



COUNTY COUNCIL ORIENTATION

Term: December 1, 2018 – November 14, 2022



ElginCounty
Progressive by Nature





CHIEF ADMINISTRATIVE OFFICER/CLERK

As Elgin County's Chief Administrative Officer and Clerk, and on behalf of Management Team and our staff, I am very pleased to welcome you as new or returning members of Elgin County Council. This handbook has been diligently compiled to provide you with key information that you will need throughout the term and includes Council Policies, the Elgin County Council Procedural By-Law and Council's Code of Conduct.

It is a privilege to highlight some of the successes and improvements that are a result of the commitment, dedication and hard work that is consistently demonstrated by our staff. In our collective commitment to excellence in services and programs, I note that throughout my tenure, our staff has continued to strive to exceed the expectations established by County Council. What drives our actions as we approach our daily work is a commitment to living out Council's Vision of delivering a safe, pleasant community for all citizens through a variety of services to promote quality of life and our rich historical and agricultural heritage.

Elgin County has proven to be "Progressive by Nature" with exciting new developments in each department including a new Heritage Centre, a new POA Court Facility (currently under construction), and ongoing work on a redeveloped Terrace Lodge Long Term Care Facility. Each department has a lot to celebrate and our team is in a great position to continue to deliver an incredible suite of services to our great community.

Nevertheless, our work is not without challenges. 2018 was a year of great change, with a change in three key leadership positions including the CAO/Clerk, Director of Homes and Seniors Services and Director of Engineering Services. The collapse of the bridge in Port Bruce, project challenges associated with Terrace Lodge Long Term Care Facility redevelopment and many changes resulting from amended legislation, among others, kept your predecessors very busy. The previous term of Council can take great pride in having successfully navigated these significant challenges.

There are broader municipal challenges on the horizon for this Council's term. Increasing costs for legislated services will require careful prioritizing. Together we will have to remain uniquely positioned as an "Employer of Choice" as we tackle the "war for talent" and recruitment challenges that come with staggering statistics for municipal employees who are eligible for retirement. Innovation is taking the private sector by storm and we are at risk of being left behind. This will require careful consideration of our traditional approaches and policies to realize innovative and creative approaches. Social media has become an influential aspect of day-to-day business. Considering which ingredients of social media are useful and applicable to our services requires careful, ongoing evaluation. The growing fiscal crunch and need to optimize infrastructure spending and operate in an environment of "cost containment" is ever present. The revenue sources available to local governments are narrowly based and often inadequate to meet the challenges of persistent service demands.

While there will be many challenges ahead, we are committed to doing more with less, all in an effort to meet our community's needs and expectations. Our ever-present focus on the community will help us navigate these challenges. Additionally, by maintaining a healthy and productive connection with our local municipal partners, neighbouring Counties and the City of St. Thomas we will continue to seek opportunities for efficiencies in service delivery and shared services.

In conclusion, I sincerely acknowledge the excellent, compassionate and results driven service that is accomplished through the combined efforts of all County departments, constituent municipalities in Elgin and by staff as they perform the important work of their respective roles. Since I assumed the role of CAO/Clerk in September 2017, your team has consistently proven that they are capable, adaptable and ready to begin a new chapter, with goals imagined by you.

I can't wait to see what is yet to come for our County.



Julie Gonyou
Chief Administrative Officer



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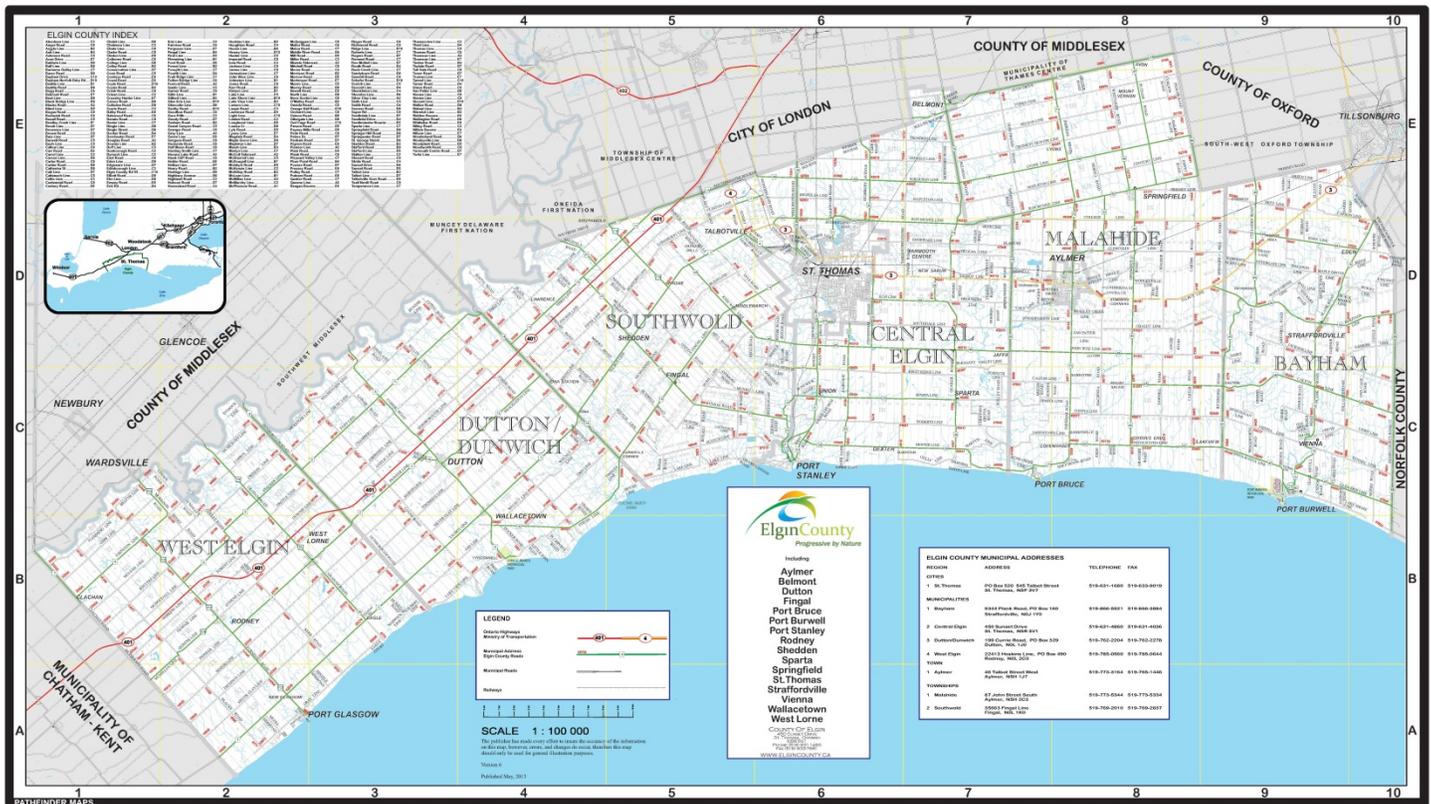


