:	11:32 a.m.
Municipality:	East Zorra-Tavistock	End Time:	11:42 a.m.
Organization:	Township of EZT		
Discussion Points:			
<ul style="list-style-type: none"> ▪ Karen DePrest, the newly appointed CAO of EZT, indicates that she is speaking on behalf of staff, residents and Council. Key points were prepared in consultation with some of these individuals and were approached as a SWOT analysis – combined strengths with threats and combined challenges as opportunities. All points were made under the assumption that will continue as a two-tier government. ▪ She indicates that the local mayors become the voice of the upper-tier and provide diversity of opinion whether they're rural or urban and maintain local approach to decision making at both levels of government. ▪ She adds that local attention can then be given to local businesses, constituents and committees – more of a local focus when 7 representatives represent 7,000 people, providing adequate services to everyone. ▪ K. DePrest adds that key services such as water, wastewater, waste management, Social Services, EMS and County roads are at the upper tier level as that's where the expertise is centralized. She adds that local services such as roads, recreation, administration, building and drainage at the local level ensure that the same level of service is given to each individual on an individual-to-individual basis. She adds that local service provision encourages engaged volunteerism and fundraising activities that benefit the local population contributing to strong community identity and active participation by residents. ▪ Maintaining local service delivery leads to proactive efficiency initiatives such as shared building inspection services, Public Works procurement and membership in the Elgin-Middlesex-Oxford Purchasing Group adding that economies of scale lead to the most benefit for the ratepayer adding that the municipalities of Oxford County are working together on a joint rfp for a Service Delivery Review to look at efficiencies to look at the services delivered at both levels of government. ▪ She adds that the current decision making model has not and does not discourage or inhibit growth / development in EZT adding that processes are efficient and speaks to the financial stability of the Township. ▪ K. DePrest speaks of some of the challenges facing local government today, indicating that sustainable staffing levels are an issue, as is retention and succession planning of employees. She provides examples of municipalities sharing staff. ▪ K. DePrest adds that a made-in-Oxford solution would be the preferred go-forward plan, and even further, to ideally allow a made-in-EZT solution to be made. She adds that she is a huge advocate for collaboration and engagement and believes that this review has encouraged the municipalities of Oxford County to work together to addressing its own points adding that the County of Oxford and Township of East Zorra-Tavistock are "Open for Business" and a "Government for the People", as the Premier desires. 			
Questions / Comments:			
Q:	K. Seiling asks K. DePrest about the sustainability of small municipalities – what would amalgamation do as far as efficiencies?		
A:	K. DePrest indicates that rural employees get to work with local taxpayers directly – they are more in touch with what the people need.		
Q:	K. Seiling asks K. DePrest about the affordability of senior staff positions.		
A:	K. DePrest indicates that the fiscal health of EZT is impressive adding that they are able to retain senior staff while keeping a low tax rate. Discussion re high demand for municipal Treasurers across Ontario.		
Q:	K. Seiling asks K. DePrest what her opinion is about the best split for water / waste water – does it make sense to have it all at one level?		
A:	K. DePrest indicates that the services should be delivered from wherever the level of expertise is – in this case, it's at the County level.		

<p>Presenter's Name: Judy Dent Municipality: City of Woodstock Organization: Woodstock Art Gallery</p>	<p>Start Time: 1:05 p.m. End Time: 1:08 p.m.</p>
<p>Discussion Points:</p> <ul style="list-style-type: none"> ▪ Judy Dent indicates that she has been a resident of Woodstock for the past 12 years, her husband's childhood home. She adds that she's an invested citizen and is speaking on behalf of the Woodstock Art Gallery's Advisory (WAG) Board. ▪ J. Dent indicates that she is reading from a written statement which was unanimously supported by the WAG Advisory Board. ▪ The WAG Advisory Board are in support of the City of Woodstock's position on regional reform as outlined in their February 21, 2019 Council Report, which proposes the continuation of a two-tier government structure and prefers a "Made in Oxford" solution by looking at service rationalization and realignment. She adds that the WAG's Advisory Board holds great esteem and confidence in the City's and Senior Management Team's governance. ▪ J. Dent indicates that since coming under the umbrella of the City of Woodstock in 1993, the WAG has grown to be a nationally-recognized, Class A facility, which allows them to showcase banner exhibitions and national and international stars as well as highlighting the creative talents of local artists to approximately 30,000 visitors per year. ▪ J. Dent speaks of the excellent relationship between the WAG and the County and provides examples of different sustainability-focused projects they've worked collaboratively on, adding that the current two-tier structure works well. 	
<p>Questions / Comments:</p> <p>Q: K. Seiling indicates that upper-tiers are typically responsible for cultural events.</p> <p>A: J. Dent indicates that the support of the upper tier is very important but that the City has supported the WAG in a very important way, adding that they have brought them to the Class A facility that they are today.</p>	

