Committee of the Whole
Agenda

July 10, 2025

Following Council

Council Chambers - Grey County Administration Building

Pages

1. Call to Order

2. Declaration of Interest

3. Business Arising from Minutes

4. Delegations

4.a SOS Western University Delegation by Dr Don Eby and Dr Sayra Cristancho 4

5. Determination of Items Requiring Separate Discussion

6. Consent Agenda

That the following Consent Agenda items be received; and

That staff be authorized to take the actions necessary to give effect to the recommendations in the staff reports; and

That the correspondence be supported or received for information as recommended in the consent agenda.

6.a PDR-CW-42-25 Eden Oak Subdivision - Draft Plan Extension 42T-2018-06 23

That report PDR-CW-42-25 be received; and
That all written submissions received on the proposed draft plan extension for plan of subdivision 42T-2018-06 known as the Eden Oak Subdivision were considered; the effect of which helped make an informed recommendation and decision; and
That in consideration of the draft plan extension request, with The Town of The Blue Mountains' recommended draft plan conditions, and the matters to have regard for under subsection 51(24) of the Planning Act, that Grey County Committee of the Whole hereby approves the revised draft plan approval on lands described as Part of Lot 26, Concession 6 North, geographic Township of Collingwood, now in The Town of the Blue Mountains, subject to the revised conditions set out in Appendix 1 to this report.

6.b PDR-CW-43-25 Homefield Communities - Request for Joint Legal Peer 44

Review

That report PDR-CW-43-25 be received; and
That staff be directed to invite the Town of The Blue Mountains to retain legal counsel on a joint retainer for the review of the 'Homefield Communities' development, to facilitate cost savings, process efficiency, and collaboration between the County and Town.

6.c Message from the Ministry of Tourism, Culture and Gaming Regarding the Ontario Staycation Tax Credit 48

That the letter received from the Ministry of Tourism, Culture and Gaming regarding the Ontario Staycation Tax Credit be received for information.

7. Items For Direction and Discussion

7.a PSR-CW-04-25 SOS Funding Report 49

That Report PSR-CW-04-25 regarding the Supportive Outreach Services Expansion Funding Opportunity be received; and
That the Warden and Clerk be authorized to sign the funding agreement when received, to the satisfaction of the CAO and Director of Paramedic Services; and
That action be taken prior to Council approval, as per Section 26.6 b of the Procedural By-law.

7.b TR-CW-20-25 Amendments to By-Law 4788-13 Regulating Traffic and Parking 53

That report TR-CW-20-25 be received; and

That a by-law be brought forward for Council's consideration to amend Schedule "D", Schedule "G", Schedule "H", Schedule "O", and Schedule "U" of By-Law 4788-13, being the By-law to Regulate Traffic and Parking on Highways within the County of Grey Roads System, to reflect the proposed revisions included within TR-CW-20-25.

7.c ITR-CW-01-25 Approval of Over Budget IT Capital Project 63

That report ITR-CW-01-25 be received; and
That the budget shortfall of up to $42,500 be funded from IT Technology Infrastructure Needs Reserve to cover a one-year licensing extension on server hardware at the administration building and long-term care homes.

7.d Budget and Finance Committee Minutes dated June 25, 2025 66

That the County of Grey Budget and Finance Committee meeting minutes dated June 25, 2025 be adopted as presented and the following resolutions contained therein be endorsed:

i. That the Financial Statements for the year ending December 31, 2024 be received; and

That the Treasurer be hereby authorized to approve and sign the Financial Statements; and

That staff be authorized to proceed prior to County Council approval as per Section 26.6(b) of Procedural By-law 5134-22.

ii. That report regarding the 2024 Development Charges Reserve Fund Statement be received; and

That Council accepts the Treasurer's declaration that the County is in compliance with the reporting requirements of the Development Charges Act, 1997 and any additional reporting requirements identified by the Smart Growth for our Communities Act, 2015 (Bill 73); and

That the report and related attachments be made available on the County's website or upon request.

iii. That report FR-BFC-11-25 regarding the 2024 Investment Report be received for information.

iv. That report FR-BFC-12-25 Lease Financing Report as of December 31, 2024 be received for information.

8. Closed Meeting Matters

That the Committee of the Whole does now go into closed session pursuant to Section 239 (2) of the Municipal Act, 2001, as amended, to discuss a staff matter:

   i. Personal matters about an identifiable individual, including municipal or local board employees.

9. Other Business

10. Notice of Motion

11. Adjournment

Meeting People Where They Are: The S.O.S. Story of Community Impact

Prepared by: Dr. Sayra Cristancho and Dr. Don Eby

Date: June 2025

Western
Centre for Education Research & Innovation



Executive Summary

Supportive Outreach Services (S.O.S.) is a mobile, cross-sector initiative operating in Grey County, Ontario, that brings care directly to individuals facing homelessness, addiction, mental illness, and poverty. Emerging from a grassroots pandemic response in 2021, S.O.S. has evolved into a person-centered, harm reduction-oriented model grounded in mobility, relationship-building, and cross-sector collaboration.

This report presents the findings of a **qualitative assessment** conducted by researchers from the *Centre for Education Research & Innovation (CERI) at Western University*. The goal of the study was to capture and analyze the experiences of those involved in the S.O.S. initiative, both in delivering and receiving services.

Between **January and June 2025**, the study team conducted **31 interviews** (P1 – P31) with a diverse group of participants, including members of the mobile team, staff and leaders from partner organizations, county officials, and S.O.S. clients. Interviews were transcribed and analyzed by the research team. Preliminary findings were then shared with representatives from each stakeholder group, and their feedback was integrated into this final report. The project received ethics approval from the Research Ethics Board at Western University.

The analysis reveals a care model that operates differently from conventional health and social services. It succeeds not because it replicates existing systems, but because it reimagines them. Six key lessons emerged:

1. **Trust cannot be rushed** – Relationships are foundational, not optional.
2. **Partnerships are critical** – Impact is amplified through trust and collaboration.
3. **Leadership creates room for action** – Empowering leaders enable bold innovation.
4. **Flexibility is essential** – Effective care adapts; it doesn't follow a script.
5. **Mobility bridges gaps** – Geography should not determine access.
6. **Sustainability requires investment** – Goodwill is not a long-term strategy.

S.O.S. demonstrates the potential of mobile, grassroots, integrated models to transform lives and strengthen community resilience. As communities across Canada and beyond seek ways to address overlapping crises in housing, health, and social inclusion, the S.O.S. experience offers not just a promising model, but a powerful call to act differently.

Origins of S.O.S.: A Community Steps Up

In the early months of the COVID-19 pandemic, a public health outbreak in a rooming house in Grey County became the catalyst for an unprecedented collaboration. Roughly 30 individuals – many living with poverty, untreated mental illness, addictions, and experiences of sex trafficking – were placed under lockdown when the Public Health Unit attempted to prevent viral spread in a small rural community. Yet what began as an emergency containment measure sparked something far more enduring.

Within 24 hours, multiple agencies rapidly mobilized: healthcare providers, social services, charities, and public health converged to offer care, meals, supplies, and support on-site. For many residents, this was the first time their complex, interconnected needs were addressed in a cohesive, sustained way. According to providers' and clients' accounts, health outcomes improved, crises stabilized, and trust began to grow. As the crisis waned, one thing became clear: going back to "normal" was not desirable.

> *"We started to wind down and we knew we couldn't just go okay. Good luck. We were hearing from the police chief that crime had dropped considerably. And we also heard from public health that the health of the folks had massively improved."* (P2)

That temporary response evolved into **Supportive Outreach Services (S.O.S.)**, a mobile, multi-agency initiative designed to bring care directly to people who have long been excluded from traditional systems. These are individuals who are navigating deep social disconnection.

> *"S.O.S. is an outreach team that travels the county to provide services to folks that most likely wouldn't be provided services otherwise."* (P3)

S.O.S. is built on a **wraparound care model** that integrates harm reduction, primary health services, addiction medicine, housing supports, and social navigation: *"It brings services to the participants where they're needed most"* (P5). Its uniqueness lies not only in what it delivers, but in how: services are mobile, person-centered, and rooted in relationship.

> *"As its name implies, it explicitly provides services for people who do not have access... not only the medical piece, but also the social piece... the essentials of life."* (P6)

S.O.S. was never just a program. It was a response to a failure of existing systems, and an assertion that community services could do better when they acted together. The model proved not only possible but effective.

> *"A group of individuals came together... they built off potentially that paramedicine model... more support to mental health and addiction... outreach providing services in markets, encampments, and rural settings."* (P8)

Since then, S.O.S. has continued to evolve over the 4 years it has been in existence, scaling its operations through fixed-location drop-ins, referred to as "markets", expanding rural coverage, and influencing health system priorities across Grey County. Its ambition is not just to **stabilize lives**, but to **rebuild trust**, restore dignity, and offer a pathway, however gradual, back into systems of care.

> *"Our goal is always to get people to a point where they're able to connect to those traditional services... but also recognizing that some people are not planning to get to that stage right now."* (P22)

At its core, S.O.S. reflects a simple but powerful principle: **meet people where they are – literally and figuratively – and stay long enough to matter.**

What We Do Differently

Mobile Outreach

Mobile outreach in the S.O.S. initiative embodies a flexible, relationship-centered model of care, meeting people geographically – encampments, sidewalks, back alleys, bush trails, and parking lots – and emotionally, by respecting where they are in their lives. This model is designed specifically for individuals who are systemically excluded from traditional health and social services, particularly those who are unhoused, living with mental illness, or using substances.

Described by research participants as "street medicine", this approach redefines accessibility as deliberate presence within people's lived environments.

> *"It is health care where people are. And it's community care where people are.* ***And it's humanizing people where people are. And it's what it is, where it needs to be****, when it needs to be. And if it's just sitting around shooting the breeze and having a conversation and telling stories, that's what it is today. If it's wound care and stitches, that's what it is today."* (P2)

Outreach extends beyond health care, including social support, harm reduction supplies, and trauma-informed conversations. Rather than expecting individuals to visit clinics, the S.O.S. team travels across the county offering both scheduled visits and spontaneous support. As one mobile team member shared,

> "If they can't make it to our market or clinic, ***we'll figure out a way still to see them***" (P3).

The mobile team includes paramedics, nurse practitioners, mental health and harm reduction counselors, and social navigators, each bringing unique skills to a broad spectrum of care, from administering injections *"under a tree"* (P2) to providing ID support or housing navigation. These informal encounters *"that happen in the street"* (P3) build trust and create opportunities for more formal interventions when individuals are ready. As a Grey Bruce public health partner described,

> "When we get a cluster of overdoses in a specific area, often we send SOS to that area and they'll walk the streets and talk to people and offer services and ***maybe one person that they talk to will say, hey, I'm interested in some addiction medicine. I want to cut down my use***. I want to stop my use. How do I do that?" (P15)

By being mobile, S.O.S strives to "*not letting people fall through the cracks*" (P23).

The mobility of the team also addresses geographic barriers in a region with limited public transit. As one participant explained,

> "We operate in a very rural area... people may be in Walkerton and need to come to Hanover, which is 15 minutes away, but ***when all you have is your feet, it can make care difficult***" (P11).

In even more remote cases, reaching people means hiking into wooded areas or working with police and fire services using drones and ATVs to locate individuals in need more efficiently.

> "We've had the fire service take us out in the ATVs to reach encampments that are way into the bush. We've had the fire service also use drones so we can see ***the thermal action of spaces and find people because as you can appreciate, we have a lot of equipment to carry as well***" (P21)

Mobile outreach in the S.O.S. initiative is more than a logistical strategy – it is a principled commitment to presence, responsiveness, and equity. It reflects the belief that people should not have to earn access to care by overcoming systemic hurdles. Instead, as one mobile team member summarized it, "*we're filling a gap of being on the scene with the people in the locations that they are at*" (P22).

Harm Reduction, Respect and Trust First

At the heart of the S.O.S. initiative lies a radical commitment to harm reduction, respect, trust, and dignity. This approach recognizes that individuals facing systemic marginalization – whether through homelessness, addiction, or mental illness – are not problems to be fixed but people to be accompanied. S.O.S. operates from a "doing with" philosophy, rejecting traditional models that "do to" or "do for" people in favor of walking alongside them. It is not about rescuing, prescribing, or demanding change, but rather about forming relationships that enable people to reclaim power over their own lives.

S.O.S team and partners consistently emphasized that trust comes before treatment. As one leader shared,

> *"They don't come for healthcare… They come for a piece of pizza and a pair of socks.* ***Without looking after people's housing, food, basic needs, we waste a lot of time in health.*** *But they know now that when they come and talk to us at our market, that services aren't there to kick them off their caseload. They know that we have their best interests at heart to the best of our ability****.****"* (P1)

These low-barrier interactions are intentional and offer soft entry points for connection. The key message delivered is that *"we don't give up on you"* (P2), highlighting persistence as a core value. Care is offered without expectation of change, abstinence, or conformity. This philosophy demands humility, presence, and patience, because as one mobile team member highlighted:

> *"It's a population that so many people do not understand and have zero respect for… I really want to* ***help people fight for what they deserve. And that is what this team does****"* (P3).

Harm reduction is the cornerstone of S.O.S's work ethic – both for the mobile team and the partners. It means mitigating all the harm – physical, emotional and social – that is incurring in somebody's life. This includes distributing safer-use supplies, advocating in hospitals, supporting people through trauma, and creating spaces for informal conversations. Everybody participating in S.O.S understands that *"you only really feel power operating when you're the one who doesn't have it"* (P13), emphasizing the importance of suspending judgement and restoring agency.

Trust therefore is both a goal and a tool for survival. It signals a profound shift: from treating people as service users to recognizing that *"no matter who someone is, they are worthy and deserving of respectful medical care"* (P23). And receiving the same trust and respect in response become gratifying:

> *"****How incredible it is just to know that this person trusts us that much*** *to call us when the system continuously fails these people over and over again"* (P22).

By consistently showing up and responding without preconditions, S.O.S. models what it means to genuinely *do with*: a quiet but powerful act of solidarity within a system that too often *does to*.

Cross-Sector Collaboration

Cross-sector collaboration is the structural foundation and cultural engine of the S.O.S. initiative. It transcends the limitations of siloed service delivery by fostering trust-based partnerships across healthcare, social services, public health, housing, charitable organizations, law enforcement, and grassroots groups. These collaborations are not just formal or contractual – they are personal, improvisational, and rooted in mutual respect.

As such, S.O.S. thrives because partners don't just share mandates, they share purpose. As a Grey Bruce public health partner explained,

> *"before the crisis, the meetings were more information sharing. Organizations would get together and just say, this is what we're doing.* ***Now, we're working together more than just telling each other what we're doing in our individual silos****"* (P15).

This marked a shift from transactional partnerships toward a network of shared stewardship. If there's a need, acting is a priority, as a Grey County leader described it,

> *"There are groups that talk a lot and then there's groups that do. And I think that* ***this is a group that does*** *and we don't just talk about it. We're action oriented."* (P17).

This integrative approach enables real-time, wraparound responses to emerging needs. Whether a client needs medical care, housing support, food, harm reduction supplies, someone from S.O.S can make it happen, because *"we know who to call… If you want to call the paramedics, I'm calling [Name], I'm not calling a phone number"* (P14), a Grey Bruce public health partner shared.

Relational proximity between partners is what allows them to bring complementary strengths: healthcare providers focus on evidence and outcomes, while community organizations contribute local knowledge, trust, and access, as this hospital leader explained:

> *"We have the access to education and resources. We offer a lot to the team in terms of training, logistical support, data analysis, but then the* ***community agencies bring that ear to the ground nimbleness*** *that's also really beneficial for a project such as this"* (P4)

This fusion makes it easier for people to access what they need, even when they didn't know they needed it: *"They might come for wound care but leave with a tax return or housing support"* (P5). The result is a responsive, resilient ecosystem that recognizes that *"sometimes the infection isn't the emergency. It's the hydro bill"* (P24) and *"that working in silos is not a successful way to bring services to people"* (P16).

Ultimately, cross-sector collaboration in S.O.S. reflects a shift in mindset: from systems working in silos to systems working as one. It models what happens when institutions build trust not just with clients, but with each other.

Low-Barrier and Creative Access to Services

The S.O.S initiative adopts a 'no wrong door' approach, eliminating typical procedural and psychological hurdles. While many traditional services require people in crisis to call, wait, and possibly get delayed callbacks, S.O.S clients are welcomed in any form of contact – walk-ins, informal peer referrals, or even Wi-Fi-based texts – without expectation or pressure for continued interaction.

> *"People are shocked when they* ***get a response in the moment****. We're doing treatment right in the moment"* (P3)

Immediacy and flexibility define S.O.S., allowing for services to intentionally remain low-pressure.

> *"We can help them feel comfortable accessing services and to know that there's no strings attached. Just because you came here today doesn't mean we have to see you again…* ***If this is a one-and-done, that's okay. We're just glad you came****"* (P3).

Barriers are not only removed; they are actively anticipated and worked around. Even structural constraints, like jurisdictional rules or mandates are met with creative workarounds. For example, as a Grey Bruce public health partner illustrated,

> *"The public health standards that we have to work with are pretty stringent and the eligibility requirements for things like naloxone, for example, can sometimes put us in a box where it's hard to get out of. But one thing that we have been able to figure out is that* ***if one group doesn't technically qualify*** *to be a naloxone distributor, then* ***another group or organization does****. "We just find the answer 'yes' however we can"* (P15)

Accessibility also means showing up in familiar places – encampments or community meal sites – where spaces are accommodated to provide services. For instance, at OSHaRE, a backroom intended for cooking classes was repurposed as a clinical space – complete with a sink, examination bed, and equipment – so individuals could meet a nurse practitioner or mental health worker where they already gather for meals. As per OSHaRE's philosophy, *"what we have, we share"* (P20).

Importantly, this flexibility is relational, not just logistical. People are met with compassion, consistency, and openness to possibility: *"you can't burn a bridge, and you can always come back"* (P2). This ethos extends to team problem-solving as well. As this partner explained:

> *"****We're trying to utilize some of our service providers differently*** *and bring them to the patient versus the patient coming to them when possible. Of course, that's not always going to be the most efficient thing, but it might be the more efficient use within our healthcare system when we're avoiding some of these unnecessary admissions and things like that"* (P12)

Low-barrier access, in the S.O.S. context is about dignity. It rebuilds trust in systems by showing up, saying yes, and making care easy to reach. The mobile team's and partners' breadth of lived experience and professional backgrounds make them realize that *"the tools that worked in the past are not fit for the challenges we have today"* (P18). S.O.S. meets that challenge by rewriting the rules both for efficiency and equity.