ABOUT ELGIN

Originally Elgin County was part of Middlesex County, which was reorganized as the United Counties of Middlesex and Elgin in 1851. Elgin was named after Lord Elgin, who was Governor-General of Canada at the time.

The County was separated from Middlesex and became incorporated in 1852; the original municipalities included the Townships of Aldborough, Dunwich, Southwold, Yarmouth, Malahide, Bayham and South Dorchester and the Village of St. Thomas which also served as the County Seat. In 1861, the City of St. Thomas officially separated from the County and formed a single tier government. The City of St. Thomas is geographically within the boundaries of Elgin County and part of the Elgin census division, but is separated from County Administration.

While the boundaries of the County have remained unchanged to this day, there have been a number of changes to local governments over time, with the emergence of new towns and villages and the departure of others. The most significant change occurred in 1998 when the County restructured into seven local municipalities.



The seven municipalities within Elgin County are all unique in their own ways, providing employment, recreation, transportation options and a friendly and welcoming feel to residents and visitors alike. Elgin County is composed of seven incorporated municipalities (in order of population): Municipality of Central Elgin, Township of Malahide, Town of Aylmer, Municipality of Bayham, Municipality of West Elgin, Township of Southwold, and the Municipality of Dutton Dunwich.



HISTORICAL TIMELINE

- 1851 - Middlesex County was reorganized as the United Counties of Middlesex and Elgin.
- 1852 - Elgin County was separated from Middlesex and became incorporated.
- 1876 - The House of Industry and Refuge (predecessor to Elgin Manor) for the County of Elgin opened making Elgin one of the first counties in Ontario to establish such a facility.
- 1936 - Elgin County Library originally formed as a cooperative association representing libraries in Bayham, Rodney, Shedden, Sparta and West Lorne.
- 1964 - Elgin Manor opened.
- 1966 - Elgin County Library was incorporated with twelve branches and a county library board that replaced all the previous library boards. County Council currently acts as the library board.
- 1977 - Terrace Lodge opened.
- 1995 - County Council appoints first CAO/Clerk.
- 1997 - Elgin County takes over operation of Bobier Villa.
- 1998 - Amalgamations and restructuring of Elgin into seven municipalities.
- 2001- Operation of Provincial Offences is transferred to Elgin County.
- 2002 - The Elgin County Archives is established.
- 2003 – New Elgin Manor is built.
- 2006 - The Economic Development and Tourism Department is established.
- 2006 - The Elgin County Museum (formerly the Pioneer Museum) reopens on the 4th floor of the Elgin County Administration Building.
- 2013 - County Council adopts the first Elgin County Official Plan.
- 2017 – County Council builds new Heritage Centre.
- 2017 – County Council begins construction on new Provincial Offences Act Court Facility.

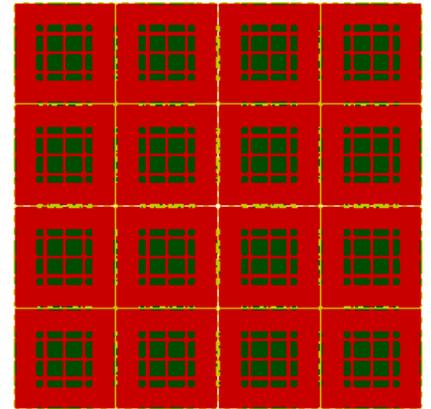


CREST, TARTAN & LOGO



On April 16th, 1852 County Council passed a motion instructing the clerk to purchase a seal about the size of a dollar with the device of a beaver and a maple leaf in the centre and the words "Corporation of the County of Elgin A. D. 1852" on the margin for the use of the Council. The purpose of this seal is to endorse all legal documents including by-laws.