<p>Presenter's Name: Bryan Smith Municipality: SWOX Organization: Oxford Coalition for Social Justice</p>	<p>Start Time: 1:10 p.m. End Time: 1:20 p.m.</p>
<p>Discussion Points:</p> <ul style="list-style-type: none"> ▪ Michael Fenn asks Bryan Smith to explain what the Oxford Coalition for Social Justice (OCSJ) represents. B. Smith indicates that it's a group of individuals who look at a number of issues where they feel there is an injustice which affects the community in areas of the environment, relationships, healthcare, etc. They are interested in public education and engage in popular education – members of the community who discuss and engage in self-education and share that education with others and engage in various kinds of action as well. ▪ B. Smith indicates that the OCSJ feels that municipal services are being delivered well. He adds that the local consultative process which was launched in 2014, which led to the Community Sustainability Plan, which currently drives initiatives in the communities across Oxford in areas of the Environment, Community and the Economy has engaged the public to improve the already favourable quality of life for citizens of Oxford County and speaks about the results of the Community Index of Wellbeing Survey and various other community initiatives. ▪ B. Smith speaks about Oxford's demographics and unique agricultural community alongside the manufacturing sector as well as the sense of community identity across the County. He speaks of the diversity of population as well as the level of volunteering within the various communities. ▪ B. Smith speaks of the high costs associated with amalgamations of various sectors (corporate, education, municipal) and provides examples. ▪ B. Smith speaks about the rights of municipalities to determine their own fate with respect to the proposed landfill. 	
<p>Questions / Comments:</p> <ul style="list-style-type: none"> ▪ N/A 	

Presenter's Name:	Dr. Leonard Reeves	Start Time:	1:20 p.m.
Municipality:	City of Woodstock	End Time:	1:29 p.m.
Organization:	N/A		
Discussion Points:			
<ul style="list-style-type: none"> ▪ Dr. Reeves indicates he has been a Municipal Councillor, Public Utility Commissioner, Library Board Member, Educational Trustee and has served on numerous other Boards and Committees over the years. He adds that he is a long-standing supporter of the Ontario PC Party and agrees for the most part with what Premier Ford is doing, quoting Premier Ford as saying "Oxford has too many politicians" but L. Reeves disagrees, saying that isn't the case for Oxford. He states that if the Provincial Government is truly "for the people", he should understand that all of our politicians speak for and to the people of Oxford County. ▪ L. Reeves refers to a January, 2019 Toronto Star article which states that after municipalities were cut in half (in approx. year 2000), the cost savings from amalgamations were zero adding that taxes increased dramatically across the board. L. Reeves fears that the biggest increase would be in municipal salaries if we were to become a single-tier municipality, stating that municipal salaries are far higher than those in private enterprise. L. Reeves refers to another report dating back to 2014 which also indicates that cuts due to amalgamations do not produce cost savings and that larger governments cost more stating that current administrative costs in the single-tier municipality of Chatham-Kent are more than both tiers of government we have in Oxford County for a lower population. L. Reeves adds that the Fraser Institute indicates that debt increases due to amalgamations and that service delivery is rarely, if ever, improved upon. ▪ L. Reeves refers to Oxford County as a "bloated bureaucracy" referring to the high number of employees being hired in recent years by the County adding that the majority of the Senior Management Team doesn't live within Oxford County. He adds that the County has the largest fleet of pickups within the County and makes reference to \$2 million being spent on the Waste Management & Education Centre located in Salford. ▪ L. Reeves provides a brief outline of what he sees a "Made in Oxford" solution, indicating that the number of lower tier municipalities should be adjusted from eight to six (3 urbans and 3 rurals) adding that all urban municipalities within that formula should have enough land for 20-year growth potential with the urban boundaries being adjusted up-front to allow for those 20 years of growth. He proposes that the number of urban councillors be reduced from 21 to 15 (five each), and that the five rural municipalities be reduced to three which would reduce the number of councillors in rural areas from 29 to 15, reducing administration costs. ▪ L. Reeves proposes maintaining the current County system, reducing the number of County Councillors from ten to seven (Woodstock 2 representatives and the rest one). ▪ L. Reeves proposes transferring all road operations, land division consents, subdivision approvals, Planning functions as well as waste collection and water distribution with appropriate partnerships to the lower-tiers. ▪ L. Reeves indicates he is willing to contribute an additional \$10,000 to the proposed joint municipal service delivery review adding that the County knows more about the County's needs than the Province does. 			
Questions / Comments:			
Q: K. Seiling indicates that there are studies that prove that amalgamations can result in cost savings.			
A: L. Reeves isn't familiar with those and would requested that staff forward him those studies.			