Quick Action, Continuity and Presence

S.O.S. operates with a rare combination of urgency and reliability. These qualities are essential when serving people who have experienced deep systemic neglect. The S.O.S's responsiveness isn't hindered by bureaucratic delays; immediate action is a cultural norm. As this mobile team member described it:

> *"We are of the opinion that* ***if somebody is ready for treatment tonight, we're going to treat them****. We're not going to sit around, have a conversation and check back in with you in two weeks"* (P10).

Consistency complements responsiveness, creating a dependable presence that becomes a lifeline: *"They know when we'll be there"* (P1). This responsiveness is supported by hyper-communication and decentralized leadership. From daily morning huddles to multi-agency events, partners stay coordinated and informed. Decisions are collaborative rather than unilateral: *"we make these decisions together"* (P9).

A dependable presence contributes significantly to trust-building with the clients. As one partner reflected, *"that's something that's been built over the four years we've existed"* (P22). S.O.S is not a new proposal or pilot. While partners had to navigate and negotiate corporate discrepancies, its longevity stems from sustained commitment and visibility. When crises occur, the response is collective and immediate. For example, as described by an S.O.S leader, during a fire that occurred in 2022,

> *"by 7am we had the church already available to us, called the police chief, called housing, called victim services. We already had nurse practitioners and mental health counselors, and our SOS team was going right to the site.* ***We literally set up an evacuation center in about two and a half hours****, fully supported with meals because OSHaRE showed up with food"* (P10).

However, S.O.S. doesn't just respond to emergencies, it stays, as illustrated by a member of the police service,

> *"I think it persisted because the community recognized the significant impact that it made* [during the Covid outbreak]. ***Our calls for [police] service dropped dramatically over that time*** *when everybody's basic needs were met."* (P5)

S.O.S offers continuity rarely seen in other systems. S.O.S partners described how returning clients are greeted with warmth and familiarity, without paperwork or repetitive questions.

> *"Someone might come, they might go through our intake process, they might use our service and then we don't see them for four months and then* ***when they come back it's almost like a welcoming party****, great to see you, where are you at? and how can we move forward?"* (P21)

This rhythm of quick action and enduring presence arises from shared purpose instead of rigid structures. That shared purpose – the kind that prompts people to answer the phone at 5 a.m. or on Christmas Day – is built not from mandates but from continuously showing up. Ultimately, continuity stems from commitment. By responding quickly, staying close, and refusing to give up, the S.O.S. team becomes more than a mobile outreach program. It becomes a dependable presence in an unpredictable world.

Lessons Learned

Trust Cannot Be Rushed

Trust cannot be commanded, expedited, or assumed; it must be patiently and persistently earned.

Especially among those who have been repeatedly let down by health, social, and legal systems, trust is a fragile and hard-won currency. It is not built through credentials or program flyers, but through quiet, relational moments: returning texts, remembering someone's name, or sitting in an emergency room during a crisis. As one client and one mobile team member described,

> Client: "***She saved my life***. *COVID happened. I lost my job. I was 18 weeks waiting for an appointment. I had no money. I went back to my old safety net dealing drugs and I fell back into that trap and I lost my housing. I lost myself. I was going to kill myself. I wouldn't be here if it wasn't for [Name].*" (P29)

> Mobile team member: *"We saw each other a few times before in public space settings. We didn't really talk much, and then one day he came to me, and he was like, "I'm not in a good space", and that was a click, I think.* ***We bonded very much over that, and I took him right up to the hospital. I sat with him the whole night and got him into his bed, and told him "you're safe, and everything's good, and I'll come check on you"****, We just clicked from there. When he received Sublocade (extended-release Buprenorphine injection) the next day, it completely transformed his life."* (P31)

Both S.O.S. mobile team and partners understand outreach is not a transaction; it's an act of solidarity. Not all the time is about offering a treatment, S.O.S might be approached because *"you're just someone they feel comfortable talking to"* (P3). These seemingly small offerings are acts that say: you matter here. Therefore, trust begins with presence, as one partner shared:

> *I know some of the folks that drop in here that are unhoused and are looking for resources. Sometimes they want to just talk. And OK, let's sit and have coffee because* ***I don't want the only interactions you and I have to be transactional****, that you come in and go. Do you have any socks? Do you have a backpack? Do you have a coat? Tell me about your day so that when I see them in the community on the weekends, it's hi, [Name]. How's it going? What are you doing?"* (P2).

Trust develops slowly, often over months of intermittent interactions. Clients may step away and return months later. This engagement requires humility to realize that *"it's a privilege to gain the trust of folks who have great reasons to hate healthcare providers"* (P9). S.O.S understands that many clients are not ready, or able, to immediately accept help. And that should not be equated to failure, but rather an understanding that it's not going to be successful right away, as an addictions physician remarked,

> *"People often are not going to be banging down your door, right away. It* ***takes a lot of time when you're starting something from the ground for it to actually pick up*** *but oftentimes all it needs is rethinking about, is the word out? have you communicated to the right people? are you actually engaging people?"* (P24).

This approach also demands reflection on the role systems have played in creating mistrust. *"We as healthcare providers were part of that system that made them disengage"* (P24). S.O.S. strives to break this cycle not by promising change, but by being the change: showing up, again and again, without pressure.

> *"Our team would not need to exist if everybody just got clean miraculously overnight but I think the harsh reality of addiction is that there are people who are going to grow up in this environment, live in this environment, and die in this environment because* ***that's their choice****"* (P22).

Ultimately, this lesson reframes success. It's not measured by appointments kept or referrals made, but by whether someone felt safe enough to return. *"The staff is always warm hearted and open minded. It's like talking to a friend more than to a professional. Sure, when I look at [Name], I see the uniform. But there is a person behind that uniform."* (P29) one client remarked.

This kind of trust, built slowly and with care, is the foundation for meaningful engagement. Trust, therefore, is not a prerequisite for outreach; it is its product. It grows quietly, in small moments over coffee, on sidewalks, and in the cumulative weight of simply being there.

Partnerships Are Critical

Strong partnerships, based on personal relationships rather than formal agreements, enable rapid, collaborative responses.

The work of S.O.S. is complex – and intentionally so. It addresses the layered needs of its clients. No single agency can do this alone. That's not a limitation. It's a lesson.

For S.O.S, knowing each other's names and numbers ensures seamless coordination across health care, social services, charitable organizations, and emergency response agencies. What makes S.O.S. work is not a single model or method, but an alliance: organizations, leaders, and front-line staff who bring their mandates to the table and are willing to stretch, adapt, and collaborate for the sake of community impact.

"*Relationships are everything,*" one S.O.S leader stated plainly (P1). This was echoed across roles and sectors: what sustains the work is not hierarchy but proximity and mutuality – from choosing to sit at the same table and act together. Whether it's distributing harm reduction supplies, addressing eviction, offering counseling, or running wound care clinics, each partner brings a unique strength. This approach was first evidenced during the Covid outbreak, as one partner described:

> *"what came out of that was that collaboration where* ***we all brought what we had to the table and made it work****."* (P20)

For an initiative like S.O.S. to succeed elsewhere, this kind of relational infrastructure would need to be cultivated with as much intention as the services themselves. Realizing that *"we don't need to hire more; we need to collaborate better"* (P24), is a good place to start.

Collaboration, however, doesn't come automatically. It requires conscious attention to power dynamics. Partners spoke candidly about early conflicts over different meanings of words, priorities, and values. As they recalled, *"the first year was muddy... corporate values did clash"* (P9). Progress came when partners committed to flattening hierarchies, embracing discomfort, and co-defining goals. Intentional strategies, such as hiring an external consultant, proved effective in helping the group reach such commitment, as one leader of a partner organization explained:

> *"We weren't really doing a great job of listening and understanding each other. that's when I thought let's see if we can get [Name] and everyone agreed.* ***[Name] did a fabulous job of helping everybody hear each other and understand each other's perspective****. [Name] met with the team for a full day workshop, another meeting after that and then we decided to hire her to go in on the huddles once a week just to keep everybody moving forward with the direction. And then we just never had any issues after that."* (P4)

Interdependence becomes even more critical in settings where resources are limited and silos can become walls. *"Take away all your resources,"* said one charity leader, *"and then you have to be connected"* (P2). The strength of S.O.S. lies in how its partnerships don't just share referrals; they share responsibility. In moments of crisis, they know who to reach out to because *"no one wants to go back to finding their clients alone"* (P14), as a Grey Bruce public health partner shared.

This lesson highlights that partnerships aren't just helpful; they're foundational. In rural, resource-limited settings, collaboration is the only way to deliver responsive, humane, and effective care. S.O.S. shows what's possible when organizations stop protecting their turf and start building common ground. Misunderstandings can arise when one agency assumes it understands the scope or accountability of another. These boundaries must be acknowledged and worked through in real time. Successful collaboration depends not only on shared goals, but on the willingness to engage in ongoing negotiation and mutual learning.

At its best, the S.O.S model brings together a wide range of agencies – each with different mandates and operational cultures – into a shared platform for collective problem-solving.

Leadership creates room for action

Effective leadership must be relational, not hierarchical, characterized by actively clearing roadblocks, empowering team actions, and modeling collaborative decision-making.

S.O.S leaders didn't just "greenlight" initiatives; they got their hands dirty, responded in real time, and created the conditions for others to lead. This form of leadership allowed S.O.S. to move quickly and adaptively, especially in the uncertainty of crisis. As a Grey County leader described,

> *"**I'm there to open the doors and clear away the roadblocks** and set the table for success—and keep them safe from things going sideways"* (P17).

This attitude translated in trust and respect for the frontline staff. If the frontline said something was a problem, they were believed by leadership. If they wanted to try and solve a problem in a particular way, leadership let them and encouraged them to do what was needed to make it work. This is an unusual 'style' of leadership. It was less about micro-managing and more about providing support for what the frontline needed to get the work done. As one mobile team member described:

> *"if there's anything that we need help advocating on a different level, because if you have to take an issue up to the head of [Organization], a frontline worker is going to get nowhere. You need people at the same level to talk to each other and sort the issue out. So that's really helpful for us **to know that our leaders have our back and can help us navigate some of that stuff**."* (P11)

Flattening the hierarchy became a value that trickled down to the mobile team as well. It helped then navigate the diverse nature of the team, where *"we make decisions together, whether you're an unregulated provider or a regulated professional... that really helps"* (P9). S.O.S team and partners repeatedly emphasized that strong leadership must be grounded in care, not position.

> *"Strong leaders are everything, **people who give a damn about what we're doing** and how much of an impact it will make"* (P22).

Importantly, S.O.S. wasn't driven by one visionary. It was carried by what many described as a "coalition of the willing." Leaders across paramedicine, healthcare, public health, social services, and charities shared a commitment to the work and to one another. *"Everyone really trusts his vision... and he got all the leaders on board,"* a leader of a partner organization noted (P12). And when leaders are on the same page, navigating uneven mandates and scope of boundaries becomes manageable, as one partner explained:

> *"Because of scenarios that have come up with SOS and trying to figure out which agencies do what and what's a good referral and what's not... **we don't want to send somebody in the wrong direction and then have to go to four different doors** to get a solution"* (P10).

The goal at the leadership group is not to erase the differences among organizations but to bridge them with humility and solidarity. The ripple effects of this approach have extended beyond S.O.S. itself. Paramedic practices changed, new space-sharing agreements were formed, and community councils created room for deeper dialogue, as illustrated by a Grey County leader.

> *"We struck a community services committee of council... **a safe place where we can have conversations about community-level issues**. You can't do that in a 10-minute delegation"* (P17).

The leadership that shaped S.O.S. – both the operational leaders that made things happen and the community leaders that backed them up – wasn't about having all the answers. It was about creating the space where others could lead, adapt, and thrive. *"Every community should have a [Name] and a [Name]. People who are willing to try"* (P12), said one partner. That willingness, and the integrity behind it, turned possibility into action.

Flexibility Is Essential

Flexibility across organizational, philosophical, and relational dimensions enables responsive care by adapting practices in real time to meet unpredictable community needs.

In contexts marked by instability, trauma, and system fatigue, rigid structures fall short. What S.O.S. demonstrates is that the need to adapt is

not a failure of planning; it is a strength of practice. Partners and frontline don't wait for perfect conditions. They know it's about doing the right thing, not waiting for permission to do it.

> *"If we wait for all the funding or policies to line up, things are never going to happen.* ***This group made it work with no dedicated funding at the start****"* (P7).

This adaptability is evident in practical choices. A backroom at a charity organization became a clinical space because *"that's what the community needed"* (P20). Similarly, in the earlier months as the Covid outbreak persisted, S.O.S learned what to pay attention to and how to work around the routines of the clients. For example, as one partner explained,

> *"The food was too healthy for their systems, which was an interesting thing to explore, so we added a little more junk food back in. We also started paying attention to the sleep cycle. So, breakfast at nine o'clock? They're not awake till 11am, so breakfast is at lunch, lunch is at 2pm, dinner is at 5pm, snack is at 10pm. And* ***that's how we shifted with the patterns of the building. We didn't try and make the building fit us****"* (P2)

Flexibility also shows up in team dynamics. Rather than being confined by job descriptions, mobile team members and partners stretch into one another's roles. *"If one organization can't do it, another one probably can,"* a Grey Bruce public health partner noted (P15). This mindset supports *"smearing the boundaries"* between agencies (P8), fostering shared responsibility and collective intelligence.

Sometimes, adaptability means bending formal rules. Many spoke of using relationships to bypass red tape: calling a contact directly, sharing informal updates, or reframing a request just enough to make it doable. As one person put it, *"I don't take no very well... if it's no this way, I reframe the question"* (P11). Multiple partners spoke about the willingness to use workarounds to navigate rooted barriers.

> *"Each agency has their own regulations and often one inhibits the activity of another...* ***these workarounds break the barriers down a little bit****"* (P5).

S.O.S. deliberately avoided the bureaucratic tendency to spend months planning through paralysis. As one leader said, the team had to *"tighten down the bolts as they fly"* (P1). This responsive improvisation has become a sustaining cultural feature. Not every idea works, and that's accepted. The goal is not perfection, but responsiveness, creativity, and commitment.

> *"We'll try to do this.* ***We'll get it wrong a bunch of times and we'll try again****... that is also a really critical piece, having a team that's willing to try."* (P12).

This isn't disorder; it's dynamic competence. Partners stay aligned with their mission even as their methods evolve. When people don't fit systems, systems must bend. *"We're doing things we've never done before, with people we've never worked with,"* one partner observed (P18). That willingness to adapt – not just once, but again and again – is what makes care both possible and real.

This lesson reframes flexibility not as a lack of structure, but as a form of competence. It requires judgment, courage, and trust to let go of rigid plans and instead meet reality as it unfolds.

Mobility Bridges Gaps

Mobility bridges geographical, systemic, and relational gaps, enabling access and building trust by bringing services typically unreachable by conventional means.

In rural and under-resourced regions, where public transportation is minimal or nonexistent, mobility becomes a structural solution to systemic exclusion. *"We don't have any public transportation that can get you to every part of the area,"* one Grey Bruce public health partner explained. *"Just that SOS will go where they're needed is incredible"* (P15).

By moving through towns, backroads, encampments, and informal gathering spaces, the mobile team collapses both physical and psychological distance. This presence changes what's possible. It allows people to access care who might never walk into a clinic or might have been left behind, as illustrated by one client.

> *"I'm from Owen Sound, I've been here for 23 years, grew up in the community. Originally back in like 2021 is when I was first homeless and then just like throughout coming to OSHaRE and Safe and Sound, I ran into the SOS ladies. I was diagnosed first with anxiety and depression when I was 18. I guess, over the past like 12 or 13 years dealing with addiction issues and stuff.* ***Once it's new at first, you know, it's skeptical, right? But more and more people feel more comfortable with S.O.S.*** *When I had my seizures, my friends didn't even know whether to get some help.* ***They left my apartment with the door open and just left me there because they were worried about being arrested. It's changed a lot over the past couple of years.*** *Whenever I see them, pretty much just stop and say hi. It's phenomenal."* (P28)

But mobility is more than a delivery method; it's a mechanism for relational engagement. The mobile team meets people where they are – literally and emotionally – and stay with them through moments of crisis or hesitation. *"One of the really good stories,"* recalled a provider, *"was someone we met living under a bridge. He got housed, got on Sublocade (extended-release Buprenorphine injection), and eventually went back to work and reconnected with his son"* (P3).

Mobility also allows S.O.S. to function as a transitional layer: not quite crisis response, not quite long-term care, but the connective tissue linking people to both. *"SOS is kind of that engagement piece"* (P24), one addictions physician noted. This was evident at the end of the Covid outbreak when S.O.S itself became the transition plan to be able to continue supporting clients, as one leader described,

> *"We came together as a team to respond to the emergency. And then we ended up coming once a week and then once every other week.* ***And that's when we stayed****."* (P10)

The mobile team serves as a portal through which clients can access a range of services: housing, addiction treatment, ID support, and mental health care, often in a single encounter. It also facilitates real-time collaboration among agencies that rarely operate side by side. As one partner indicated, *"we're kind of the middleman that connect the services"* (P25).

Because the team moves, it can respond to gaps that other agencies cannot. For example, during a situation where a woman was fleeing sex trafficking, the mobile team stepped in and filled the gap, as one partner organization leader described.

> *"Last week they phoned me because they were trying to get a cab for a woman who was fleeing a trafficking situation in [Town]. And, they end up going and picking up the woman. They cannot just drop everything and do it, but in the absence of there being anything local for that,* ***they're definitely picking up the pieces****"* (P16)

This capacity to pivot is grounded in deep trust and a shared belief that care should not depend on geography, paperwork, or eligibility criteria.

Mobility in the S.O.S. model is an equity strategy. It shifts the burden from the person to the system. It turns access into presence. It bridges otherwise disconnected organizational mandates. And it proves what's possible when care is designed to move toward the people who need it most, in the ways they can actually receive it.

Sustainability Requires Investment

Sustainability depends on consistent investment – not only financial, but structural, educational and emotional – to maintain service continuity, bring awareness, prevent burnout, and support effective collaboration.

While the S.O.S. initiative emerged from grassroots energy and urgent community need, its long-term viability cannot rest on goodwill alone. Participants consistently emphasized that despite the passion and dedication of the team, sustaining impact over time requires infrastructure, education, policy support, and stable funding.

> *"I hope we go seven days.* ***It is just so disheartening to leave on a Thursday afternoon leaving people in the lurch for Friday, Saturday, Sunday****. It's really challenging to come in Monday and see, perhaps who has passed away. That's probably one of our biggest emotional struggles. All the work we do Monday to Thursday that falls apart on Fridays."* (P9)

The need for 7-day service is urgent. The sorts of problems marginalized groups experience are not restricted to Monday to Thursday 0800-1600 hours or can't wait until Monday or for an appointment in 2 weeks. Therefore, the lesson is about recognizing this model as essential, not auxiliary, which requires investment.