The Bruce Tartan is the tartan of the Bruce Clan or family. The County was named after the Governor General at the time of formation in 1852 who was James Bruce, 8th Earl of Elgin but referred to as Lord Elgin. Elgin County Councillors wear a Bruce Tartan tie at formal occasions. The Bruce Tartan colours are red, forest green, white and yellow.



In 2009, a modern logo and tagline were developed for marketing and branding purposes. The logo takes its shape from Elgin County's natural landscape elements: representing the waves of the lake, the hills of Elgin County and the sun. The green represents Elgin County's strong agricultural roots and its strength in environmental innovation, blue represents the expansive Erie lakefront, and yellow represents the warmth and welcoming attitude of Elgin's communities.

The tagline "*Progressive by Nature*" represents the spirit of entrepreneurship that has been a cornerstone of Elgin County's pioneering perseverance since its establishment in the 1800s. It puts emphasis on the vast natural resource that Elgin County businesses, residents and tourists have access to. It is also indicative of the innovations and technologies being developed in the environmental, energy and agribusiness sectors in Elgin County.



SELECTION OF THE WARDEN

The *Municipal Act, 2001* requires Council to appoint the Head of Council (“Warden”) at its first meeting. No other business is conducted until the Warden is confirmed. Each year a new Warden is elected.

The Inaugural Meeting and Election of the Warden will take place on **December 11, 2018 at 7:00 pm**. The majority of members of Council must be present to elect a Warden. Once a Warden is elected a reception is held and the meeting is suspended and **resumes on December 13, 2018 at 9:00 am**.

At the Inaugural Meeting, the CAO/Clerk prepares ballots for voting and takes the Chair until a Warden has been selected. The CAO/Clerk asks those Members of Council seeking the Office of the Warden to stand. Each person aspiring to this position is granted the opportunity to address Council for no more than 5 minutes. This is done in alphabetical order if there is more than one person aspiring to this position. If only one Member indicates his or her intentions to run for the Office, the election procedure is dispensed with in favour of a resolution appointing the Warden.

If voting is required, it is done by secret ballot and balloting will continue until a candidate obtains a majority of votes. The CAO/Clerk then counts the votes in the presence of a witness chosen by the CAO/Clerk. In the event there are more than two (2) candidates, the candidate receiving the lowest number of votes shall retire. If two (2) candidates with the least number of votes are tied, then a tie-breaker ballot between the two lowest (tied) votes shall take place. In the case of equal votes for Warden, the successful candidate shall be determined by the CAO/Clerk placing the names of the candidates on equal sized pieces of paper in a box and one name being drawn by a person chosen by the CAO/Clerk. The Warden-Elect shall forthwith sign and declare and read aloud the Declaration of Office and, on completion thereof, he or she shall take the Chair.

APPOINTMENT OF DEPUTY WARDEN

For many years, the position of Deputy Warden was held by all members of Council on a rotating monthly schedule. Council had a desire for the Deputy Warden position to have increased continuity and continued leadership beyond their one-year term. In 2018 Council undertook a 6-month pilot which utilized the immediate past Warden as Deputy Warden in the following year. This pilot was successful in achieving Council’s goals for this position. With a focus on promoting stability, providing leadership and organizational history for strategic discussions and providing the bridge to key organizational relationships throughout the year, Council decided to eliminate the rotating schedule for Warden and established a new procedure for the position of Deputy Warden.

The position of Deputy Warden will now be held by the most immediate past Warden who is a member of Council. In the event that there are no Past Wardens on Council following a Municipal Election, Council shall vote and appoint a Deputy Warden at the Inaugural Meeting.



COUNCIL GOVERNANCE

County Council is comprised of nine (9) Members, and includes the Mayors from each of the seven (7) municipalities within the County of Elgin and the Deputy Mayors of the Municipality of Central Elgin and the Township of Malahide. The Warden or Head of Council is elected by County Council from amongst the Members of Council on an annual basis. The Deputy Warden is held by the most immediate past Warden who is a member of Council. The municipal election was held on October 22, 2018. The term of office is four years with the current term of Council being December 1, 2018 to November 14, 2022.

Each Member of Council has one (1) vote. Council's Procedural By-Law (revised 2018) establishes the rules of order for Council and Committee Meetings. Council also follows Council Policies (revised 2018, Appendix A) and has a Code of Conduct (Appendix B) which ensures Members of Council share a common basis and understanding for acceptable conduct extending beyond the legislative provisions governing the conduct of Members as set out in legislation.

After its Inaugural Meeting, County Council generally meets in the Council Chambers of the Elgin County Administration Building, 450 Sunset Drive, St. Thomas on the second and fourth Tuesday of each month at a time designated by the Warden (typically 9:00 am). Council will establish a set schedule for Council meetings on December 13, 2018. Depending on the length of the agenda, lunch is served immediately following the meeting. Coffee and water is available during the morning break.

County Council utilizes Committee of the Whole for the majority of their proceedings in an effort to relax the usual limits on debate and allow for a more open exchange of views without urgency of a final vote. For more information on this, rules of debate and other Council proceedings please refer to the Procedural By-Law.

The duties of the Warden, Deputy Warden and Council Members are provided for in the Procedural By-Law. The duties of Warden include, but are not limited to, carrying out duties established in the *Municipal Act, 2001*, acting as the Chief Executive Officer of the County, presiding over Meetings, providing leadership, representing Council at functions and providing information and recommendations to Council to ensure policies, practices and procedures are in place to implement decisions of Council.