<p>Presenter's Name: David Morris Municipality: Tillsonburg Organization: N/A</p>	<p>Start Time: 1:33 p.m. End Time: 1:42 p.m.</p>
<p>Discussion Points:</p> <ul style="list-style-type: none"> ▪ David Morris indicates that he has 36 years of experience in municipal administration in the Town of Tillsonburg, retiring as the Town's CAO in 2009. ▪ D. Morris indicates that he is in support of maintaining Oxford's current 2-tier system, adding that it's an effective and efficient local government model providing tailored service delivery to its residents. ▪ D. Morris indicates that the restructuring which took place in 1975 was a "Made in Oxford" solution which has worked well and continues to work well adding that there are always areas which can be improved upon. D. Morris then refers to the KPMG review which took place in the year 2000, resulting in some fine-tuning of operations of the County and the lower-tier municipalities, adding that the CAO's within the County are proposing a similar review now, which he supports. ▪ D. Morris indicates there are two specific items which he would like reviewed as part of the governance review as follows: <ul style="list-style-type: none"> ▪ Lower-tier representation on County Council: D. Morris indicates that the current representation of lower tier municipalities on County Council was established under the <i>County of Oxford Act</i> in 1975 and has not seen any change since, adding that the concept of representation based on population being fundamental to democracy adding that the population of the County and the lower tier municipalities have changed substantially since 1975. D. Morris proposes that a provision be made in the <i>Municipal Act</i> for Oxford County, that a review take place prior to each municipal election to be carried out by the County Clerk to calculate the number of representatives for each lower-tier municipality based on representation by population according to the most recent Census data making the decision based on an objective, mathematical calculation. ▪ Developing an objective process for boundary adjustments within Oxford County: D. Morris indicates that although there are provisions in place in the <i>Municipal Act</i> for boundary restructuring, the process for reaching agreement is not addressed. D. Morris indicates that this has been a long-standing problem adding that an objective process needs to be put in place based on measurable criteria to trigger adjustments. D. Morris suggests that the terms that were established under the agreement for the Toyota Plant in Woodstock relating to growth requirements form the basis for a predetermined agreement process which would result in a fair process to all involved and suggests that this topic be included in the upcoming service delivery review. 	
<p>Questions / Comments:</p> <p>Q: M. Fenn asks D. Morris for additional information regarding representation at County Council.</p> <p>A: D. Morris indicates that the population of the County has increased (largely in some areas) and that representation based on urban / rural split which hasn't been revisited since, causing some ill feelings, which is why he's suggesting a mathematical calculation by municipality. He's not suggesting a ward system and adds that he feels all representation on County council should be a result of those elected at lower-tier municipalities.</p> <p>Q: K. Seiling asks for further information regarding D. Morris' boundary adjustment comments.</p> <p>A: D. Morris suggests a boundary study be undertaken adding that when looking at growth, also need to look at infrastructure, keeping the projected 50-year growth in mind and plan accordingly. He adds that boundaries should be adjusted accordingly so that growth can be contained to urban centres. He indicates that he feels the current process is very subjective and needs to be more of an objective process.</p>	