S.O.S. has proven that mobile, community-based care is a vital part of a resilient and equitable system but cannot happen when services are offered in silos. Isolated medical interventions are insufficient when housing, income, food, and trust are also in crisis.

> *"People say, why does this keep happening? Well, it's because the system's broken. We look at it one piece at a time, not as a system. Sometimes healthcare, we always think that we're most important and we have it all figured out and we don't.* ***There's an opportunity out there around municipalities and charitable organizations but if you don't engage them, nobody knows any different****."* (P1).

Without sustained backing, however, this opportunity remains vulnerable to burnout and under-recognition. *"Funding is always number one. People don't like it when they don't have job security. That's really hard on our team to sustain"* (P22). Mobile team members and partners also spoke to the need for emotional sustainability. The work is emotionally heavy and it doesn't just impact clients. It lives in the bodies of the people doing the work. *"Being self-aware to get the right support... these are all really important, serious things we should be talking about more,"* one partner shared (P21).

Beyond workforce investment, sustainability also requires systems-level infrastructure. Many S.O.S members highlighted challenges caused by fragmented documentation and data systems. As one mobile team member explained,

> *"We all document on different systems... I can't see EMS notes, they can't see ours, it's a big barrier"* (P21).

Shared digital infrastructure, though less visible, is critical to supporting integrated, interdisciplinary care. All the members in the mobile team need to be recognized as being within the circle of care and be able to access and document on a shared information system. While this issue is partially a legislation and partially a silo 'culture', the need for access is a must for efficiency and for good care.

Finally, sustainability depends on shifting public understanding and reducing stigma. Participants noted how political resistance and community misunderstanding impede both funding and public support. Building political and community will require ongoing public education about the deeper realities behind visible suffering. One client shared what it feels from their position:

> *"People look at you differently. I enjoy the shock that people have when they look at me, because I always get the* ***"you're too pretty to be homeless"****. Even when people hear that I'm homeless, they look at me and you can read their face. That's what they're thinking.* ***But homelessness doesn't decide who gets to be homeless or not.****"* (P27)

Changing that narrative – publicly and politically – is part of the work. Because sustainable funding flows where trust and understanding exist, this should start by acknowledging that there are different perspectives in the community's understanding as to what causes people to become marginalized and what is effective in changing it. *"There hasn't been a lot of community interest in mental health or addictions until SOS came along. And I think it's giving people an understanding"* (P4) of what it takes, one partner leader highlighted. As an addictions physician also illustrated,

> *"I think sometimes I've seen a Rapid Access Addiction Medicine (RAAM) will open up and then for a month we won't see many people and it gets shut down. But I don't think enough time has been given.* ***It takes a lot of time when you're starting something from the ground for it to actually pick up*** *and then you're overwhelmed, like SOS is now, right. It started slow but then word got out, it built trust, people know that they can come and will be dealt with. So now they've got hundreds of people coming to their market"* (P24)

If other communities want to build something like S.O.S., they need a long view, a strong backing of community leaders, an appreciation for improvisation and a willingness to invest in it. As one partner said plainly: *"If another community wants to do it, don't think that you're going to fix everything if you're not actually resourcing it"* (P13). That's the heart of this lesson. Innovation cannot rest on enthusiasm alone; it requires backing. And it demands stable investment in people, infrastructure, relationships, education and the trust that holds it all together.

Call to Action

S.O.S. has shown what's possible when systems move toward people – when care is mobile, relational, and rooted in trust. It is not just a model; it is a commitment to dignity, presence, and equity in places where those values have too often been absent.

That commitment was recognized in 2024 with the *Ontario Health System Quality and Innovation Award* in the Population Health category. This provincial honour affirms what S.O.S's mobile team, partners, and clients already knew: S.O.S. is not only changing lives; it is reshaping what effective, compassionate, and integrated care can look like.

Now, the question is not whether S.O.S. delivers what is purported to deliver; it's whether there's courage to sustain it.

With the support of community champions, partners, funders, and policymakers, S.O.S. will be able to continue to innovate and grow to ensure that no one is left behind simply because they are hard to reach.

It's time to start building the kind of system that shows up... and stays!

Stories from the Field

Personal stories like these are at the heart of S.O.S.'s perceived success: building trust with individuals who have traditionally been left behind, and restoring dignity, access, and hope through mobile, compassionate outreach.

Beyond the Meal: What Collaboration Makes Possible

At OSHaRE, the work began with meals. Twenty-five thousand of them, delivered to community members who needed nourishment, routine, and care. But for years, the question lingered – spoken out loud or implied in passing:

"So, you're just feeding them. How are you helping them get better?"

The question was well-meaning but incomplete. The truth was, hunger was never the whole story. Guests weren't struggling because they didn't know how to cook. They were struggling because they had no food to cook, no fridge to store it in, no roof to keep it safe.

"They need food before they can cook."

That's where S.O.S. came in.

With S.O.S., the landscape changed. Meals became a starting point, not a finish line. Now, OSHaRE staff could say: yes, we provide food. But also, we connect people with mental health support. With housing. With ID clinics, addiction care, transportation, even help with paperwork. And we do it together: in one room, in one system of trust.

"Now I'm able to talk about that collaboration... mental health help, financial help, housing help... all of us in one room."

The ripple effects of this model reach beyond clients to the surrounding community. OSHaRE works closely with nearby businesses – warning them when a large event is planned, checking in about concerns, cleaning up afterward. But the tension remains. Some still struggle to see the long arc of change. They want immediate fixes. They want the discomfort to disappear.

"We try and pull them into understanding the bigger picture... but definitely, we have some businesses who struggle with understanding how it's making a difference."

The staff at OSHaRE see that difference every day. It's not always dramatic. Often, it's small: a guest showing up again. Asking for help. Making eye contact. Trusting.

That's what S.O.S. made possible – not just a service, but a shared language of care.

"I Know the People Who Can Help You"

The call came from a client.

Not a caseworker, not an agency - just someone who had once been helped by S.O.S. and now saw someone else in crisis. A woman was being trafficked in a town outside the formal geographic boundary of S.O.S.'s mandate. She didn't know where to go. But someone who barely knew her did.

"I know the people who can help you."

For the S.O.S. team, there was no debate. Geography might define services on paper, but it doesn't define community or obligation. *"That's just not an option to say no to that,"* one team member said.

So, they mobilized.

Each of the team members played a different role. One sat with the woman and called the local women's center, helping navigate her path to shelter. The social navigator contacted housing authorities to flag the unsafe unit where she'd been held because others might still be inside. Another team member drove her to safety. The nurse practitioner assessed her for opioid withdrawal and offered medical support. The woman chose to detox on her own – an act of quiet defiance and extraordinary strength.

But the journey didn't end there.

After an altercation at the shelter, she found herself unhoused again. It was unacceptable to the team. She was too high-risk to be left behind. So, they reached out to victim services. No one waited because it wasn't within their 'mandate'. No one asked, "Whose job is this?"

"Someone was thinking about X, someone else about Y... without all of us, I don't think it's possible."

It wasn't just the actions that mattered; it was the source of the call. A peer. A client. Someone who had experienced S.O.S.'s care firsthand and believed in it enough to pass it on. That one call captured everything this model stands for: presence, trust, humanity, and the knowledge that someone will answer when you need help, even if you're not on the map.

No Closed Door

Her job started with socks and soap. Just the basics: hygiene kits, warm clothes, the essentials someone needs when they're coming out of trafficking or rough sleeping. But as the needs deepened, so did her role. Today, the social navigator is a quiet powerhouse within the S.O.S. team, helping people rebuild not just stability, but identity.

She now runs the ID clinic.

"Sometimes that means digging into CAS records. Sometimes that means calling friends and family."

She helps people get their birth certificates, health cards, photo IDs, and SIN numbers – documents that most people take for granted, but which are essential for accessing housing, income support, and a bank account. Without ID, there is no entry point. With her, there is.

When someone reaches a stable point – housed, on medication, mentally ready – she begins the deeper work: life skills, self-reflection, coaching.

"Can they sit with themselves? Do they know what drives them? Do they know what their values are?"

It's delicate, trauma-informed work. Sometimes it means helping someone file court paperwork to get their kids back. Sometimes it's advocacy with Ontario Disability Support Program (ODSP) for medical transportation. Sometimes it's driving them an hour away just to ensure a form is filed in time. The list is long, but she doesn't flinch.

"My role is kind of all over the board. I fit in wherever everybody else doesn't."

And she gets it – deeply! Because she's been there. She's been unhoused, struggled with mental health and knows what it took to give up her children and get her kids back. That lived experience shapes how she listens, how she shows up, and how she respects people who aren't ready yet.

"Sometimes we have to remember that we have to take a step back."

But S.O.S work extends beyond individual support. S.O.S. mobile team and partners know that referrals alone aren't enough if they send someone on a four-door goose chase. So, Grey Bruce United Way, one of the major S.O.S partners, created something new: The Unmuting – an annual gathering where representatives from every agency come together, share real client scenarios, and map what each one can and can't do. Sticky notes become systems change.

"So that we know... they can give you X, Y, Z—but they can't give you A."

Now, when S.O.S mobile team calls a partner, doors open.

"Honestly, I can call almost any agency and say, 'Hey, it's [Name] from S.O.S.,' and hear: 'Great. What can I help you with?' There are few closed doors at this point."

This is the S.O.S. model in action: care that starts with socks and ends with systems-level trust. It's not just what S.O.S does; it's what it represents: a community that finally works together.

“I Was You Five Years Ago”

It started with a conversation in the field – just a check-in between a member of one of the partner organizations and a client.

“On Tuesday, when I go to AA, I’m getting my 30-day chip.”

Everything stopped.

The S.O.S partner paused, met his eyes, and said what so few had probably said before:

“Oh my God, that’s fantastic. Congratulations. That’s a lot of work.”

And in that moment, something shifted. The man lit up. His story poured out: how he’d come up from Guelph with a friend, both of them hoping to get clean. But when his friend chose to keep using, he asked for a separate motel room. He didn’t want to risk sliding backward.

“Sure, no problem,” they said. “We want to help.”

The S.O.S. team supported him into housing. A local partner helped furnish his new apartment—sourcing what he needed from nearby thrift stores. Simple things, maybe. But to him, it meant everything. It meant his kids could visit. For the first time in a year, he would be a father with a home.

And then, at an AA meeting, while sharing his story, another man approached him.

“I was you five years ago. I now own my own business. I’m a bricklayer. You got a job? Come work for me.”

A full-circle moment. A person lifting another. A chain of lived experience and earned trust.

The service provider who witnessed it was speechless – goosebumps and awe.

This is what S.O.S. makes possible. Not just shelter, not just services, but space for transformation, dignity, and hope. A model that says: you are not alone. Your story matters. And someone who has walked your path is ready to help you take the next step.

From Panic to Purpose

When she arrived in Owen Sound, she didn't know where to go or who to trust. She had been dropped off in front of the women's shelter in the middle of the night with all her belongings after being kicked out by her ex-partner. It was a state of complete disorientation – she'd only spent an hour in the town before being stranded. By sunrise, panic was setting in fast.

That morning, someone called S.O.S. Within hours, she met the team that would change her life.

They didn't come with forms or judgment. They came with a tent, sleeping bags, tarps, and kindness. They helped her find a place to pitch her tent safely, showed her where to go, and most importantly, reminded her she wasn't alone.

"I see them every two weeks, if not more," she said later. *"They've listened to me cry, complain, laugh and they always show up."*

She quickly became more than a recipient of services. She became a bridge in the community. She started collecting drugs from others and bringing them for testing to keep her peers safe. *"It was a safety thing,"* she said. *"If you know what's in the drug, you know how to help someone who's gone down."*

She became a go-to person. *"People won't go to professionals,"* she explained, *"but they'll come to me. Then I take what I hear and I bring it to S.O.S., so they can help, without people needing to ask."*

S.O.S. met her needs beyond immediate survival. When her prescriptions were stolen, they provided replacements. When she had infections – dental, bladder, even a cat bite – they made sure she got the right treatment, on the same day. When she lost her glasses, they helped her get a new pair. *"Not being able to see is terrifying when you're homeless,"* she said.

But it wasn't just material support. S.O.S. offered her something deeper: trust. They remembered her name, her story, her needs. *"That's the difference,"* she said. *"You walk into most places and you're just another homeless person. Here, I'm* [Name]."

She started spreading the word. She reminds people when it's market day. She pitches services to others like a passionate ambassador. She'll tell you where to go for groceries, how to use the drug testing machine. *"I'm the loudspeaker for people who are too scared to speak,"* she joked.

But what's not a joke is how close she came to falling through the cracks. *"If S.O.S. hadn't been there that first morning, I don't know what would've happened,"* she said.

Now, she's a leader in her community – still navigating homelessness, still facing daily hardship, but holding space for others. *"We're a different kind of community,"* she said. *"Most people don't understand us. But S.O.S. does."* And in a world where she once couldn't see the road ahead, she now walks it with clarity, connection, and purpose.

Committee Report

To:	Warden Matrosovs and Members of Grey County Council
Committee Date:	July 10, 2025
Subject / Report No:	PDR-CW-42-25
Title:	42T-2018-06 Eden Oak Camperdown Subdivision – Draft Plan Extension
Prepared by:	Becky Hillyer
Reviewed by:	Scott Taylor
Lower Tier(s) Affected:	The Town of the Blue Mountains

Recommendation

1. **That report PDR-CW-42-25 be received; and**
2. **That all written submissions received on the proposed draft plan extension for plan of subdivision 42T-2018-06 known as the Eden Oak Subdivision were considered; the effect of which helped make an informed recommendation and decision; and**
3. **That in consideration of the draft plan extension request, with The Town of The Blue Mountains' recommended draft plan conditions, and the matters to have regard for under subsection 51(24) of the Planning Act, that Grey County Committee of the Whole hereby approves the revised draft plan approval on lands described as Part of Lot 26, Concession 6 North, geographic Township of Collingwood, now in The Town of the Blue Mountains, subject to the revised conditions set out in Appendix 1 to this report.**

Executive Summary

Plan of subdivision 42T-2018-06, known as the Eden Oak (Camperdown) subdivision, was originally draft approved in 2022 by the County, for a period of three years. The original proposal included approval for 33 single detached dwelling lots, two public streets, open space blocks, stormwater management facilities, a walkway, and road reserves. The applicants are currently investigating the potential of a new development proposal on the subject lands. However, until such time that new studies are prepared, and new complete development applications are submitted to the Town and County, the applicants wish to extend the original draft plan approval. Town of The Blue Mountains is supportive of the draft plan extension, subject to a number of revised draft plan conditions, as outlined within the report. A fulsome list of revised draft plan conditions has been included in Appendix 1 to this report.

County staff are recommending approval of the extension of draft approval, subject to the revised draft plan conditions, as included in Appendix 1 attached to this report. No changes are being made to the draft plan of subdivision itself at this time.

Background and Discussion

The County granted draft plan approval for plan of subdivision file no. 42T-2018-06 on July 14, 2022, for a period of three years. Without an extension, approval for the original development would lapse on July 14, 2025. IPZ Planning Consultants, acting on behalf of the applicants (Eden Oak Camperdown Inc.) have submitted a request for draft plan extension to Grey County. The draft plan is not proposed to change through this extension and would include the creation of 33 single detached dwelling lots, two public streets, open space blocks, stormwater management, a walkway, and road reserves.

The subject lands are legally described as Part of Lot 26, Concession 6 North, in the geographic Township of Collingwood, now in the Town of The Blue Mountains. The site has frontage on Old Lakeshore Road, south of Highway 26 in Camperdown. The subject lands are vacant and 6.6 hectares in size. The Nipissing Ridge bisects the southern portion of the subject lands, which is not proposed for development.

The applicants are currently investigating the potential of a new development proposal on the subject lands. While the Town and County have not yet received a complete application under the *Planning Act*, staff understand that the applicants are working to prepare further studies to accommodate a new development proposal. In the meantime, the applicants do not want to forfeit the existing approval on the subject lands and have requested that the County consider extending the current draft plan approval.

This request has been formally reviewed by Town and County staff, and circulated to relevant agencies, including Grey Sauble Conservation Authority (GSCA). The Town is generally supportive of the draft plan extension, subject to revised draft plan conditions. Several of the revised conditions would acknowledge recent updates to Town standards, including the Town's Engineering Standards, Drainage Master Plan, Transportation Master Plan, and Development Charges Background Study. Some key recommended changes to the draft conditions include the following.

- Revised Condition #11 confirms that a low-pressure force main is not permissible, as part of the site servicing strategy.
- New Condition # 19 requires that the owner shall agree to address required upgrades to Old Lakeshore Road to the satisfaction of the Town.
- Revised Condition #28 provides additional wording from the Town to specify information required regarding the Hazard Lands on site, particularly as it relates to whether the Town will take ownership of these lands in future.

Other revised conditions would also acknowledge that the Town (through Grey County Planning Ecology staff) would be responsible for sign-off on the original draft plan conditions that speak to natural heritage review. GSCA provided comments on the original draft plan conditions, but as a result of Bill 23, Conservation Authorities can no longer provide input on natural heritage matters.

- County Planning Ecology staff have also recommended the addition of a new condition (#23), which would require the owner to implement or maintain all mitigation measures as outlined within the Environmental Impact Study, which has become a standard condition for most plans of subdivision where an EIS has been completed.
- Planning Ecology staff have also provided clarity within revised Condition #22, with regard to the requirements for the completion of a future Tree/Vegetation Inventory and Preservation Plan.