The Deputy Warden fulfills the basic duties of the Warden in the absence of the Warden and when requested to do so by the Warden.

The duties of Council Members include carefully considering and making decisions about Meeting business, voting on Motions to put to a vote, listening attentively and participating in Meetings and respecting and following the decisions of Council or a Committee.



GOVERNMENT AUTHORITY

The authority of local government in Ontario is established by the *Municipal Act, 2001* which came into force on January 1, 2003 and was amended in 2007. As such, the previously specific and prescriptive powers were replaced with broad, permissive powers. The *Municipal Act* balances increased local autonomy and flexibility with requirements for improved accountability and transparency of municipal operations. In November 2016, *Bill 68 – Modernizing Ontario’s Municipal Legislation Act, 2017* was introduced in response to a review of the *Municipal Act* and the *Municipal Conflict of Interest Act*.

In response to the many legislative changes set forth in Bill 68, County Council completed a comprehensive review and update of all Council documents.

DECISION MAKING (CORPORATION AND COUNCIL)

The County of Elgin is both a government and a corporation and complies with the laws under which governments act, and also with laws of a corporation and an employer in the Province of Ontario. If there is a conflict between Council’s Procedural By-Law and a valid and binding statute, the provisions of the statute prevail.

The CAO/Clerk supports the approval, preparation, publication and public access to Council’s Agendas. County Council makes its decisions by passing resolutions and by-laws. Unless the Procedural By-Law states otherwise, a matter passes when a Majority of Members present vote in the affirmative. County Council must conduct itself in accordance with its Procedural By-law and must meet regularly in a public forum. The *Municipal Act, 2001* includes provisions to consider matters in Closed Session (Appendix C).

Council Members are required by the *Municipal Conflict of Interest Act, RSO 1990, c.M50* to declare any conflict of interest (“pecuniary interest”) both direct and indirect in a written statement provided to the CAO/Clerk. Disclosures will be made publicly available and CAO/Clerk will maintain a registry of statements.

LEGISLATIVE CHANGES

Mandatory Codes of Conduct: Bill 68 will require municipalities to establish codes of conduct for Members of Council and local boards.

Integrity Commissioners: Municipalities will be required to provide access to an Integrity Commissioner, as well as indemnify that person, or anyone acting under his/her instructions.

Closed, Open and Electronic Meetings:

The definition of “meeting” has been amended to mean any regular, special or other meeting of a Council, of a local board or of a committee of either of them, where a quorum of members is present and members discuss or otherwise deal with any matter in a way that materially advances the business or decision making of Council or Committee. Additional exceptions which allow Council to go into Closed Session have been added. Members may also now electronically participate in meetings that are open to the public, but cannot be counted towards quorum.

Alternate Councillors: Lower-tier municipalities may also now appoint an alternate member of Council to replace an upper-tier Member of Council if they are not able to attend a meeting.

Council-Municipal Staff Relationship Policies: Municipalities are now required to establish Council-municipal staff relationship policies.

Pregnancy and Parental Leave:

Municipalities are required to develop policies on pregnancy and parental leave for Council Members, and the offices of Members of Council would not become vacant because of an absence related to pregnancy or parental leave for 20 consecutive weeks or less.



GENERAL COUNCIL INFORMATION

DRESS CODE

Business attire including a dress shirt/blouse, jacket, dress pants or suit (tie is optional) is in place for all regular meetings of Council. Traditional dress code, including navy blazer with County Crest, grey dress pants/skirt and Bruce Tartan tie are required for Warden's election, banquet, photo and any other occasion deemed appropriate by the Warden and may be worn at any County function/meeting if Members wish to do so. Crest and Tie are supplied by the County of Elgin. Cost of blazer is reimbursed once per term up to \$200 (tax included with receipt).

CORPORATE BRANDING POLICY

An allowance of up to \$300 for the Warden and \$200 for members of Council and County Directors will be provided once per term for the purchase of County-logoed clothing.

FOOD & DRINK

- As per the County's Procedural By-Law, no member shall partake of food in the Council Chamber while the Council is meeting. Non-alcoholic beverages are permitted.
- The Warden, at his or her discretion, will call a recess during Council meetings. Coffee and non-alcoholic refreshments will be available for Councillors and appointed officials.
- Councillors and appointed officials shall be provided with a meal when appropriate during Council meetings. Lunch may not be provided if the agenda is expected to be short.

EMERGENCY & SPECIAL MEETINGS OF COUNCIL

The Warden may, at any time, summon a Special or Emergency Meeting of Council. In the absence of the Warden, the CAO/Clerk may call a Special or Emergency Meeting. As much notice as possible will be provided to both members and the public. Business conducted at Special or Emergency meetings are limited to the business included in the Notice of Meeting.

AGENDA

The Council agenda is emailed to County Councillors at least 5 days prior to the Council meeting. Additional items may occasionally be emailed out but not later than the Friday preceding Council.

STATUTORY POSITIONS/SIGNING AUTHORITY

- CAO/Clerk and Treasurer (Director of Financial Services) – two (2) positions required to carry out statutory duties as outlined in the Municipal Act, 2001.
- Warden and CAO/Clerk have signing authority, unless authority is delegated by by-law.



COUNCIL COMMITTEES

At the Inaugural Meeting of County Council, the Warden recommends and Council appoints representatives from Council to various committees/boards/agencies. All Members of Council are appointed to at least one position on any Committee, Board or Agency and all Members of Council are equally eligible to serve on any Committee, Board or Agency. Members will be asked to rank their choices at the Inaugural Meeting on December 11th, 2018. The Warden will recommend and Council will appoint members to Committees at the extension of the Inaugural Meeting held on December 13, 2018.