Presenter's Name:	Mike Farlow	Start Time:	1:44 p.m.
Municipality:	Ingersoll	End Time:	1:57 p.m.
Organization:	Transition to Less Waste		
Discussion Points:			
<p>Mike Farlow, President of Transition to Less Waste (TTLW) explains that that TTLW is an environmental organization based in Ingersoll serving Oxford County and the rest of the province. He explains that he has a few points to make in regards to the Regional Governance Review:</p> <ol style="list-style-type: none"> 1. The current two-tier system is efficient and accountable to residents and businesses, adding that citizens are listened to - local governance works well and serves the taxpayers; 2. M. Farlow speaks to some inefficiencies in a single-tier system – provides example of main streets in the City of London not being plowed whereas residential streets and sidewalks in the Town of Ingersoll are plowed in the winter. 3. M. Farlow indicates that regional governance on its own can create problems and indicates that the County is very responsive to citizen's concerns – provides the example of air quality concerns adding that the response would have been difficult for a lower-tier to coordinate (air quality monitoring, Ministry personnel available at a public meeting. Provides another example in "Future Oxford", which is a result of listening to the citizens of Oxford County, creating a path for the future. 4. M. Farlow indicates that an opportunity for improvement exists in connection between the County and the provincial government. He adds that internally, the existing two-tier system works amazingly well adding that the number of council representatives are efficiently aligned and accurately represents the citizens. 5. M. Farlow indicates that our community has clearly indicated to the Province that our desire to protect the community's water is paramount. Water quality is important to the health of citizens, agriculture, commercial and manufacturing industry – all depend on clean water. Since the Walkerton tragedy, municipalities are responsible for providing safe water, adding that Oxford County's water comes exclusively from our water table adding that if it becomes contaminated, there is no secondary source of water available. He states that citizens have the opportunity to decide whether or not a Tim Hortons can be opened in a community but does not have the power to reject the placement of a private landfill on our water table in order to ensure our water supply is safe, adding that all lower tier municipalities within the vicinity of the proposed landfill as well as the County are opposed to the proposal and adds that 118,000 individual opposition letters have been sent to the Province. M. Farlow adds that MPP Ernie Hardeman and the Minister of MECP have supported a municipality's right to determine where a landfill can be placed and adds that the Premier himself has indicated that "we are not going to stick something in an area that people do not want". Despite this, he adds that there is still no legislation allowing municipalities to avoid such a risk and protecting citizens' drinking water. 6. M. Farlow speaks of quarry rehabilitation, adding that despite thousands of letters of support, the County has not been able to get aggregate operations to be an interim use and to follow their rehabilitation plans (provides photos of rehabilitated quarries for the Advisors). 7. M. Farlow provides example of board of education amalgamation and the resulting financial issues. 8. In closing, M. Farlow states that this is a cynical time in democracy, it is extremely important to shore up the most effective and visible democratic process, that being local municipal governance where your neighbour represents you. 			
Questions / Comments:			
Q:	K. Seiling asks if he sees any way of improving the current two-tier system		
A:	Feels there is a disconnect between County and the Province (how it ends up in provincial policy).		
Q:	K. Seiling: how about within the County itself?		
A:	Not really, feels confident that adjustments can be made internally. Self-directing		
Q:	K. Seiling – in respect to the County Official Plan, how does Future Oxford fit in and why does it have merit?		
A:	M. Farlow explains what Future Oxford is – community meetings held throughout the County adding that people are heard here in Oxford – Future Oxford is the result.		

Following the presentations, M. Fenn indicates that recommendations will be made to the Minister based on hearing from members of the community and their suggestions. He adds that the mandate of the Review is to improve on what exists currently. He thanks the County Warden and Staff for hosting the residents of Oxford.

Adjournment at 2:03 p.m.