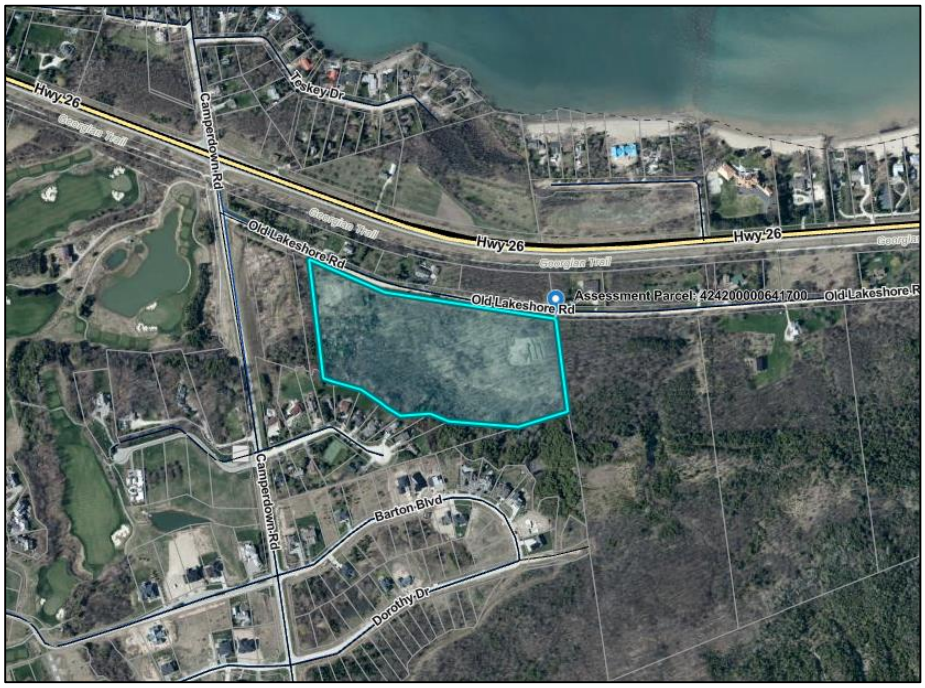
Further proposed changes are more administrative in nature. For example, two conditions would be reorganized into the 'Notes' section (Notes #1 and #8), which follow the draft plan conditions. Town staff have also recommended the addition of a new advisory note (Note #2), which relates to changes within Town plans and standards, since the time of the original approval. Notes tend to be added for informational purposes only but do not require formal clearance.

Town and County staff have circulated the proposed revised conditions to the applicants, who have confirmed that they would accept the proposed revisions. To confirm, all revised conditions as recommended by the Town have been accounted for in the list of draft conditions shown in Appendix 1 below, with just some slight variation in the numbering and format.

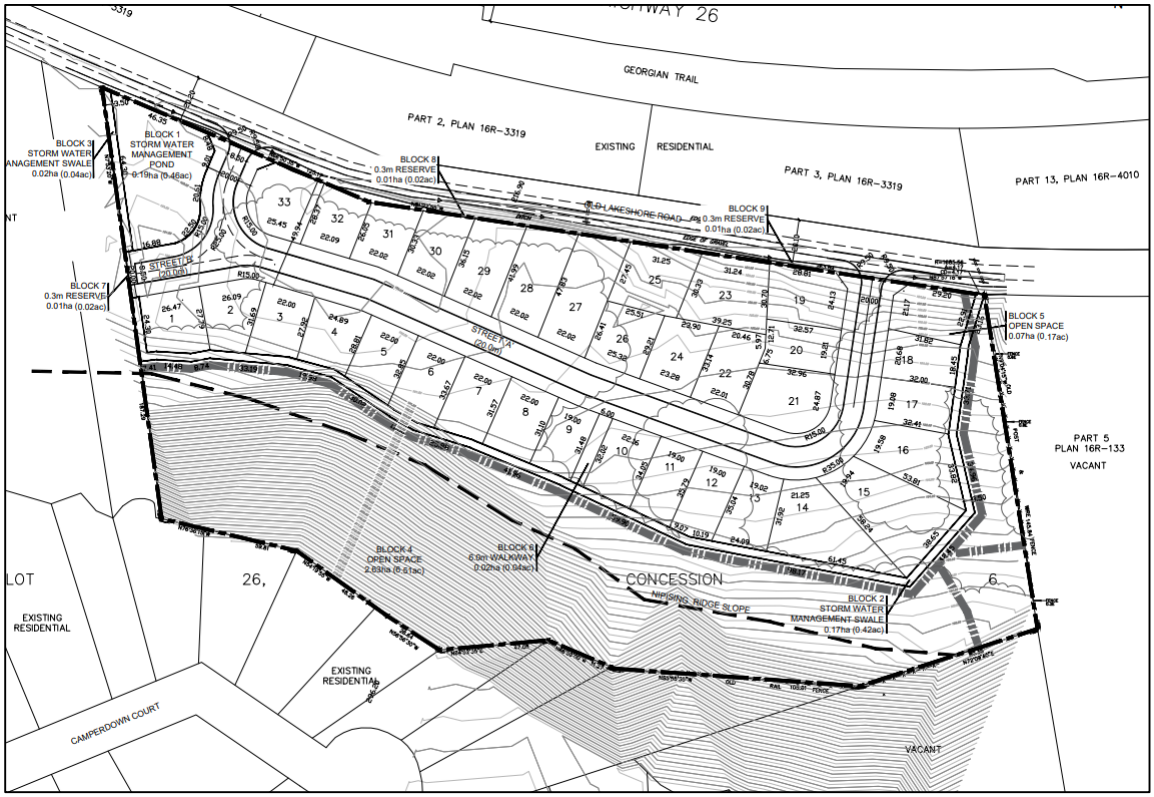
The subject lands are designated as 'Recreational Resort Settlement Area' on Schedule A of the County Official Plan. This development will be serviced by municipal water and sewer services, and the applicant will be required to demonstrate servicing capacity prior to construction.

Map 1 below shows the location of the subject lands, while Map 2 shows the approved draft plan of subdivision, which is not proposed to change as a result of the subject draft plan extension request.

Map 1: Airphoto of the Subject Lands



Map 2: Draft Approved Plan of Subdivision



It's worth noting that that the ability to approve a draft plan extension has been delegated to the County's Director of Planning, where there is support from the host municipality, and where there are no changes to the draft plan or draft plan conditions. In this case, because the draft plan conditions are proposed to be changed, it requires the approval of Grey County Committee of the Whole.

Analysis of Planning Issues

A planning analysis was undertaken in the July 2022 County staff report PDR-CW-26-22 and is linked in the Attachments section of this report. A detailed planning analysis has not been undertaken for the requested draft plan extension, as there are no changes proposed to the draft plan of subdivision at this stage. Should a revised development proposal be submitted for the subject lands in the future, staff may provide a more substantive planning review at that redline revision stage (dependent on the scope of the change provided).

Section 9.13.1 of the County's Official Plan outlines the policies that shall be considered when reviewing proposals to extend a draft approved plan of subdivision. The applicants have provided a planning report that addresses these policies, which is appended to this report. Furthermore, Town planning staff have also provided detailed planning comments. County staff believe that intent of Section 9.13.1 has been reasonably addressed.

While the Provincial Policy Statement 2020 was recently updated to the Provincial Planning Statement 2024, County Planning staff are of the opinion that changes to the PPS were not to an extent that would impact the previous 2022 County decision on this file.

Revised draft plan conditions are attached in Appendix 1. Given the extent of the changes that are proposed, and subsequent renumbering, the attached conditions will delete and replace the former conditions, for easier reading and trackability.

County staff are satisfied that the draft plan extension and change of conditions to the Eden Oak (Camperdown) draft plan of subdivision:

- has regard for matters of Provincial interest under the *Planning Act*,
- is consistent with the Provincial Planning Statement,
- conforms to the County Official Plan, and
- conforms to the Town of The Blue Mountains Official Plan.

Legislated Requirements

This proposed draft plan extension request and change of draft plan conditions has been processed in accordance with the *Planning Act.*

Financial and Resource Implications

There are no financial or resource implications associated with this request, beyond those normally associated with a draft plan extension request. The County has collected a fee for this application. Should there be an appeal of the County's decision there could be additional financial or resource implications.

Relevant Consultation

☒ Internal: County Planning Ecology

☒ External: The Town of the Blue Mountains, GSCA

Appendices and Attachments

1. Appendix 1 – Revised Draft Plan Conditions
2. Grey County Staff Report PDR-CW-26-22
3. Comments from The Town of the Blue Mountains
4. Draft Plan Extension Request Letter
5. Original draft approved plan of subdivision (no modifications proposed)

Appendix 1 – Revised Draft Plan Conditions

The original draft plan conditions, as approved on July 14, 2022, for Draft Plan of Subdivision 42T-2018-06, are hereby fully deleted and replaced by the revised draft plan conditions below:

DRAFT PLAN CONDITIONS:

1. The Final Plan shall conform to Draft Plan of Subdivision File No. 42T-2018-06, as per the Draft Plan of Subdivision drawing prepared by Innovative Planning Solutions dated January 11, 2019 (Revision No. 11, January 20, 2022) as may be further revised that currently provides for single detached lots, open space uses, storm water management facilities, and public streets on the property legally described as Part of Lot 26, Concession 6, (formerly the Township of Collingwood), Town of The Blue Mountains, County of Grey and comprised of the following:
    a. 33 Single Detached Dwelling lots;
    b. Public Streets “A” and “B”;
    c. 2 Blocks for Open Space;
    d. 1 Block for Stormwater Management;
    e. 2 Blocks for Stormwater Management Swales;
    f. 1 Block for a Walkway; and
    g. 3 Blocks for Road Reserves.

2. That prior to final approval and registration of the Plan, the Owner shall enter into and execute a Subdivision Agreement with the Town of The Blue Mountains, to satisfy these conditions and such Agreement may deal with matters including, but not limited to, financial, legal, and engineering matters, including the installation of services, roads, landscaping, and other requirements of the Town of The Blue Mountains (“the Town”), in consultation with the County of Grey (“the County”), the Grey Sauble Conservation Authority (“the GSCA”) and the Niagara Escarpment Commission (“the NEC”).

3. The Owner shall not commence any work or site alteration on the subject lands, including filling, grading, removing trees and/or topsoil, installing any works, or constructing any buildings or structures until they have entered into a Subdivision Agreement with the Town, in a form satisfactory to the Town. The Owner shall submit all supporting materials as required by the Town or any applicable authority prepared by a qualified professional and shall agree to implement the recommendations of the reports, studies and plans in the Subdivision Agreement to the satisfaction of the Town and any other applicable authority.

4. The Owner shall agree in the Subdivision Agreement that all of the works required by the Town, the County, other government authorities and utility providers for the development and servicing of the lands shall be designed and installed in accordance with the Town’s Engineering Standards, and Provincial and Federal Guidelines & Standards, that are in effect at the date of execution of the Subdivision Agreement. Where compliance with Town Engineering Standards necessitates off-site works, (i.e. stormwater management system upgrades, localized water storage) the owner shall enter into agreements with the Town to implement the requisite off-site works, to the satisfaction of the Town.

5. The Subdivision Agreement shall be registered by the Town against the lands to which it applies as provided under the *Planning Act*, prior to final approval of the plan of subdivision. A copy of the executed Subdivision Agreement shall be provided to the County of Grey.

6. The Owner shall agree in the Subdivision Agreement that all applicable Development Charges will be submitted in accordance with the Town's Development Charges By-law, the County of Grey Development Charges By-law and any applicable Education Charges By-law, subject to any applicable development charge credits and any other Agreements with the Town and County.

7. The Owner shall agree in the Subdivision Agreement to pay all processing and administration fees in accordance with the policies and by-laws in effect at the time payment is due.

8. That prior to final approval by the Approval Authority, the Town of The Blue Mountains shall confirm that appropriate zoning is in effect for this proposed subdivision that conforms to the County of Grey Official Plan and the Town of The Blue Mountains Official Plan.

9. That execution of the Subdivision Agreement, final approval, and registration of all or part of this plan of subdivision may not take place until the Approval Authority has been notified in writing by the Town Director of Operations that:

    a. Sufficient Water and Wastewater Plant capacity exists to accommodate this development; and,
    b. Sufficient storage and pumping facilities and associated infrastructure relating to both water and wastewater are constructed and commissioned; and
    c. Sufficient conveyance capacity and condition of water and wastewater systems has been confirmed; and
    d. That water and wastewater system treatment and conveyance capacity is available and has been allocated by the Town to this development.

10. The Owner acknowledges and agrees that this Draft Plan Approval does not constitute a commitment by the Town to provide servicing access to the Town's water or wastewater treatment plants or allocation of associated built capacity. Prior to execution of a Pre- Servicing Agreement and/or Condominium Agreement with the Town, sufficient water and sanitary sewer capacity shall be confirmed as available and allocated by the Town.

11. That prior to final approval by the County, a Site Servicing Plan shall be prepared, and the development shall be fully serviced with sanitary sewer and water to the satisfaction of the Town of The Blue Mountains and that, in accordance with applicable Engineering Standards, use of a low-pressure force main is not permissible.

12. That prior to execution of a Subdivision Agreement, a detailed engineering and drainage report which describes the stormwater drainage system for the proposed development

on the subject lands shall be submitted to the satisfaction of the Town. The report shall include:

a. Plans illustrating how the drainage system will integrate into the drainage of surrounding properties.
b. The hydrogeological conditions found through the hydrogeological study should be accounted for in the design of the stormwater management controls.
c. Enhanced treatment is required, and a more detailed analysis should be done to assess, sediment, contaminants, and thermal impacts on adjacent/downstream watercourses.
d. The stormwater management techniques which may be required to control minor and major flows.
e. How external flows will be accommodated and the design capacity of the receiving system.
f. The stormwater management techniques required to accommodate the 5-year storm event.
g. The stormwater management techniques required to accommodate the 100-year storm event.
h. How external flows will be accommodated and the design capacity of the receiving system.
i. Location and description of all outlets and other facilities which may require permits.
j. Proposed methods for controlling or minimizing erosion and siltation on-site and/or in downstream areas during and after construction. A sediment and erosion control plan with silt fencing be prepared and implemented to the satisfaction of the Grey Sauble Conservation Authority and the Town of The Blue Mountains in consultation with County of Grey.
k. Overall grading plans for the subject lands.

It is recommended that the developer and/or consultant contact the Town Development Engineering Division, County of Grey and the Grey Sauble Conservation Authority prior to preparing the above report to clarify the specific requirements of this development.

13. The Owner shall agree in the Subdivision Agreement, in wording acceptable to the Town of The Blue Mountains in consultation with County of Grey:
    a. To carry out, or cause to be carried out, all the works referred to in condition 12 above.
    b. To obtain any necessary permits from the Grey Sauble Conservation Authority.
    c. Prior to the initiation of any site alteration, grading or construction on the site to erect any silt fence as referred to in Condition 12 above.

14. That the Subdivision Agreement shall include a clause requiring that the Owner agrees to relocate any existing utilities as a result of the subject development at the sole expense of the Owner.

15. Stormwater overland flow routes shall be kept within municipal roads or approved walkways only.

16. Prior to the initiation of any site grading or servicing and prior to registration of the plan, the Owner submit for the approval of the Town Development Engineering Division a detailed soils investigation of the site prepared by a qualified Geotechnical Engineer. A copy of this report shall also be submitted to the Town's Chief Building Official. If, in the sole discretion of the Town, certain lots are not recommended for below grade basements, the Subdivision Agreement shall reference said building restrictions including any applicable warning clauses to prospective purchasers.

17. Prior to the initiation of any site grading or servicing and prior to the registration of this plan, submit to the Town:

    a. A Phase 1 Environmental Site Assessment;
    b. A Phase 2 Environmental Site Assessment if required as a result of the Phase 1 Environmental Site Assessment;
    c. A decommissioning report if contaminated material has been identified and is removed, or alternatively, a copy of the risk assessment together with a copy of the written acknowledgement of its acceptance by the Ministry of the Environment, and
    d. d. A copy of a Record of Site Condition and confirmation of the filing of the Record of Site Condition in the Environmental Site Registry.

18. Prior to the initiation of any site grading or servicing, the Owner shall provide a report identifying all existing water wells and private sewage disposal systems on the lands. The applicant shall provide verification to the satisfaction of the Town that all wells and septic systems identified have been decommissioned in accordance with all applicable laws and regulations.

19. That the Owner agrees to address required upgrades to Old Lakeshore Road to the satisfaction of the Town of The Blue Mountains.

20. That the Subdivision Agreement contain specific clauses related to the required Ontario Building Code / Engineering Standards, as applicable, of the Town including but not limited to the following:
    a. The appropriate horizontal and vertical alignments of all roads and underground services including their intersection geometrics to the satisfaction of the Town.
    b. That the public roads and related cross section(s) are designed to the satisfaction of the Town.
    c. That suitable construction traffic routes are identified to the satisfaction of the Town.
    d. The street lighting system on all roadways be designed and constructed to the satisfaction of the Town. The Subdivision Agreement shall also require that all external lighting, including street lighting, be dark-sky compliant.

21. That the Owner agrees to provide, prior to final approval, a plan to address Street "B" and the potential that a roadway connection between the subject lands and the adjacent

lands to the east is not made in which case reconfiguration of the road alignment is required to the satisfaction of the Town.

22. That prior to final approval, the Owner shall prepare a Landscape Analysis and Plan and a Vegetation/Tree Inventory and Preservation Plan showing the requirements of 3.81 hectares of woodland and 0.33 hectares of wetland being removed and compensated for and an Environmental Monitoring Plan (to be implemented throughout the duration of construction activities) by a qualified consultant in accordance with the recommendations identified in the Environmental Impact Study to the satisfaction of the Town of The Blue Mountains in consultation with the County of Grey the Niagara Escarpment Commission, and in consultation with the Ministry of Environment, Conservation and Parks. The Landscape Plan shall include amongst other matters:
    a. Special provisions to ensure that the existing vegetation on the periphery of the site be maintained and protected during the development process;
    b. Mitigation and compensation for impacts to Butternut trees in conformity with Ontario Regulation 242/08 (Section 23.7) and to the satisfaction of the Ministry of Environment, Conservation and Parks (MECP);
    c. A forest edge management plan to avoid impacts to areas where woodlands or trees are to be maintained;
    d. Building envelopes for each lot;
    e. The Landscape/Tree Preservation and Protection Plan will also address the protection and replacement of the Butternut trees to the satisfaction of the Ministry of Environment, Conservation and Parks (MECP);
    f. That said plan be incorporated into the Subdivision Agreement with the Town; All to the satisfaction of the Town of The Blue Mountains in consultation with the County of Grey

23. That the Owner shall agree in the subdivision agreement and pre-servicing agreement to construct/implement/maintain the mitigation measures as outlined in Section 9.0 of the Environmental Impact Study prepared by Dillon (May 2018) to an extent that is reasonably feasible. If any condition(s) are considered non-feasible, clearance from The Town of Blue Mountains/County of Grey to amend or eliminate specific conditions will be required.

24. The Owner shall agree in the Subdivision Agreement to convey free and clear of all encumbrances, and at no cost to the Town, the Blocks 4, 5 and 6. The Owner shall further agree that the conveyances of these Blocks are not to be included as part of the parkland dedication calculation.