All Members of Council are equally eligible to serve on any Committee (see chart below) and all Members of Council will be appointed to at least one position on any Committee, Board or Agency. Any Member attending a meeting of a Committee, Board or Agency will not be entitled to additional compensation but will be entitled to reimbursement of travel expenses, in accordance with County policy.

Unless Council specifies in the Procedural By-Law, and with the exception of the Greenlane Community Trust Committee (1-year term, alternating with the City of St. Thomas representative), all terms for Committee, Board or Agency appointments coincide with the term of Council. An employee of the County will function as the Secretary of the Committee wherever possible.

Council may at any time, pass a motion to strike a Committee (ad hoc, steering, quasi-judicial) to report on any matter or to perform any special service pursuant to the *Municipal Act, 2001*. All Committees must have terms of reference that will be reviewed with each term of Council and prior to any new Committee appointments. An example of a Committee that has been established on an as-needed basis is a Human Resources Committee – composition is up to three (3) Councillors and is generally established when the County is recruiting individuals for key leadership positions.

A Meeting of any Committee may be called by the Chair whenever a Meeting is considered necessary by at least a majority of Members of such Committee. The general rules for Committees are included in the Procedural By-Law.

The Duties of Committees include:

1. To report to Council from time to time, whenever desired by Council and as often as the interest of the County may require, on all matters concerned with the Committee;
2. To recommend action by Council in relation to matters concerned with the Committee as may be deemed necessary;
3. To be prepared and introduce into Council all By-Laws that may be necessary to give effect to their reports or recommendations as are adopted by Council;
4. To consider and report on any and all matters referred to them by Council or the Warden and every such report shall be signed by the Chair submitting the same;
5. To comply strictly with the transaction of all business to the rules of the Procedural By-Law.

COUNCIL ORIENTATION



COMMITTEE	COMPOSITION	ROLE
Dispute Resolution	Three (3) Councillors	A joint Committee with the City of St. Thomas used to resolve disputes or issues related to shared services. *meetings are on an as-needed basis.
Elgin County Museum	One (1) Councillor	This Committee acts in an advisory capacity to County Council and staff on an as needed basis on matters including admission and membership fees, ideas and research on exhibitions, feedback on potential acquisitions, fundraising activities and review of draft policies and procedures.
Southwestern Public Health	Warden, Two (2) Councillors	The Board of Health for Oxford Elgin St. Thomas Health Unit is the governing body of Southwestern Public Health. The Board is accountable to the community, the Ministry of Health and Long Term Care, the Ministry of Health Promotion, and the Ministry of Children and Youth Services. * Meetings are held monthly in the evening and alternate between Woodstock and City of St. Thomas.
Health Recruitment Partnership	One (1) Councillor	A joint Committee with the City of St. Thomas established to recruit and maintain physicians in Elgin County and the City of St. Thomas. * Meetings are held at 7:30 am at City Hall approximately 1x/month.
Joint Elgin/Central Elgin Accessibility Advisory Committee	One (1) Councillor	In conjunction the Accessibility for Ontarians with Disabilities Act, the Joint Accessibility Advisory Committee provides advice to participating municipal councils in relation to accessibility planning and legislated standards. * Meets 4x/year
POA Court Facility – Building Committee	Warden, Three (3) Councillors	The Building Committee's role involves: review and approval of construction Request for Proposals/tenders, Architect/consultant meeting attendance, project progress reports to council, review and authorization of change orders and approval of disbursements as per the County's procurement policy. * Meets on an as-needed basis following lunch after Council Meetings, generally 1x/month.
Rural Initiatives	Three (3) Councillors	A committee established to promote the viability of agricultural and rural affairs in the County and throughout the Province. Main tasks include advising Council on key initiatives, demonstrating Council's commitment to delivering services to rural communities, to act as a planning Advisory Committee by providing information, perspective and recommendations to Council and to receive grant applications and make recommendations to Council.
St. Thomas-Elgin Public Art Centre	One (1) Councillor	Governing body for the St. Thomas-Elgin Public Art Centre. Meetings are generally held 1x/month.
Terrace Lodge - Building Committee	Warden, Mayor of Aylmer, Mayor of Malahide, Deputy Mayor of Malahide	The Building Committee's role involves: review and approval of construction Request for Proposals/tenders, Architect/consultant meeting attendance, project progress reports to council, review and authorization of change orders and approval of disbursements as per the County's procurement policy. * Meets on an as-needed basis following lunch after Council Meetings, generally 2x/month.
Water Advisory Committee	One (1) Councillor	The Elgin Clean Water Program is a rural water quality initiative that provides technical assistance and financial incentives to help landowners embark on stewardship projects. A Review Committee has been established to oversee the program and review and approve projects. The Committee meets approximately 1-2 times a year.
Green Lane Community Trust Fund Committee	One (1) Councillor (Alternates every other year with City of St. Thomas)	This committee evaluates Green Lane Community Trust Fund applications for community projects in Elgin and St. Thomas.



CODE OF CONDUCT

The members of Elgin County Council have and continue to recognize their obligation to serve their constituents in a conscientious and diligent manner recognizing that as leaders of the community, they are individually and collectively held to a higher standard of behaviour and conduct.