25. The Owner shall pay cash-in-lieu for 5% parkland dedication in accordance with the Planning Act.

26. The Owner shall agree in the Subdivision Agreement to design and construct at no cost and to the satisfaction of the Town, trails and associated crossings to be designated and signed accordingly. The trail within such Blocks shall be constructed in conjunction with the development of the first phase of the subdivision and shall be completed to a minimum of 3.0 metres in width as per a design approved by the Town of the Blue

Mountains Community Services Department. The trail shall be designed to be compatible with existing features and constructed to minimize environmental impacts. Where applicable, the Owner shall prepare a tree study to the satisfaction of the Town, in consultation with the County of Grey, to determine the health of existing trees, the extent of root growth, erosion risks and drip line to establish appropriate setback from mature trees. The final trail route will be determined through preparation of a Trail Plan by the Owner, to the satisfaction of the Town.

27. The Owner shall be required to install a trail and any necessary accesses and/or crossing(s), at their expense, over Blocks 2,4, 5, 6 to the satisfaction of the Town.

28. The Owner shall, at their expense, provide a Site Condition Assessment of the Hazard zoned lands proposed to be conveyed to the Town. The Assessment shall identify any potential risks and liabilities associated with the Town's ownership of the Hazard zoned lands, and its conclusions shall inform the Town's decision whether and under what circumstances to take ownership of these lands in particular with respect to additional costs required to manage risk and costs of ownership.

29. The Owner shall agree in the Subdivision Agreement to design and construct suitable fencing, as may be required by the Town along the lot lines of all residential Lots and/or Blocks abutting walkways, stormwater management blocks, and designated natural environmental and/or open space areas, to the satisfaction of the Town.

30. The Subdivision Agreement shall contain wording to the satisfaction of the Town requiring that any fencing required for public lands shall be erected on Town land and shall be erected prior to any residential occupancy within the plan of subdivision.

31. Where applicable, the Owner shall agree in the Subdivision Agreement to include a clause within all Offers of Purchase and Sale Agreements with prospective purchasers of lots adjacent to a public walkway, advising of the potential for exposure to pedestrian traffic and related noise from time to time, to the satisfaction of the Town.

32. Where applicable, the Owner shall agree in the Subdivision Agreement to include a clause within all Offers of Purchase and Sale Agreements with prospective purchasers advising that buildout of the development may generate construction related noise, vibration, dust and other such nuisances.

33. The Owner shall agree in the Subdivision Agreement to include as applicable pending resolution of road alignment as per Condition 21 a clause within all Offers of Purchase and Sale Agreements with prospective purchasers of Lot 1 that Street "B" may be used for snow storage and/or vehicular turnaround and that this road may or will be extended in the future.

34. The Owner shall agree in the Subdivision Agreement to place the following notification in all offers of purchase and sale for all lots and/or units:

a. “Purchasers are advised that winter maintenance and snow plowing from public streets and laneways will be done in accordance with the Council approved protocol and policies for snow removal.”
b. “Purchasers and/or tenants are advised that the homeowner’s builder is responsible for the timing and coordination of rectifying lot grading matters which occur prior to assumption.”
c. “Purchasers and/or tenants are advised that prior to the placement of any structures in side and rear yards, the Zoning By-law should be reviewed to determine compliance and that a Site Alteration Permit may be required prior to proceeding to do any site work.”
d. “Purchasers and/or tenants are advised that private landscaping is not permitted to encroach within the Town’s road allowance, public open space or environmental areas. Any unauthorized encroachments are to be removed by the homeowner prior to Assumption.”
e. “Purchasers and/or tenants are advised that an overall grade control plan has been approved for this Plan and further some lots will incorporate the drainage of adjoining lots through the design of swales and rear lot catch basins.”
f. “Purchasers are advised that any unauthorized alteration of the established lot grading and drainage patterns by the homeowner may result in negative drainage impacts to their lot and/or adjoining lots.”
g. “Purchasers and/or tenants are advised that the homeowner’s Builder is required to ensure the lot is graded to the approved lot grading plan and to have the lot grading certified prior to the reduction/release of any post lot grading securities. The Builder is to advise the purchaser once the lot has been graded to the approved plan and certification has been provided to the Town. The purchaser and/or tenant will be provided a period of time in which contest any grading issues. Should the purchaser not contest the grading certificate completed by the Builder, the purchaser will then assume full responsibility for the lot grading beyond that point. Purchasers are advised that they are not permitted to modify or alter the grading of their lot without prior written approval from the Town of The Blue Mountains.”
h. “Purchasers are advised that accommodation within a public school in the community is not guaranteed and students may be accommodated in temporary facilities; including but not limited to accommodation in a portable classroom, a “holding”, or in an alternate school within or outside of the community.”
i. “Purchasers are advised that if school buses are required within the Subdivision in accordance with Board Transportation policies, as may be amended from time to time, school buses will not enter cul-de-sacs and school bus pick up points will generally be located on the through street at a location as determined by the Student Transportation Service Consortium of Grey Bruce.”

35. The Owner shall agree in the Subdivision Agreement that all road allowances, daylight triangles and road widenings required and included within this Plan of Subdivision shall be dedicated as public highways on the Plan for final approval and shall be deeded to the Town free and clear of encumbrances, to the satisfaction of the Town.

36. The Owner shall agree in the Subdivision Agreement to convey, free and clear of encumbrances, and at no cost for the Town, land for the purpose of 0.3 metre reserves, to the satisfaction of the Town.

37. That prior to final approval, the Owner shall agree in the Subdivision Agreement that a municipal numbering system be assigned to the satisfaction of the Town with regard to 911 emergency servicing. The Owner shall also agree in the Subdivision Agreement to display the lot number and corresponding assigned municipal address in a prominent location on each lot.

38. That prior to final approval, Street “A” and Street “B” shall be named to the satisfaction of the Town with regard to 911 emergency servicing and in accordance with the Town of The Blue Mountains Street Naming Policy.

39. That prior to final approval, the Owner shall ensure that all dead ends and open sides of road allowances, and other exterior side yard flankages of Lots and Blocks, within this Plan of Subdivision shall be terminated in 0.3 metre reserves to be conveyed to the Town.

40. The Owner shall agree in the Subdivision Agreement that any road that is not a through street at the completion of the development may be terminated in a design in accordance with Town Engineering Standards, or other manner as determined by the Town.

41. The Owner shall agree in the Subdivision Agreement to convey, free and clear of encumbrances, save and except such encumbrances as may be permitted by the Town in its sole discretion, and at no cost to the Town, land for the purpose of a pedestrian walkway, to the satisfaction of the Town.

42. The Owner shall agree in the Subdivision Agreement to prepare and submit an overall utility coordination plan showing the location of all required utilities, including on-site drainage facilities, streetscaping, and Community Mail Boxes (CMB’s) such location plan shall be prepared to the satisfaction of the applicable authority in accordance with the requirements of those utility providers (including: natural gas, hydro, and telecommunications service providers) that will conduct works within the plan of subdivision.

43. The Owner shall agree in the Subdivision Agreement to provide such easements as may be required for utility or drainage purposes to the appropriate authority.

44. Prior to final approval, the Owner shall provide written confirmation to the Town that satisfactory arrangements, financial and otherwise, have been made with necessary utility companies for any facilities serving this draft plan of subdivision.

45. The Owner shall agree in the Subdivision Agreement to locate all utilities (telephone lines, local power, other cable services) underground and is encouraged to provide fibre

optic cable or enhanced telecommunication technologies.

46. The Owner shall agree in the Subdivision Agreement to provide sites for CMB's to service the Subdivision and that it is the responsibility of the developer/builder to provide the concrete pad for the placement of the CMB's in accordance with the requirements as provided by Canada Post.

47. The Owner covenants and agrees to provide the Town with evidence that satisfactory arrangements, financial and otherwise, have been made with Canada Post for the installation of CMB's as required by Canada Post.

48. Furthermore, the Owner agrees in the Subdivision Agreement to organize and participate in monthly communication meetings with abutting residents as may be required by the Town. These communication meetings will provide updates related to on-site activities such as construction access, earth movements, foundation works, installation of asphalt and curbing, dust control and house construction.

49. That the Owner shall provide in each of the sales offices a large coloured map, not less than 1.5 metres by 2 metres, of the approved land use plans to date and/or where applicable, the land use plans approved in the Official Plan for the overall community together with a copy of the Town of The Blue Mountains Official Plan and a prominent note indicating that further information can be obtained from the Town of The Blue Mountains Planning Services Department.

50. The Developer shall prepare a preliminary Neighbourhood Development Information Map for the subdivision, to the satisfaction of the Town's Director of Planning & Development Services. The Map is to be posted in a prominent location at the entrance to the development, in each sales office from where homes in the subdivision are being sold and included within the individual purchase and sale agreements. The Map shall include the location and type of parks, open space / valleyland and walkways, a general description of their proposed facilities as well as the following information:
    a. All approved street names,
    b. The proposed land uses within the subdivision based on the draft approved plan,
    c. The immediately surrounding existing and proposed land uses,
    d. The approved phasing of the development (if applicable) and construction access routes,
    e. The approximate locations and types of other fencing within the subdivision
    f. Where parks and open space, stormwater management facilities and walkway / vista blocks / servicing blocks are located,
    g. The types and locations of parks, valley lands and other open space (i.e. passive or active) and a general description of their proposed facilities and anticipated level of maintenance,
    h. The locations of all anticipated CBM's,
    i. The following standard notes:
        i. "This map, and the following list, is intended to provide potential home buyers with general information about the neighbourhood and the surrounding area. If you have specific questions, you are encouraged to

call the Town's Planning & Development Services Department during normal business hours which are 8:30 am to 4:30 pm, Monday to Friday."

ii. "Please Note: this map is based on information available on (month/year) and may be revised without notice to purchasers."
iii. "Some streets in this subdivision will be extended in the future and temporary access roads may be closed."
iv. "There may be catch basins or utilities easements located on some lots in this subdivision."
v. "Environmentally sensitive areas, hazard lands, valleys, woodlots and stormwater management ponds in this subdivision will be left in a natural condition with minimal maintenance and no grass cutting, only periodic removal of debris. Residents adjacent to these blocks are requested to limit the use of pesticides and fertilizers to reduce adverse effects on the natural environment."
vi. "Community mailboxes (CBM's) will be directly beside or in front of some lots."
vii. "Purchasers are advised that the final location of walkways in Blocks may change without notice."
viii. "Streets may contain on-street parking, and may be available for overnight parking, subject to parking permits."
ix. "The completion of some dwellings in this subdivision may be delayed until after the completion of exterior finishes on the adjacent buildings."
x. "Neighbourhood and/or boulevard trees will be planted according to Town standards and a tree will not necessarily be located in front of every home. Purchasers are further advised that home builders are not permitted to charge a purchaser separately for the cost of trees, sodding, fencing and paving of the driveway apron. The Town will not reimburse purchasers, nor assist in any recovery of moneys paid, under any circumstance."
xi. "The design of features on public lands may change. Builders' sales brochures may depict these features; however, the Town has no control over builders' sales brochures."
xii. "Gates are not permitted in fences when lots abut publicly owned lands, including but not limited to open space lands, hazard lands, a trail, valleyland, active park, woodlot or stormwater management pond."
xiii. "The Town's Zoning By-law regulates the width of driveways. Please do not have your driveway widened before inquiring about the permitted driveway width for your lot."
xiv. "The Town of The Blue Mountains is responsible for household garbage, recycling and green bin collection after certain levels of occupancy have been achieved within this development or a phase."
xv. For further information, please contact the Town at 519-599-3131"
xvi. 15."For further general information on proposed and existing land use, please call the Town's Planning Services Division 519-599-3131."
xvii. "For detailed grading and berming information, please call the Town's Development Engineering Division 519-599-3131"

51. The Owner shall ensure that each builder selling homes within the subdivision provides prospective purchasers as part of any offer of purchase and sale agreement the material referred to in condition 50 above.

52. In the event that required subdivision land use and notice signage becomes damaged and/or missing from their original approved locations, the Town may re-install signage on the Owner's behalf and the Owner shall reimburse the Town for such works.

53. Prior to final approval and registration, the Subdivision Agreement shall include special provisions addressing the following matters in wording acceptable to the Town:
    a. That the Owner shall agree that all vacant lots shall be rough graded such that best efforts are taken to ensure there is no standing water and maintained in general conformance with the approved comprehensive grading plan. Efforts will be made to maintain the existing tree cover where applicable until such time as building envelopes have been established. The Owner shall further agree in the Subdivision Agreement to topsoil and seed any rough graded area not proceeding to construction in a timely manner, to the satisfaction of the Town in consultation with the County of Grey.
    b. That the Owner shall agree to engage a qualified engineer, and that the Owner's Engineer certify that their reports conform with applicable standards to the satisfaction of the Town of The Blue Mountains and that the Engineer provides certification that the final constructed works conform to the approved design.
    c. That the Owner shall agree to engage a qualified engineer to review and certify that the completed pre-grading works comply with the pre-grading shown on the approved grading and drainage plan.
    d. the Owner, and/or any future Lot Owner, shall agree to engage a qualified consultant to prepare a Final Lot Grading Certificate prior to Final Inspection, indicating that the grading of the lot has been completed in conformity with the Approved for Construction Master Grading/Drainage Plan, and to submit to the CBO for approval.
    e. The Owner shall agree that any temporary stormwater management, construction mitigation, sediment and erosion control measures be approved by the Town and in place prior to site alteration with the exception of site alteration to install such measures.
    f. That the Owner shall agree to obtain any required statutory permits from the County of Grey, Town of The Blue Mountains, the Grey Sauble Conservation Authority, or any other applicable authority, prior to any site alteration.
    g. That the Owner shall agree that the Town of The Blue Mountains will provide full collection curb side in front of the individual homes and collection will not begin collection until development is 90% occupied or until Town contracted waste collection trucks can safely access the site. It is the Developer's responsibility to request municipal curbside collection from the Town Operations Division. Upon request, the Town will assess the ability to provide curbside waste collection to the development or phase requested and will provide written confirmation of the Town's ability to commence collection and the date of commencement. Until municipal collection commences it is the responsibility of the Owner/Developer to provide appropriate private collection to occupied units.

h. That the Owner agrees to not store construction materials on vacant lots and/or open space blocks that abut lots which are occupied by homeowners.
i. The Owner shall agree that should previously unknown or unassessed deeply buried archaeological resources be uncovered during development, such resources may be a new archaeological site and therefore subject to Section 48 (1) of the Ontario Heritage Act. The proponent or person discovering the archaeological resources must cease alteration of the site immediately and engage a licensed archaeologist to carry out archaeological fieldwork, in compliance with sec. 48 (1) of the Ontario Heritage Act.

54. Prior to final approval and registration, the Subdivision Agreement shall include a clause advising that anyone working on the subject lands who uncovers a burial site containing human remains shall cease fieldwork or construction activities and immediately report the discovery to the police or coroner in accordance with the Funeral, Burial and Cremation Services Act.

55. Prior to final approval and registration, the Owner shall agree in the Subdivision Agreement to grant all necessary easements and/or blocks and/or enter into agreement to provide for trail and access over Block 2 drainage Swale.

56. Prior to final approval and registration, the Owner shall agree in the Subdivision Agreement to grant all necessary easements and/or blocks and/or enter into agreement for drainage, utility and servicing purposes, as may be required, to the appropriate agency or public authority.

57. Prior to execution of the Subdivision Agreement, the Owner shall submit to the Town of The Blue Mountains and the County of Grey with a digitized copy of the Final Plan in a format acceptable to the County of Grey.

58. That prior to final approval, a copy of the fully executed Subdivision Agreement between the Owner and the municipality shall be provided to the County of Grey and the Grey Sauble Conservation Authority.

59. That prior to final approval, the Approval Authority is advised in writing by the Grey Sauble Conservation Authority, the Town of The Blue Mountains, Niagara Escarpment Commission, County of Grey, Canada Post how the related conditions under their clearance authority are satisfied.

60. That the Owner acknowledges and agrees that it is the Owner’s responsibility to fulfill the conditions of draft approval and to ensure that the required clearance letters are forwarded to the appropriate clearance agencies and also to record this information in a condition’s clearance matrix to the satisfaction of the Town and County demonstrating required clearances of these conditions prior to requesting final approval.

NOTES:

1. If final approval is not given to this plan within three years of the draft approval date, and no extensions have been granted by **July 10, 2028,** draft approval shall lapse under Subsection 51(32) of the Planning Act, RSO 1990, as amended. If the Owner wishes to request an extension to draft approval, a written explanation together with the applicable application fee and a resolution/letter of support from the local municipality must be submitted to the County of Grey, prior to the lapsing date. Please note that an updated review of the Plan and revisions to the conditions of approval may be necessary if an extension is to be granted.

2. The Owner is advised that various standards and policies of the Town have been updated and that legislative requirements have also changed since the original (2022) draft plan approval, including but not limited to the following:

    a. 2024 Development Charges Background Study which identified the required upgrade of Old Lakeshore Road to an Urban Standard and a 200 mm sanitary wastewater pipe on Old Lakeshore Road
    b. 2023 Engineering Standards which, among other things no longer allows for low pressure force mains
    c. 2024 Master Drainage Study which specifies various works related to stormwater conveyance and outlets along the Georgian Bay waterfront and upstream
    d. 2022 Master Transportation Plan
    e. 2024 Annual Water & Sewer Capacity Reports
    f. Bill 23 More Homes Built Faster Act removed Conservation Authority commenting role on natural heritage matters, which was replaced at the Town by peer review through the County of Grey

    All studies, reports and drawings will require review and revision as applicable to address changes to applicable legislation, policies and standards to the satisfaction of the associated clearance authorities.

3. Clearances or consultations are required from the following agencies, as well as the appropriate agency or authority providing utilities or services:

    Town of The Blue Mountains
    PO Box 310, 32 Mill Street
    Thornbury, ON N0H 2P0

    Grey Sauble Conservation Authority
    237897 Inglis Falls Road, RR4
    Owen Sound, ON N4K 5N6

    Canada Post Corporation
    300 Wellington Street
    London, ON N6B 3P2

    Niagara Escarpment Commission
    1450 7th Avenue
    Owen Sound, ON N4K 2Z1

With respect to any draft plan conditions requiring clearance or consultation with conservation authorities, for any conditions relating to natural hazards a clearance letter will be required prior to issuing final approval as this falls under the mandate of the conservation authorities. For any matters that are related to natural heritage, this falls under the mandate of the local municipality and the County. The local municipality relies on the services of Grey County Planning Ecologists for natural heritage review and therefore the local municipality will consult with the County of Grey to determine if they are satisfied that those conditions have been addressed. The conditions will clearly note which conditions require clearance from the County of Grey and which requires clearance from the local municipality in consultation with the County. In cases where the local municipality or the County of Grey are not satisfied that conditions related to natural heritage matters have been addressed to their satisfaction, a peer review may be required at the expense of the Owner.

4. An electrical distribution line operating at below 50,000 volts might be located within the area affected by this development or abutting this development. Section 186 – Proximity - of the Regulations for Construction Projects in the Occupational Health and Safety Act, requires that no object be brought closer than 3 metres (10 feet) to the energized conductor. It is proponent's responsibility to be aware, and to make all personnel on site aware, that all equipment and personnel must come no closer than the distance specified in the Act. They should also be aware that the electrical conductors can raise and lower without warning, depending on the electrical demand placed on the line. Warning signs should be posted on the wood poles supporting the conductors stating "DANGER - Overhead Electrical Wires" in all locations where personnel and construction vehicles might come in close proximity to the conductors.

5. We suggest you make yourself aware of the following subsections of the Land Titles Act:

    a. Subsection 144(1) requires all new plans to be registered in a Land Titles system if the land is situated in a land titles division; and b) subsection 144(2) allows certain exceptions. The subdivision plan for Registration must be in conformity with the applicable Ontario Regulation under The Registry Act

6. Inauguration or extension of a piped water supply, a sewage system or a storm drainage system, is subject to the approval of the Ministry of the Environment, Conservation and Parks under the Ontario Water Resources Act, RSO 1990, as amended.

7. All measurements in subdivision final plans must be presented in metric units.

8. The headings inserted in these draft plan conditions are inserted for convenience only and shall not be used as a means of interpreting these draft plan conditions.

9. The final plan approved by the County must be registered within thirty (30) days or the County may withdraw its approval under subsection 51(59) of the Planning Act, RSO 1990, as amended.

Committee Report

To:	Warden Matrosovs and Members of Grey County Council
Committee Date:	July 10, 2025
Subject / Report No:	PDR-CW-43-25
Title:	Homefield Communities – Request for Joint Legal Review
Prepared by:	Becky Hillyer
Reviewed by:	Scott Taylor
Lower Tier(s) Affected:	Town of The Blue Mountains

Recommendation

1. **That report PDR-CW-43-25 be received; and**
2. **That staff be directed to invite the Town of The Blue Mountains to retain legal counsel on a joint retainer for the review of the 'Homefield Communities' development, to facilitate cost savings, process efficiency, and collaboration between the County and Town.**

Executive Summary

In late 2024, the County received a plan of subdivision and plan of condominium application from Homefield Communities, which proposes to develop approximately 345 residential units (townhouses), through a land-lease development model. A previous Information Report (PDR-CW-61-24) was brought to Committee on this matter, and is linked in the Attachments section of this report. Given the nuances of this development (being a plan of subdivision, condominium, and land lease arrangement), staff are undertaking a third-party legal review of some submission material, to better understand the planning rationale, merit, and impacts to future residents of this model. To promote general efficiency, foster collaboration and cost savings, the County seeks permission from Committee to permit the Town of The Blue Mountains to join as a party to the County's existing legal retainer for the Homefield Communities development, or to potentially retain alternate joint counsel.

Background and Discussion

As noted, the County received a plan of subdivision application (42T-2024-10) and concurrent plan of condominium application (42CDM-2024-14) in 2024, from Homefield Communities. The recently revised applications propose to develop approximately 349 townhouses, a neighbourhood amenity center (including a potential daycare), private roads, parks, trails, and stormwater facilities through a land-lease development model. The development would be fully serviced by municipal water and sewer services.

This development is the first time that both County and Town planning staff are reviewing a development that proposes a plan of subdivision, plan of condominium, and land lease model, as part of a singular development entity. Given the somewhat differing legislative context for each application, there is some complexity with this review process. General questions have been raised by County and Town staff that will require additional discussion with legal counsel.

To confirm, external peer review processes are commonplace for many developments under the *Planning Act*; particularly for engineering studies such as Stormwater Management, Geotechnical, Servicing, etc. Municipal and County staff frequently work together to undertake a singular peer review process and results are generally shared between the County and member municipality, and often with the applicant. Costs for the peer review process are billed back to the applicant, rather than to the County or local municipality.

On the matter of a peer review as it would relate to legal matters, staff are undertaking a third-party legal review of some submission material, to better understand the planning rationale, merit, and impacts to future residents of this model. Therefore, staff are seeking consent from Council to enter into a joint retainer and share privileged client information with the Town. As County and Town staff are working closely together to process the development applications, Planning staff are of the opinion that a joint retainer would be in the best interest of all parties, and may facilitate cost-savings to the applicant, process efficiency, as well as ensuring that both the Town and County have the same basis of understanding to provide an informed future recommendation on the subject development. Town staff have also provided preliminary support for this approach.

To be clear, while both the Town and County may share legal counsel, both parties would have the opportunity to interpret any forthcoming legal opinion independently, draw their own conclusions, and/or seek additional independent legal review.

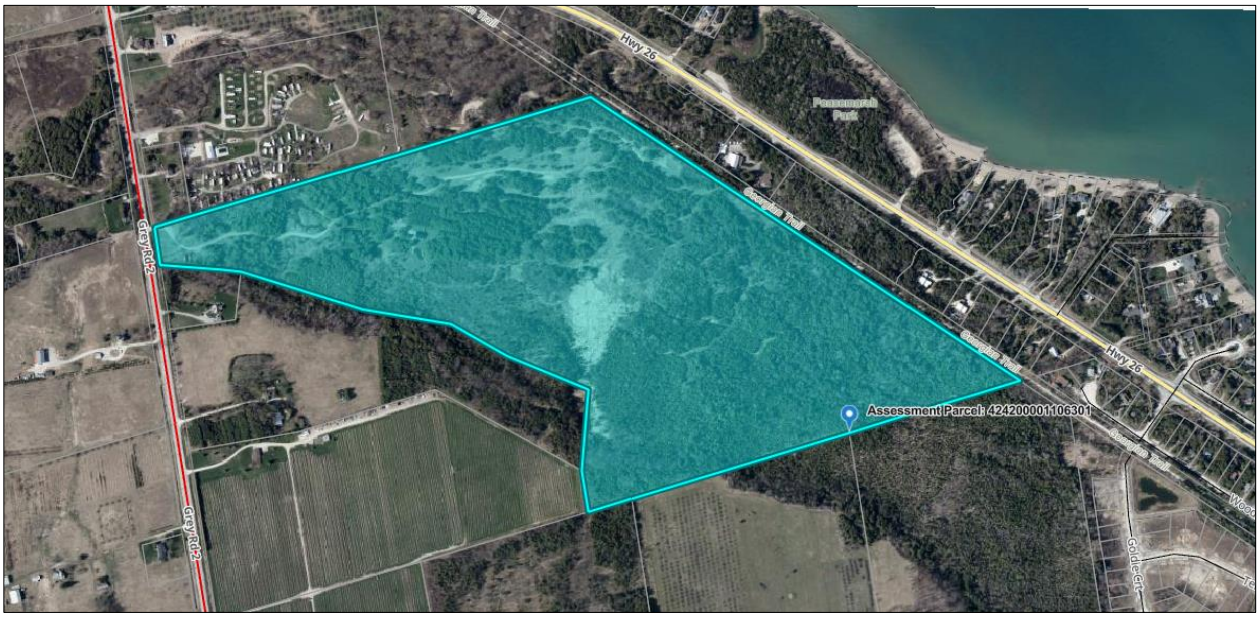
Analysis of Planning Issues

County staff have reviewed all reports and material submitted by the applicants as part of a first submission and provided detailed planning comments to the Town and applicants. In response to initial planning comments, the applicants have recently submitted a revised second submission, and County staff are undertaking a second round of review. The intent of this report is not to provide an analysis of planning issues or any recommendation on the proposed development. Rather, this report seeks consent from Committee for County staff to invite the Town to become a second party to the County's existing legal retainer, for the purpose of more efficiently reviewing the proposed development. At a later date, a recommendation report with a detailed planning analysis will be provided to Committee of the Whole.

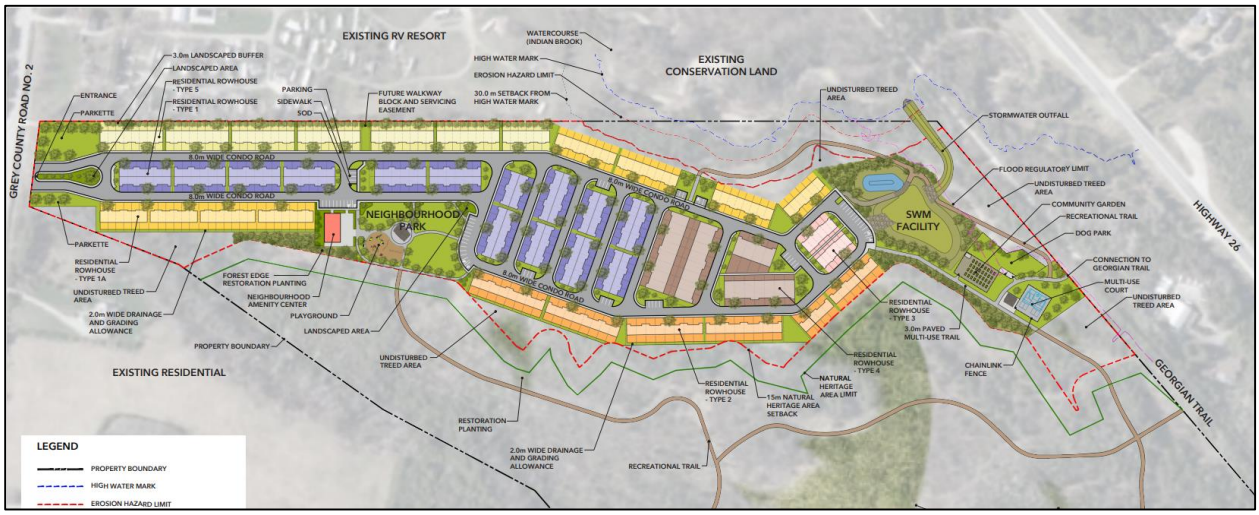
Staff would highlight that Section 2 of the *Planning Act* requires that the council of a municipality shall have regard for matters of provincial interest such as (m) the co-ordination of planning activities of public bodies; and (g) the minimization of waste. Therefore, Planning staff would suggest that working together with the Town on this matter would meet the intent of the Planning Act.

Map 1 below shows the Subject Lands, while Map 2 shows the recently submitted revised concept plan.

Map 1: Airphoto of the Subject Lands



Map 2: Proposed Concept Plan



Financial and Resource Implications

As noted, the fees for peer review are billed back to the applicant of a development. Therefore, whether the Committee supports the recommendation or not, there will be no financial implications to the County. Should the County and Town choose to collaborate on this matter, this may have the result of reducing overall development costs for the developer/applicant.

Relevant Consultation

☒ Internal

- ☒ Legal Services, Clerks

☒ External

- ☒ Town of The Blue Mountains

Appendices and Attachments

- 42T-2024-10 Homefield Communities - PDR-CW-61-24
- Supporting Studies and Material for Proposed Development

From: MTCG Correspondence (MTCG)
To: Brittany Rier; Tara Warder
Subject: Message from the Ministry of Tourism, Culture and Gaming
Date: June 23, 2025 1:58:39 PM
Attachments: image001.png

[EXTERNAL EMAIL]

391-2025-254

June 23, 2025

Tara Warder
tara.warder@grey.ca

Dear Tara Warder:

Thank you for your email requesting the reinstatement of the Ontario Staycation Tax Credit. Your email to the minister was forwarded to us and we are pleased to respond.

Ontario is the most-visited travel destination in Canada and the Ontario government is dedicated to supporting the tourism sector and protecting our economy. That is why we have invested nearly $200 million in our tourism sector this fiscal year alone.

As tax policy is under the purview of the Ministry of Finance, we have shared your email with our colleagues there for consideration.

Thank you,

Correspondence Unit
Ministry of Tourism, Culture and Gaming

Ontario

Taking pride in strengthening Ontario, its places and its people

Confidentiality Warning: This email contains information intended only for the use of the individual identified above. If you have received this email in error, please advise us by responding to this email and destroy all copies of this message. Thank you.

Committee Report

To:	Warden Matrosovs and Members of Grey County Council
Committee Date:	July 10, 2025
Subject / Report No:	PSR-CW-04-25
Title:	Supportive Outreach Services Expansion Funding Opportunity
Prepared by:	Kevin McNab, Director of Paramedic Services
Reviewed by:	Randy Scherzer, CAO
Lower Tier(s) Affected:	All

Recommendation

1. **That Report PSR-CW-04-25 regarding the Supportive Outreach Services Expansion Funding Opportunity be received; and**
2. **That the Warden and Clerk be authorized to sign the funding agreement when received, to the satisfaction of the CAO and Director of Paramedic Services; and**
3. **That action be taken prior to Council approval, as per Section 26.6 b of the Procedural By-law.**

Executive Summary

The Supportive Outreach Service (SOS) program continues to be a cornerstone in Grey County's response to the opioid crisis, offering trauma-informed, culturally appropriate, and evidence-based care to individuals who face barriers accessing traditional health services. By meeting people where they are both physically and emotionally SOS builds trust slowly and respectfully, helping community members take steps toward recovery. The program currently supports around 100 individuals at any given time in our community operating 4 days per week Monday through Thursday.

In November, County staff applied for targeted funding made available to municipalities and Indigenous communities to support rapid responses to the overdose crisis. In February 2025, Grey County was informed that its application was successful; however, everything was put on hold due to the Federal election. This funding, which runs through March 31, 2027, will fully support the expansion of SOS to 7 days per week and includes the purchase of a dedicated outreach vehicle. This vehicle will enhance the program's ability to reach individuals in remote or underserved areas, improving access to care and strengthening the County's capacity to respond to urgent community needs.

Early data from January 1 to May 31, 2025, shows a promising trend: 26 opioid-related poisoning reports and 1 alert were issued, compared to 67 reports and 10 alerts during the same period in 2024. While it is too early to draw direct conclusions, this improvement reflects

the collective efforts of a strong network of partners including Brightshores Health System, United Way, Grey Bruce Public Health, CMHA, Grey County Paramedic Services, Grey County Housing and Social Services, OSHARE, Addiction Physicians, the Grey Bruce Ontario Health Team, Family Health Teams, Community Health Centre, Salvation Army, local municipalities, Fire and Police Services, Ontario Health at Home, Safe'n Sound, and others. Together, these partnerships are helping to build a safer, healthier community for all.

Background and Discussion

In response to the opioid crisis and the alarming increase in opioid-related poisonings and deaths, particularly attributed to substances like fentanyl, the Supportive Outreach Services (SOS) program was established in 2021. This community driven initiative aims to reduce the number of overdoses and opioid-related deaths and is dedicated to providing comprehensive and compassionate care to vulnerable populations. With the simultaneous rise in homelessness in Grey County, SOS delivers wrap-around care to those who are homeless, precariously housed, and disconnected from health and social services, addressing the urgent needs of individuals struggling with addiction and substance use.

The SOS program focuses on individuals with mental health and addiction issues, offering a range of life-saving interventions such as overdose reversal, mental health support, addiction services, drug checking, distribution of naloxone and other harm reduction items. By reaching out to individuals in their own environments and adopting a harm reduction and holistic approach, SOS strives to not only save lives but also alleviate the burden on emergency services.

Through its holistic care model, the SOS program empowers individuals toward recovery, helping to create safer and healthier communities for everyone. A truly healthy community is one where all community members are supported and taken care of. Many people with addiction and mental health concerns don't feel comfortable using traditional health services because of stigma or a lack of trust. That's why outreach is so important. By meeting people where they are and offering support in a kind and respectful way, SOS works to slowly build trust, reduce stigma, and help community members feel safe asking for help. This makes it easier for community members to take steps toward better health and well-being.

In November 2024, County staff applied for targeted government funding offered to municipalities and Indigenous communities to support rapid responses to the overdose crisis. This funding is intended to address urgent and immediate needs as defined by the communities themselves to strengthen local capacity and provide access to culturally appropriate, trauma-informed, and evidence-based programs and services.

In February 2025, the County of Grey was informed that its application for this funding was successful; however, everything was put on hold due to the calling of the Federal election this past Spring. The proposed enhancement is intended to be 100% funded through this program, which runs until March 31, 2027. Based on the current allocation, staff are projecting to be able to fully fund this program for 15.5 months, but staff are working on potentially securing additional funding to allow the program to run from September/October, 2025 to March 31, 2027. If additional funding is not received, staff will delay the launch of the program enhancements or end the program enhancements early.

This project aims to enhance the impact of the Supportive Outreach Services (SOS) program by expanding the coverage area, increasing staffing to operate seven days a week, introducing peer support services, and integrating an Indigenous navigator role to extend its reach and support to the diverse needs of the community. This expansion will allow SOS to provide more comprehensive care to vulnerable populations, including those affected by mental health issues, addiction, homelessness, and disconnection from essential services.

One of the project deliverables of the funding is to purchase and outfit a vehicle that will serve as a mobile unit for delivering services such as assessments, mobile drug checking, distribution of harm reduction items, and crisis counseling. This vehicle will better enable SOS to reach individuals in their own environments, ensuring timely access to critical services and support.

We're encouraged to share a positive trend in opioid-related poisonings in the unregulated supply across the Grey Bruce region. From January 1 to May 31, 2025, there were 26 reports and 1 alert issued compared to 67 reports and 10 alerts during the same period in 2024. While we cannot confirm a direct link to any one initiative, this shift reflects the significant and ongoing work happening across our community.

Through strong partnerships including Brightshores Health System, United Way, Grey Bruce Public Health, CMHA, Grey County Paramedic Services, Grey County Housing, Grey County Social Services, OSHARE, Addiction Physicians, the Grey Bruce Ontario Health Team (OHT), Family Health Teams and Community Health Centre, Salvation Army, local municipalities, Fire and Police Services, Ontario Health at Home, Safe'n Sound, and others we are working together to address the overdose crisis from all angles.

One key advancement is the introduction of Sublocade, a long-acting treatment now being offered through the SOS program. This treatment is helping our most vulnerable community members by preventing overdose and death. At any given time, SOS supports 20–30 individuals on this treatment.

It's important to note that this data reflects only the first five months of 2025, and with the majority of poisonings linked to fentanyl, the situation can change quickly. However, this is a hopeful sign that our collective efforts grounded in compassion, outreach, and evidence-based care are making a difference.

Financial and Resource Implications

The total funding allocation is $1,126,700 which represents $310,000 of up-front capital costs (including the purchase and outfit of a dedicated vehicle), and $816,700 for operating costs. Staff project that the funding allocation will allow for the program to operate for approximately 15.5 months. All unbudgeted operating costs will be funded by the unbudgeted grant and therefore will not have a financial impact on the County's budget.