The County of Elgin adopted a Code of Conduct for Members of Council in 2004 and adopted a new Code of Conduct in November 2017. The Code of Conduct (Appendix B) ensures that elected officials share a common basis and understanding for acceptable conduct extending beyond the legislative provisions governing the conduct of Members of Council as set out in the Municipal Act, 2001; Municipal Conflict of Interest Act; Municipal Elections Act, 1996; and the Municipal Freedom of Information and Protection of Privacy Act.

The Code of Conduct sets out and identifies expectations for members of council and establishes rules for appropriate conduct. The Code of Conduct addresses council member conduct relative to access to information and confidentiality, staff relations, gifts, political activity, and participation in community groups and organizations among others. Adherence to these standards will protect and maintain the County of Elgin's reputation and integrity. Members have important obligations and responsibilities to those they represent, serve and interact with in connection with carrying out the roles and duties attending a Member's office.

CODE OF CONDUCT SERVES TO:

- To establish guidelines for ethical conduct required of Members;
- To establish guidelines to encourage and ensure interpersonal conduct, communications and interactions consistent with legal requirements (i.e. *Occupational Health and Safety Act*, *Ontario Human Rights Code*); and
- To provide mechanisms to ensure accountability and compliance with the required ethical and interpersonal conduct standards of this Code of Conduct.

INTEGRITY COMMISSIONER/CLOSED MEETING INVESTIGATOR/OMBUDSMAN

Through By-law, Elgin County appointed *Independent Resolutions Incorporated* as Integrity Commissioner, Municipal Closed Meeting Investigator, and Ombudsman. Independent Resolutions also provides services to all municipalities in Elgin with the exception of the Town of Aylmer. The retainer for these services is covered by the County of Elgin if municipal partners wish to utilize any of the services of Independent Resolutions Inc. Our partner municipalities are responsible for the hourly fees associated with this service. The Integrity Commissioner will report to the local CAO and Council for local municipal issues. Taking a coordinated approach to this service across the County ensures that there is a common education program and service approach throughout the County of Elgin, increasing citizen awareness of the service across all municipal boundaries. These services can be accessed by emailing:

independentresolutions@gmail.com. Complaint forms are available via the County's website.



VISION, PRIORITIES & CORPORATE VALUES

COUNTY COUNCIL VISION, CORPORATE VALUES

The County of Elgin strives to provide a safe, pleasant community for all citizens through a variety of services designed to promote quality of life and our rich historical and agricultural heritage. Council's vision and direction for 2018-2022 services will be determined through a formal visioning session early in the term.

CORPORATE GOALS

1. To ensure fiscal responsibility and accountability
2. To promote cultural services
3. To nurture and support dignified long-term care
4. To be recognized as a desired employer
5. To promote Elgin as "the Place to Live"
6. To forge community partnerships
7. To provide innovative and collaborative quality service
8. To recognize and seize opportunities for improvement
9. To build and maintain an efficient, affordable, effective and safe transportation network that accommodates the diverse needs of our communities and is able to support economic development and sustainable growth

COUNCIL PRIORITIES (previous term)

- Increasing and promoting economic development and tourism
- Increasing level of cooperation and joint services with the City of St. Thomas
- Implementing the County Official Plan
- Investing in the County Road Infrastructure
- Continuing to streamline County Operations using best practices
- Realizing an affordable tax rate increase by maximizing funding sources and improving efficiency and savings
- Maintaining services
- Increasing economic development opportunities



CORPORATE PROFILES

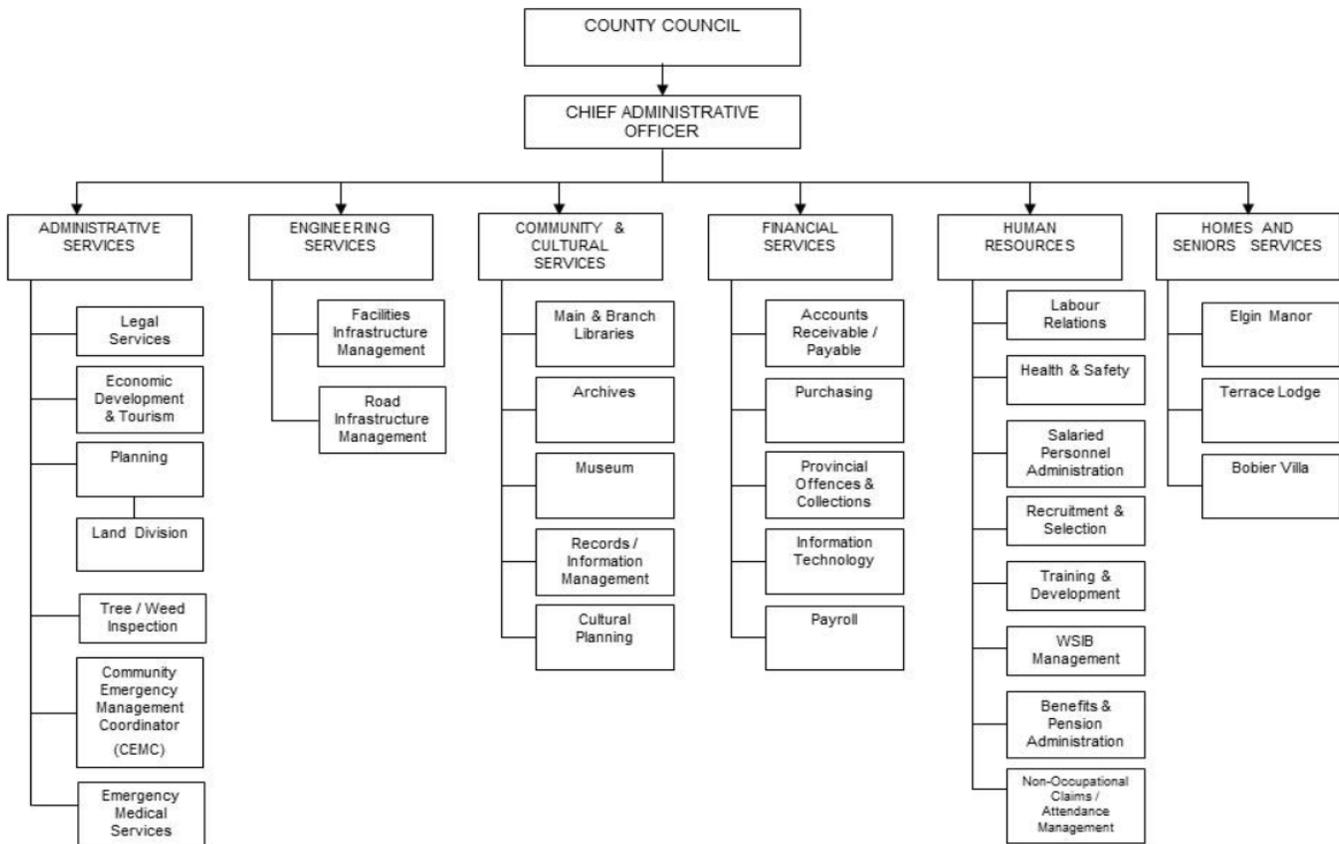
SENIOR LEADERSHIP TEAM “MANAGEMENT TEAM”