Relevant Consultation

☐ External:

☒ Internal: CAO, Finance

Appendices and Attachments

None

Committee Report

To:	Warden Matrosovs and Members of Grey County Council
Committee Date:	July 10, 2025
Subject / Report No:	TR-CW-20-25
Title:	Amendments to By-Law 4788-13 – Regulating Traffic and Parking within the County of Grey Roads System
Prepared by:	Trevor Ireton, Engineering Manager
Reviewed by:	Pat Hoy, Director of Transportation
Lower Tier(s) Affected:	Member Municipalities

Recommendation

1. **That report TR-CW-20-25 be received; and**
2. **That a by-law be brought forward for Council's consideration to amend Schedule "D", Schedule "G", Schedule "H", Schedule "O", and Schedule "U" of By-Law 4788-13, being the By-law to Regulate Traffic and Parking on Highways within the County of Grey Roads System, to reflect the proposed revisions included within TR-CW-20-25.**

Executive Summary

By-Law 4788-13 was adopted by Grey County Council to regulate traffic and parking on roads under the jurisdiction of the County of Grey.

Several changes are proposed to the By-law to update certain speed limits and parking restrictions, in various areas of the County.

The table below summarizes those proposed changes and requests received and whether these meet policy criteria.

Schedule	Description	Changes Requested	Meets Policy Criteria to warrant speed reduction	Recommended by Transportation
D	**Parking For Restricted Length of Times**	Change in the time of day that the two-hour parking limit is applicable to 9 a.m. to 4 p.m. excluding Mondays and Tuesdays on Marsh Street in Clarksburg (Grey Road 13)	N/A	Yes
G	**No Parking Except by Disability Parking Permit**	Install two new parking spots in front of the Durham Presbyterian church located at 205 Lambton St E (Grey Road 4) in Durham and make them No Parking Except by Disability Parking Permit stalls to allow easier access to the church for service.	N/A	Yes
H	**No Parking – Restricted Times – Winter Season**	Housekeeping item to ensure dates listed within the By-Law match both the Municipality of West Grey dates and the signage posted in Neustadt	N/A	Yes
O	**Rates of Speed in School Zones for Restricted Times**	Change in location to 40 m north of the existing location of the north solar flashing sign for the Southbend School south of Holstein. Change is to allow a less shaded location to ensure a full solar charge for the sign	N/A	Yes
U	**No Parking Where Signs Posted**	Removal of a no parking zone no longer required east of Durham on Grey Road 4	N/A	Yes
		Addition of a new no parking zone on Grey Road 1 to address a visibility issue for residents	N/A	Yes

Background and Discussion

Schedule “D” – Parking For Restricted Length of Times

A request was submitted to the County by the Town of The Blue Mountains through Staff Report

SI.25.028 to request a change in the two-hour parking limit within the Town of Clarksburg. Currently, the By-Law states a window of 8 a.m. to 6 p.m. seven days a week as the time restriction for parking in the village. Based on suggestions put forward by the Clarksburg Village Association, their preference would be that the restricted time window for two-hour parking occur between 9 a.m. and 4 p.m. excluding Mondays and Tuesdays. The exclusion of Monday and Tuesday is to accommodate seniors' programs hosted at the Marsh Street Centre, and the Clarksburg Village Association supports this, as most businesses in downtown Clarksburg are closed on Mondays and Tuesdays.

Transportation Services recommends the following revision to Schedule "D" of By-Law 4788-13.

Grey Road No.	Description	Parking Time Limit	Time of Day That Parking Limit is Applicable
13 (Marsh Street S., Clarksburg)	On both sides from the intersection of Hillcrest Drive to a point approximately 100 metres south of Clark Street	2 hour parking	9 a.m. to 4 p.m., except for Mondays and Tuesdays

Schedule "G" – No Parking Except by Disability Parking Permit

A request was submitted by the Durham Presbyterian Church to install two parking stalls in front of the church located at 205 Lambton St E in Durham to be accessible permit parking only stalls. Adding these parking stalls will allow residents with accessibility considerations easier access to the church along Lambton St E.

County staff reached out to staff at the Municipality of West Grey who expressed no concerns with the proposal of the two new additional accessible spaces.

Transportation Services recommends the following revision to Schedule "G" of By-Law 4788-13.

Grey Road No.	Description
4 (Lambton Street E, Durham)	First two parking spaces east of Albert Street S on south side of Lambton St E (in front of 205 Lambton St E)

Schedule "H" – No Parking – Restricted Times – Winter Season

Housekeeping item to address an inconsistency in the winter season dates posted on the no parking signs in the village of Neustadt which did not match with the dates listed in the By-Law. County staff consulted with staff from the Municipality of West Grey to ensure that the winter season dates match for both of our By-Laws. This change is to reflect the same winter season dates the Municipality use within their By-Law and match the current no parking signage in the town of Neustadt.

Transportation Services recommends the following revision to Schedule “H” of By-Law 4788-13.

Grey Road No.	Description	Time of Day that No Parking is Applicable	Dates that No Parking is Applicable
10 (Neustadt)	Both sides of the road from the Neustadt Fire Hall to a point 150 metres south of the Lutheran Church. A distance of 1200 metres	1 a.m. to 7 a.m.	November 15 to April 15

Schedule “O” – Rates of Speed in School Zones for Restricted Times

Housekeeping item to adjust the location from 260 metres north of Southgate Road 8 to 300 metres north for the school zone by the Southbend School south of Holstein. This new location is to allow for the solar powered sign to be placed in a location where it is exposed to more light during the day to ensure the solar panel sufficient time to charge.

Transportation Services recommends the following revision to Schedule “O” of By-Law 4788-13.

Grey Road No.	Location	Effective Time
109	From 150 metres south of Southgate Road 8 to 300 metres north of Southgate Road 8	During school days 8:30 a.m. to 9:00 a.m. 3:40 p.m. to 4:10 p.m.

Schedule “U” – No Parking Where Signs Posted

Item 1 - Housekeeping item to remove a no parking zone that is no longer required from the intersection of Concession 2 at the north intersection on Grey Road 4 east of Durham to a point 120 m east of the intersection. This no parking zone was to ensure tractor trailers did not park on the road shoulders to access the commercial business on the other side of the road. This is no longer a concern and thus it is recommended that the no parking restriction be removed.

Transportation Services recommends the removal of the following no parking zone from Schedule “U” of By-Law 4788-13.

Item 2 - This particular location is included in the parking restriction as any vehicle parked there will limit the visibility when residents access the road.

Transportation Services recommends the following revision to Schedule “U” of By-Law 4788-13.

Item	Grey Road No.	Side of Road	From	To
1	4 (east of Durham)	North	The intersection of Concession 2 at the north intersection on Grey Road 4 in the Municipality of West Grey (geographic Township of Glenelg)	A point 120 metres west of Concession 2 in Municipality of West Grey (geographic Township of Glenelg)
2	1	East	300m north of the intersection of Concession 20 and Grey Road 1	A point 400m north of the intersection of Concession 20 and Grey Road 1

Legislated Requirements

For the by-law to be enforced, signage needs to be erected in accordance with the legislation.

Financial and Resource Implications

Labour, material and equipment to manufacture and install/change signage would cost approximately $3,000.00.

Relevant Consultation

☒ Internal: Clerks Department

☒ External: Town of Blue Mountains, Municipality of West Grey

Appendices and Attachments

Grey Road 13 Town of The Blue Mountains (Clarksburg) By-Law 4788-13 “D” – Parking For Restricted Length of Times Location Map

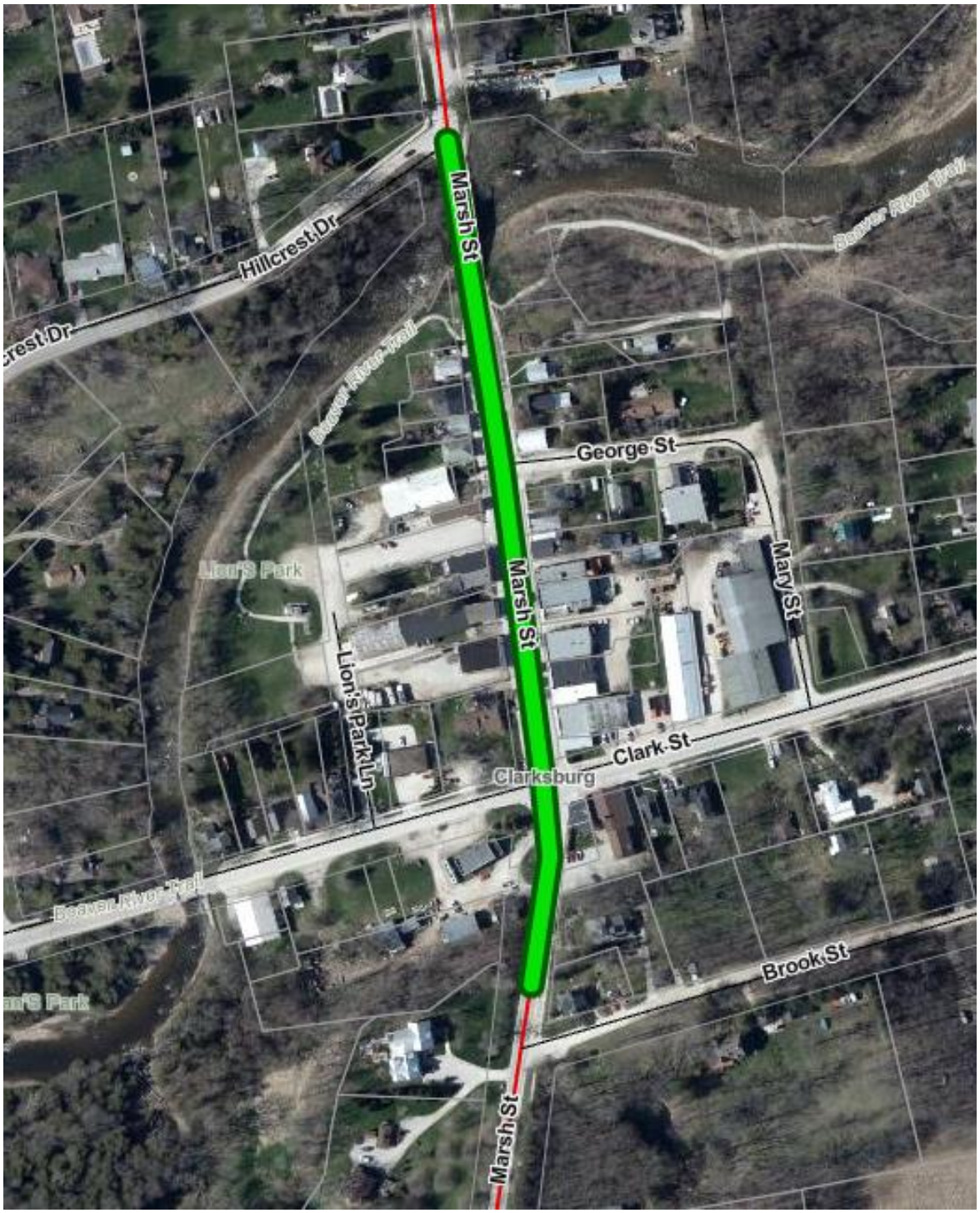
Grey Road 4 Municipality of West Grey (Durham) By-Law 4788-13 “G” – Parking For Restricted Length of Times - Location Map

Grey Road 109 Township of Southgate (Holstein) By-Law 4788-13 “O” – Rates of Speed in School Zones for Restricted Times - Location Map

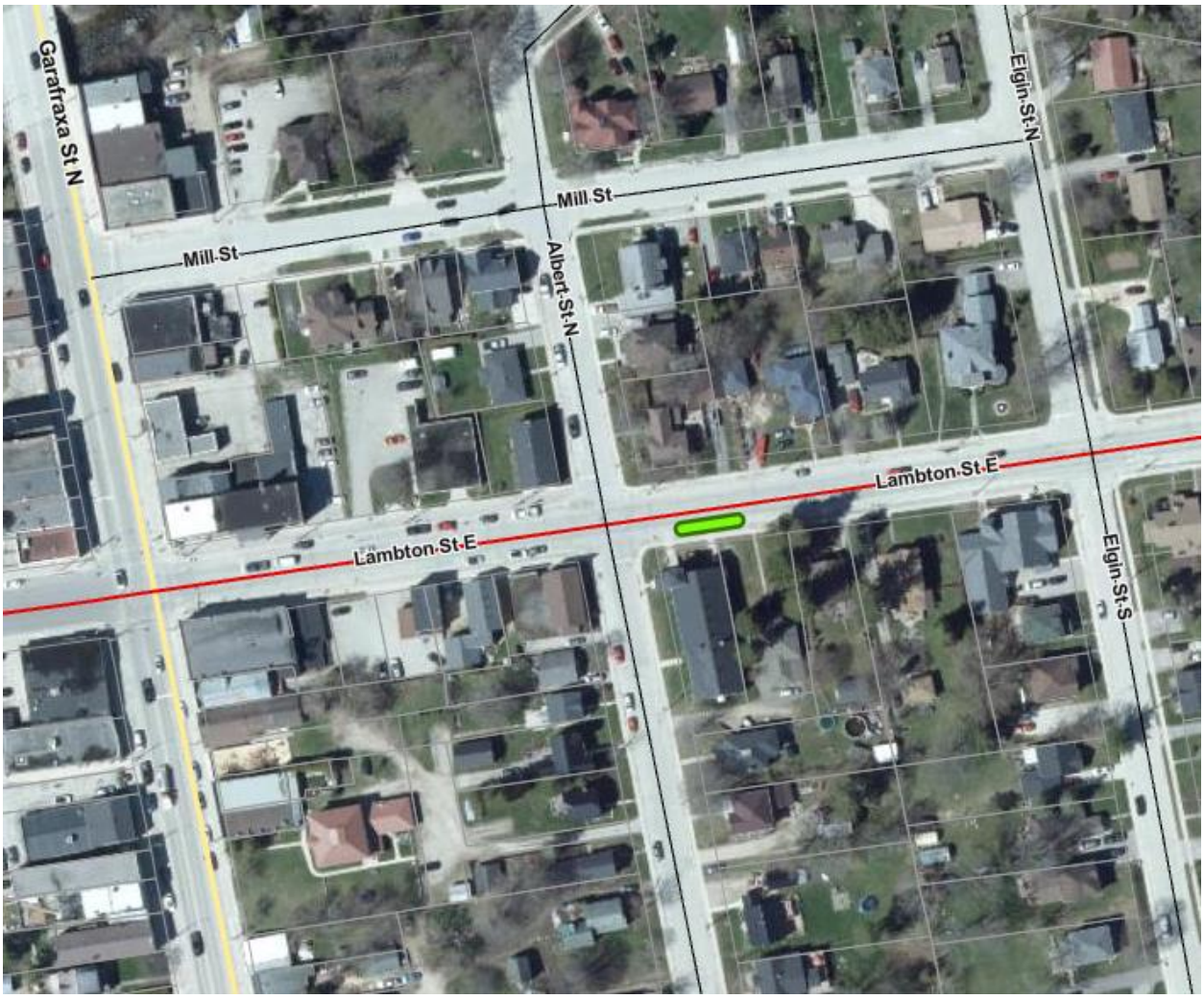
Grey Road 4 Municipality of West Grey (east of Durham) By-Law 4788-13 “U” – No Parking Where Signs Posted - Location Map

Grey Road 1 Municipality of Georgian Bluffs By-Law 4788-13 “U” – No Parking Where Signs Posted - Location Map

Grey Road 13 Town of The Blue Mountains (Clarksburg) By-Law 4788-13 “D” – Parking For Restricted Length of Times Location Map



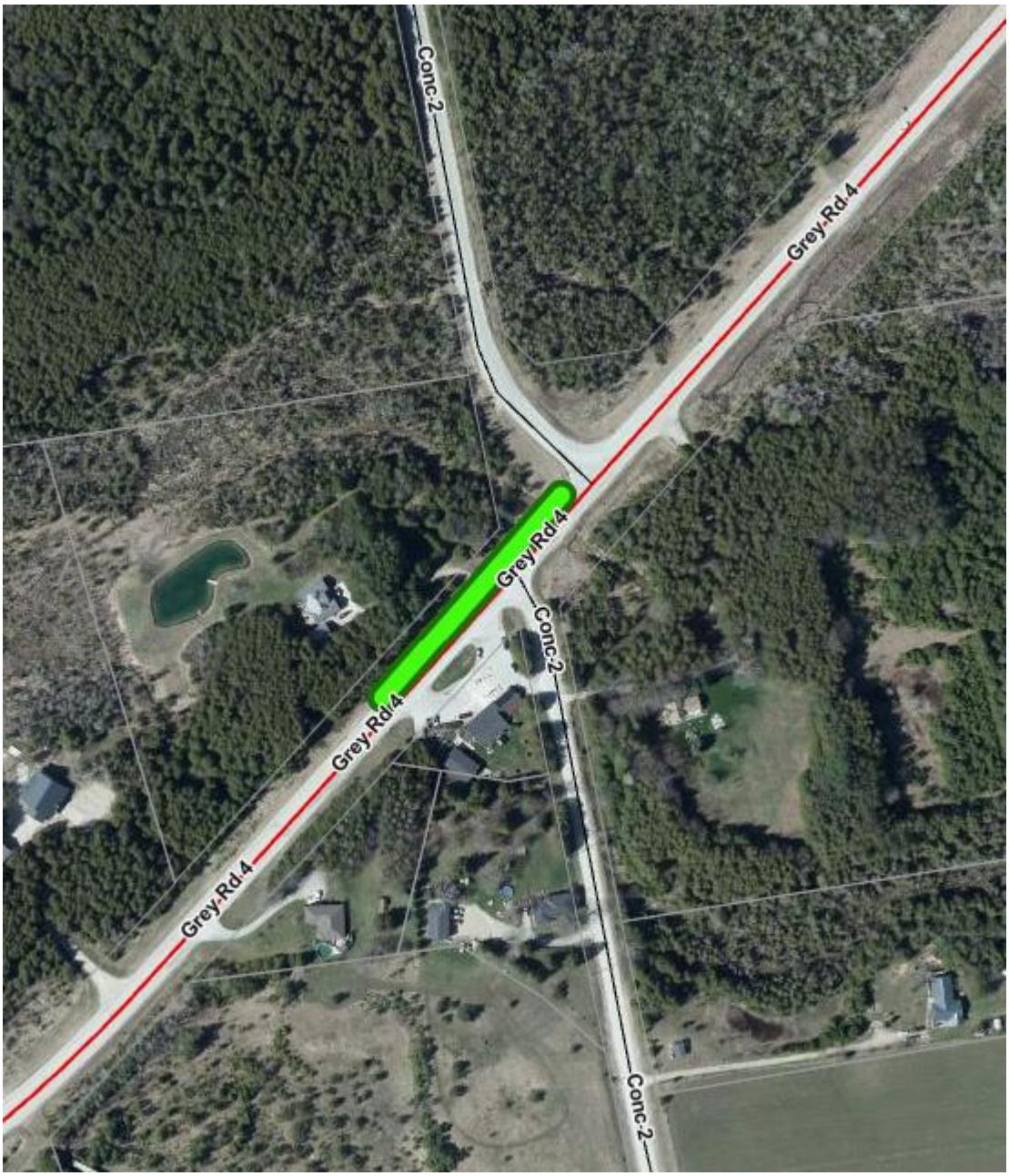
Grey Road 4 Municipality of West Grey (Durham) By-Law 4788-13 “G” – Parking For Restricted Length of Times - Location Map



Grey Road 109 Township of Southgate (Holstein) By-Law 4788-13 “O” – Rates of Speed in School Zones for Restricted Times - Location Map



Grey Road 4 Municipality of West Grey (east of Durham) By-Law 4788-13 “U” – No Parking Where Signs Posted - Location Map



Grey Road 1 Municipality of Georgian Bluffs By-Law 4788-13 “U” – No Parking Where Signs Posted - Location Map



Committee Report

To:	Warden Matrosovs and Members of Grey County Council
Committee Date:	July 10, 2025
Subject / Report No:	ITR-CW-01-25
Title:	Approval of over budget IT capital project
Prepared by:	Jody MacEachern, Director of Information Technology
Reviewed by:	Niall Lobley, Deputy CAO Mary Lou Spicer, Director of Finance
Lower Tier(s) Affected:	None.

Recommendation

1. **That report ITR-CW-01-25 be received; and**
2. **That the budget shortfall of up to $42,500 be funded from IT Technology Infrastructure Needs Reserve to cover a one-year licensing extension on server hardware at the administration building and long-term care homes.**

Executive Summary

Grey County last replaced its core IT infrastructure in its main data center and long-term care homes in 2019 and 2020. These systems were licensed for five years. Licensing for the main data center was extended from 2023-2025. Originally, County staff planned on replacing the primary data center hardware and decommissioning the hardware in the three long-term care homes in 2025.

In 2023, one of the vendors supporting the County's infrastructure was acquired, and the new company has imposed significant price increases on the licensing models. In response, staff has started a thorough assessment of infrastructure needs and competing solutions. However, this requires short-term extension of licensing at the County's main data center.

Further, the Long-term care systems (which support critical resident safety systems) require standalone on-premise server resources. While staff initially planned to replace those systems in 2025, those projects have been delayed to 2026 and require that the current systems, and hence data center licensing, be extended another year. Rockwood Terrace will need to be extended while the old building is operational.

County staff budgeted $25,000 to extend licensing on the primary data center infrastructure and $16,000 to extend licensing for the long-term care systems. The actual cost to extend licensing at the administration center is $43,500. County staff are expecting similar cost increases to extend the licensing in its long-term care data centers. Based on the increases to the primary

data center licensing costs, staff anticipates the actual cost will be $30,000-$40,000 for the long-term care systems.

Staff are recommending the budget shortfall of an estimated total of up to $42,500 be funded from the IT Technology Infrastructure Needs Reserve. The estimated 2025-year end balance of this reserve is $1,026,200.

Background and Discussion

In 2019, Grey County replaced its server room infrastructure with its first hyperconverged server hardware. Hyperconverged systems combine traditional servers, storage, and virtualization software, which allows for the segmentation of server resources into virtual servers, into a single product. Grey County selected VxRail. a partnership between Dell (hardware) and VMWare (virtualization software). The County anticipated a five-year lifespan for this product, following the terms of the initial license agreement.

In addition, the County purchased and licensed smaller VxRail systems for the data centers in each of its three long-term care (LTC) homes. These purchases were made in 2020 under five-year licensing agreements.

At the time, the County's data center hosted most of its major applications. This included County websites, document management (Alfresco), email, HR, finance software, GIS, HR software, databases, the county's custom applications, and numerous other enterprise applications. The County has since moved several resource-intensive applications to software-as-a-service models (hosted in other data centers and providing just the user interface through a web browser), including email (Microsoft 365), document management (SharePoint), and HR (Dayforce). The County has also moved its websites to external hosting. These decisions have greatly improved cybersecurity controls and application management. Further, moving major applications to cloud-hosted environment has decreased reliance on the County's on-premise server infrastructure , allowing for growth of storage and on-premise applications without requiring more hardware.

The LTC data centers host applications that require local servers and need to run during power or internet outages. As such, they could not be hosted at the County's main data center in the administration building. These applications include the nurse call and elopement systems, and local nodes for the County's on-premise phone system, which have since been migrated to Microsoft Teams.

From the outset of this engagement, Dell could not guarantee extensions to the licensing agreement. However, the County did extend its licensing in 2023 with plans to replace the full system in 2025.

The County has been planning for a replacement for its on-premise server infrastructure in 2025; however, there are several factors that have led to a postponement of this project. Firstly, in late 2023 Broadcom acquired VMWare. While the VxRail product is still available through a Dell-Broadcom partnership, Broadcom has imposed steep price increases on customers (upwards for 300% for some clients). Given the drastic increase, the County chose to do a more thorough evaluation of different options, including cloud-hosted infrastructure ("infrastructure as a service").

The County has been planning to decommission all three long-term care data centers. The homes are slated for new nurse call and elopement systems. Newer systems can be cloud-hosted and still retain functionality with local equipment in a power or internet outage. Further, the County's phone system is now an online Microsoft product with standalone appliances in the homes that allow internal dialing even in a power or internet outage. However, replacement nurse call and elopement systems will not be in place until 2026, and Rockwood Terrace will need to stay operational until the old building is vacated.

The County will need to extend the licensing on all four VxRail systems until 2026, when infrastructure in the administration data center will be replaced, and two of the long-term care clusters can be decommissioned. Rockwood Terrace will need an additional extension until the end of 2026 or early 2027.

Financial and Resource Implications

When VxRail was first purchased by the County in 2018 the price was approximately $295,000 for the hardware and five years licensing. The County paid an additional $50,000 to extend the licensing from 2023 to 2025. The three systems in Long Term Care cost $142,000 for hardware and licensing, from 2020-2025.

In 2023, Broadcom acquired VMWare. While the VxRail product is still available, Broadcom implemented significant price increases to customers, in some cases approaching 300% increase in licensing. This has been applied to new systems as well as licensing renewals.

The County's IT capital budget currently includes $25,000 to extend VxRail licensing to 2026. The actual cost is $43,500. The current licenses expire in July 2025.

The County had included $16,000 in the 2025 budget to support extension of the VxRail licensing across the three long term care homes in 2026. Staff do not yet have a full quote for this but are anticipating the total cost to be between $30,000 and $40,000.

In total, this leaves a budget shortfall of between $32,500 and $42,500 based on quoted pricing (on-premise system) and estimates for the three long term care homes.

County staff request that the difference of up to $42,500 between budgeted amounts and quoted amounts be taken from the IT Technology Infrastructure Needs Reserve to extend the licensing on all four VxRail systems until 2026.

Prior to the recommendation in this report, the reserve has a projected 2025 year-end balance of $1,026,200. County staff will budget for a further extension of licensing at Rockwood Terrace within the 2027 budget process. County staff will also plan on decommissioning the server hardware in Lee Manor and Grey Gables in 2026 so no further extension for those systems will be required.

Appendices and Attachments

None.

Minutes

Budget and Finance Committee

June 25, 2025

Call to Order

The Budget and Finance Committee met at the County Administration Building on the above date. Vice Chair Kevin Eccles called the meeting to order at 2:00 p.m. with the following members present:

Councillors Kevin Eccles, Scott Greig, Dane Nielsen, Scott Mackey, Sue Carleton, Shirley Keaveney, Warren Dickert and Warden Andrea Matrosovs.

Councillor Brian Milne sent his regrets.

Councillor Carleton participated electronically.

Declaration of Interest

There were no declarations of interest.

Delegations

2024 Audit - Traci Smith and Priya Mahindru, MNP

Councillor Carleton joined the meeting at 2:02 p.m.

Traci Smith of MNP outlined the scope of the 2024 financial audit including a review of the financial statements. She noted that on an annual basis, MNP is required to confirm their independence from the County.

She shared that the materiality for the 2024 audit was $4.8 million which remained unchanged from their preliminary assessment. It was noted that there were no significant deficiencies found and no unadjusted differences were made during the course of the audit.

Traci Smith shared a snapshot from December 31, 2024, of the County's statement of financial position where the financial assets totalled $139 million and included $128 million in cash and investments. The liabilities totalled $96 million which included $29 million in normal trade payables and accrued liabilities and $50 million in deferred revenue. $25 million of this amount comes from unspent development charges and $9

million comes from unspent community building funds (previously known as Gas Tax funding) to be spent on future capital projects. She noted that these are reserves that are legislated and that they stay on the balance sheet as a liability until they money is actually spent.

She noted that $11 million was received late in 2024 for Long-Term Care redevelopment in advance of the expenditures being incurred making the deferred revenue slightly higher than it has been in the past.

Net financial assets totaled $43 million and is a key financial indicator where she explained that it is the total financial assets less liabilities. Accumulated surplus totaled $316 million which is the equity of the County and includes both monetary and physical assets.

The statement of operations and accumulated surplus was shared where revenues totaled $194 million which included taxes, user fees for various services, grants and other revenue. She noted that external resources for revenue for operating and capital is included in revenue, but it doesn't include any transfers from reserves. The expenses include all operating costs, but don't include any actual capital purchased or transfers to reserves.

She shared that the County's annual surplus was $23 million and noted that this is different from the operating surplus of $4.4 million which was transferred to reserves. She noted that the annual surplus is what is used to pay for capital assets. She noted that 2024 had anticipated Long-Term Care redevelopment to be further along and explained why it is such a large negative number which isn't typical.

The Committee asked for further expansion on transfer to reserves in terms of progress at Rockwood Terrace and sought clarification on the variances that are quite significant.

Director of Finance/County Treasurer, Mary Lou Spicer, noted that the budgeted transfer from reserve was used first plus a portion of the grant. Under capital acquisitions, she explained there was a budget of $102 million where only spent $42.2 million was spent, including smaller projects for housing and transportation.

BFC07-25
Moved by: Councillor Nielsen
Seconded by: Councillor Dickert

That the Financial Statements for the year ending December 31, 2024 be received; and

That the Treasurer be hereby authorized to approve and sign the Financial Statements; and

That staff be authorized to proceed prior to County Council approval as per Section 26.6(b) of Procedural By-law 5134-22.

Carried

Items For Direction or Discussion

2025 Capital Budget Information - Information Technology, Planning and Paramedic Services

Information Technology

Director of Information Technology, Jody MacEachern, presented on the department's Capital Projects giving an overview of assets within the network, equipment, projects, telecommunications towers and enhanced fire radio communication divisions of the department.

He shared that the County has 62 networked sites where staff are present and where internet is provided. Within those sites there are 243 WIFI access points, and that the primary data centre is at the administration building. He shared that the equipment is managed on a five-to-seven-year lifecycle which is often how long a vendor provides the County with licenses or offers support. He noted the importance of updating our equipment consistently to ensure we have the best security in place, but also recognized the importance of looking at competitors and alternatives to see what also makes the most financial sense.

Director MacEachern shared the equipment assets within the department including 33 printers, which were bought outright and are maintained by Excel, 55 UPSs (power batteries) which are used as a battery back up if power is lost and holds over until the generators come on. Further information was shared on the AV systems and air conditioning in IT closets in order to reduce risk of failure.

Director MacEachern noted the departments ongoing projects including the County's corporate website, cybersecurity audits and IT strategy plans. He noted that the website has a more functional and intuitive experience where it is reassessed every four years to refresh content. He shared that a third party completes cybersecurity audits to address things that may need changed. He also noted that every five years, an IT strategy plan is reviewed.

He reviewed the department's funding sources including inter-functional costs like servers, routers, UPS, switches and wireless access points and the department's levy noting that everything within the department is essentially levy funded. Information on the County’s two telecommunication towers was highlighted. Grey County receives rents from users for cellular and internet towers.

The Committee asked for clarification on if existing equipment from Rockwood Terrace would be moved over or replaced where Director MacEachern noted that most of the core network infrastructure cannot be moved and that all equipment is being covered in the Long-Term Care budget.

The Committee noted that more cloud-based infrastructure would help to reduce capital spending where Director MacEachern noted that the department is exploring these options.

The Committee asked if the department is comfortable with what Grey County has in place for cybersecurity. The department has strategies in place if there is a cyber incident. He also noted that the department has been increasing the number of projects on cybersecurity including training.

Planning

Director of Planning, Scott Taylor, presented on the department's capital budget where he noted that the department is divided into three budgets including land use planning, forestry and trails, and agriculture.

He noted that the land use planning budget is further divided into four categories including hardware replacement, studies/reports, implementation funding for existing studies and County official plan reviews or a new official plan.

He shared that the plotter has a warranty of five years and is set to be replaced every five years within the budget. He noted that the unit was replaced in 2024 at a cost of approximately $23,000. He noted that the old plotter was still in workable condition, so it was moved to Grey Roots for further use.

He noted that some studies and reports are completed once, and others are repeated on a semi-regular basis and that funds are set aside into the reserve for the future studies.

He noted that Forestry and Trails is divided into three categories including major repairs or replacements of structures on the CP rail trail which has a budget of $66,000 for 2025. Major replacements must go to tender, but most are done internally by the Transportation department. Director Taylor noted that the department has put a pause on parking lots more recently given the significant increase in cost of snow clearing. He noted that options for parking are currently being assessed and that they are done in tandem with nearby road construction projects to reduce costs.

He noted that the planning department tries to maintain a healthy reserve to cover any unexpected major repairs.

The Committee shared comments on invasive species, particularly wild chervil, and the impacts the County is currently facing where Director Taylor noted the County is currently working with the Grey Sauble Conversation Authority and the County's weed inspector.

Paramedic Services

Director of Paramedic Services, Kevin McNab, outlined the department’s 10-year capital, sharing that the department currently has 17 ambulances and two were just received for 2025 bringing this number to 19. This gives the department twelve frontline ambulances and seven spares for shift changeover, maintenance, and breakdowns.

He noted that the ambulances have a six-year replacement cycle, where due to supply chain issues some are already seven to eight years old and have significant maintenance costs. Ambulances are typically disposed at 275,000 to 350,000 kilometres, but some are sitting at even higher mileage. He noted the long lead times in

receiving ambulances but noted that there are two new vendor potentials coming which will hopefully reduce lead times. He noted that there are nine first response units are in the system for approximately five to ten years.

Director McNab noted the department uses 19 frontline power stretchers and has 3 spare stretchers on hand. The power stretchers can lift up to 700 pounds reducing injuries for paramedics. The manufacturer of the stretchers, Stryker, warranties them for seven years, but they are kept for ten years. He noted our Transportation Services department maintains the stretchers.

He noted the department currently has 27 cardiac monitors defibrillators and noted this is a tool that is used on a regular basis. The units are replaced on a seven-year cycle and have a lifetime warranty.

He noted the department recently acquired 19 mechanical CPR devices called Autopulses. These units have a ten-year useful life, and the department will purchase five additional units over the next four years.

He noted the use of stair chairs which makes it safer for patients and paramedics. There are currently 20 stair chairs in the service and they are kept for 10 years. Like the power stretchers, these are warrantied by Stryker for seven years.

Director McNab shared that the department has recently acquired 60 iPads for all of their trucks, moving away from Toughbook computers which were expensive and not reliable. He noted the hope is to get five years out of them and that this is a huge cost savings for the department. AVL/GPS units are a Ministry of Health requirement and the updated mapping technology within the iPads, Waze, brings all of the road closure information right to the paramedic for a more reliable mapping tool.

He noted with the recommendations from the 2023 ORH to meet growing demand in Grey County, the department is borrowing from the equipment reserve to fund enhancements as required expenditures exceed available grant funding which represents an estimated cumulative levy investment of $410,000 per year until 2034.

Part of the comprehensive deployment review plan included one base rebuild in Durham and four new base locations in Feversham (2025), Ayton (2026), Thornbury (2027) and Cobble Beach (2028). The department is currently assessing a base relocation for the Dundalk location as the fire department needs the space to expand their own service.

Director McNab noted the 2026 budget will request approval to update the ten-year plan and determine what to do over the next six years and if any changes need to be made. He noted the review will analyze population growth, call volumes, response times and shift times and if resources need to be maintained, increased or decreased to maintain response times.

He noted with building condition assessments, it is recommended over the near future to replace the flooring, roof and parking lot at the Owen Sound base and to have the carbon monoxide detectors replaced at the Craigleith base. He noted the department is getting a second opinion in relation to the roof replacement at the Owen Sound base as

it may not need replaced as soon as the first assessment. He also noted the parking lot replacement at the base will likely be pushed out further as it's in great condition.

Garrett Reed, Manager of Accounting, noted that the goal is to plan for an annual 3.5% inflationary rate increase based on past trends. He noted that there are not a lot of vendors in the industry, so the inflation rate is normally higher.

He noted that the equipment reserve balance will drop significantly over the next six years but will catch up in 2035.

The Committee asked if there is any way to increase the length of time in keeping ambulances, Director McNab noted the majority of the issues are mechanical.

The Committee expressed if there was a need for the trailer where Director McNab noted the department uses it for rope training and important special events, with large gatherings where there is a need to have extra equipment on hand for and to have a shelter in hot or cold weather.

FR-BFC-10-25 Development Charges Reserve Fund

BFC08-25
Moved by: Councillor Nielsen
Seconded by: Councillor Mackey

That report regarding the 2024 Development Charges Reserve Fund Statement be received; and

That Council accepts the Treasurer's declaration that the County is in compliance with the reporting requirements of the Development Charges Act, 1997 and any additional reporting requirements identified by the Smart Growth for our Communities Act, 2015 (Bill 73); and

That report and related attachments be made available on the County's website or upon request.

Carried

FR-BFC-11-25 Investment Report

BFC09-25
Moved by: Councillor Nielsen
Seconded by: Councillor Dickert

That report FR-BFC-11-25 regarding the 2024 Investment Report be received for information.

Carried

FR-BFC-12-25 Lease Financing Report

BFC10-25
Moved by: Councillor Mackey
Seconded by: Councillor Keaveney

That report FR-BFC-12-25 Lease Financing Report as of December 31, 2024 be received for information.

Carried

Correspondence

There was no correspondence.

Other Business

There was no other business.

Next Meeting Date

Wednesday, July 23, 2025 at 10:00 a.m. in the Grey County Council Chambers

Adjournment

On motion of Councillor Dickert, the Budget and Finance Committee adjourned at 4:17 p.m. to the call of the Chair.