The Management Team is a multi-disciplinary/multi-departmental team, representing all facets of the County’s governance structure, responsible for implementing Council’s vision/priorities with a focus on corporate priorities.

In order to ensure that critical decisions are made in a coordinated manner, Management Team is comprised of all Senior Managers in the organization. This team meets bi-weekly to review and direct ongoing service delivery, key corporate initiatives and to address any issues and opportunities that arise. This team ensures coordination and collaboration in service delivery and corporate priorities such as the budget. This team is operational in nature and support the CAO/Clerk.

ELGIN COUNTY ORGANIZATIONAL STRUCTURE

County of Elgin - Departmental Organizational Chart





ADMINISTRATIVE SERVICES/OFFICE OF THE CAO/CLERK

Description
<p>CAO/Clerk manages “up and out” (Council & the public) and “down and in” (staff & services) providing management and administrative leadership for all departments to support Council’s vision and goals. The CAO/Clerk has a focus on building a County that delivers customer service excellence, develops strategic and corporate initiatives and is committed to strengthening Elgin County’s economic development base through the provision of services and programs that meet the needs of our growing community.</p> <p>As the most senior management executive in the municipal administration, the CAO/Clerk is general manager of the corporation and chief policy advisor to the Warden and Council. The CAO/Clerk also plays an important leadership role in the community’s economic, environmental and social development.</p>
Key Functions
<ol style="list-style-type: none"> 1) Leads and manages all County departments. 2) Provides insight, strategic counsel and advice to support the County’s key strategic priorities and corporate values. 3) Provides governance through the execution of corporate records, policy development, issue prioritization and monitoring of senior level action items including financial sustainability through cost containment. 4) Researches and assesses opportunities for Council on emerging best practice issues, including emerging issues and directions from other levels of government. 5) Advocates for the County’s strategic priorities, management team goals and objectives and departmental service plans. 6) Builds and maintains relationships with senior government staff and agencies. 7) Raises awareness and visibility of Elgin County as a model of municipal government. 8) Helps the organization accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management and governance processes. 9) Liaises with outside boards and agencies, such as the Health Unit, Hospital, etc. 10) Provides support to the Police Services Board by acting as Secretary/Administrator.
Challenges
<ol style="list-style-type: none"> 1) Keeping pace with changing legislation and regulation 2) Ongoing - strengthening relationship with local municipal partners 3) HR - streamlining administration through attrition and succession planning 4) Managing public expectations 5) Adequacy of municipal revenue to meet the growing demand for services



FINANCIAL SERVICES DEPARTMENT

Description
<p>The Financial Services Department is comprised of a director, three analysts, a purchasing coordinator and a clerk. The Information Technology Department and the Provincial Offences Department report into Financial Services. The role of the Finance Department is to ensure that the objectives and policies of Council are delivered upon. The following paragraph describes how Finance employs financial tools and controls to that end.</p> <p>The ten-year business plan is a tool used to ensure that our critical infrastructure is maintained at the lowest cost into the future. It enables County Council to communicate to taxpayers the operating and capital costs considered essential to the successful operation of the County. As a planning tool, it provides stability in our tax rates by taking a long-term perspective in the decision-making process. The ten-year plan dovetails with the annual budgeting process in driving staff to identify and implement cost savings and efficiencies throughout the organization. The budget is an allocation of resources among different functions that is a statement and a synthesis of community goals and expectations. Monthly performance reporting provides management with a tool to manage their costs throughout the year to the established budget. The purchasing policy ensures procurement decisions will be made using a competitive process that is open, honest, fair and impartial.</p>
Key Functions
<ul style="list-style-type: none"> • Financial Planning • Budgeting • Cost Control • Cash flow management • Preparing monthly variance analysis • Preparing annual statements • Accounting • Purchasing • Payroll • Internal Control and Compliance • Funding (taxation and debt) • Information Technology • Provincial Offences
Challenges
<ul style="list-style-type: none"> • Decline of the industrial sector (\$1 million in lost taxation) and loss of provincial funding (\$5 million in OMPF) coupled with stagnate growth (population growing below provincial average) • Construction inflation, after many years of stability, is now growing • Ensuring capital investments are made in a timely basis resulting in lowest life-cycle costs • On-going process of continuous improvement to improve service quality while reducing costs • Port Bruce bridge (\$5 million unplanned), Terrace Lodge Rebuild • Geography of Elgin (elongated with low population density) results in higher costs to deliver services; Balancing increased service demands with desire for a reduced tax rate



PROVINCIAL OFFENCES ADMINISTRATION

Description
<p>The Provincial Offences Administration (POA) has been operated by the County since 2001. There are currently 3 full time and 1 part time staff members and a supervisor. It is very fast paced environment and often requires the need to deal with difficult people.</p> <ul style="list-style-type: none"> • Provincial offences are minor (non-criminal) offences that include, but are not limited to: <ul style="list-style-type: none"> ○ Highway Traffic Act (HTA) ○ Compulsory Automobile Insurance Act (CAIA) ○ Liquor Licence Act (LLA) ○ Trespass To Property Act (TPA) ○ Occupational Health and Safety Act (OHSA) ○ Environmental Protection Act (OPA) ○ Ontario Society for the Prevention of Cruelty to Animals (OSPCA) ○ Municipal Bylaws
Key Functions
<ul style="list-style-type: none"> • 2017 had over 10,000 charges laid with 84 regular court days and 15 court days for special trials. • 2018 charge volumes will not be known until year end however there are 85 regular court days and 18 court days for special trials currently scheduled. • Court days are held every Thursday, the 2nd and 4th Wednesday and the 2nd Friday of each month. With special trials being scheduled around regular dates. • Management of all court documents and proceedings, including: <ul style="list-style-type: none"> ○ Data entry ○ Scheduling ○ Payments ○ Enforcement ○ In court proceedings ○ Customer service to all stakeholders • Remaining impartial to all parties. • Working in accordance with the Provincial Statutes and Guidelines.
Challenges
<ul style="list-style-type: none"> • Having Part III matters prosecuted by various prosecutors supplied by the Crown's office which results in backlogs and inconsistent outcomes on matters. While we currently have carriage of these matters physically we do not have the ability to prosecute them with our County Prosecutors. Bill 177 provides for the download of the prosecution of Part III matters to the County Prosecutor however there has been no action on Bill 177 since the election in June, once we have the prosecution download we will be able to better utilize court resources and implement efficiencies in scheduling and have more consistent outcomes on these serious matters. • Dealing with attitudes and temperaments from customers. • Collection of past due fines – working within legislated parameters. • Working with outdated data management system provided by the province. (ICON) • Scheduling resources – judiciary and enforcement availability within specified court days. • Security and space issues – which will be resolved with new facility in 2019.



INFORMATION TECHNOLOGY

Description
<p>Equipped with a team of tech savvy professionals, the Information Technology department is charged with establishing, monitoring and maintaining information technology systems and services and ensure that all IT initiatives support business goals.</p>
Key Functions
<ul style="list-style-type: none"> • Maintenance and support of all County of Elgin systems and users including: 560 accounts, 295 computers, 42 servers, 114 smartphones and tablets. • Support for County local and wide area networks and communication equipment • Purchasing of all computer equipment and software • Development of the County's disaster recovery plan for IT • IT support to the Municipality of Central Elgin on a cost recovery basis (108 accounts, 80 computers, 17 servers) and Graham, Scott, Enns
Challenges
<ul style="list-style-type: none"> • Ensuring relevancy by exploring technological trends specific to government services and evaluating new and emerging technologies and software for use within County Departments • Providing enhanced services to staff, Council and the public through new and innovative technology and initiatives. • Network security and responding to the ever-evolving methods used by hackers attempting to infiltrate the network • All operating systems (server and desktop) must be upgraded by end of 2018 • Continuous evaluation of existing infrastructure and service offerings to determine extent to which service delivery can be improved or rolled out across the County. • Providing support to SWIFT to ensure the success of the broadband initiative in the County.



HUMAN RESOURCES DEPARTMENT

Description
<p>A team of 4.5 staff with overall responsibility for PEOPLE matters impacting the County's 450 employees. This includes developing, recommending and administering numerous policies and guidelines in areas of Recruitment and Onboarding, Wage and Personnel Administration, Pension and Benefits, Health and Safety, Accessibility, Training and Development, Workers' Compensation Management, Non-Occupational Claims/Attendance Management, and Pay Equity. It also includes Labour Relations and Collective Agreement Administration, Negotiations with three very different union partners, and Grievance Administration.</p>
Key Functions
<ul style="list-style-type: none"> • Transactional: Routine personnel functions to maintain efficient and effective operation. This would include governmental compliance activities, personnel record keeping, non-union program administration (compensation, benefits, pension, performance management, job evaluation, illness and accident claims managements) and collective agreement administration. • At-Elbow Business Partner: Added-value functions to elevate operational effectiveness by being internal and external customer focused. Some activities include recruiting, onboarding, and orientation of new hires; assisting in development of organizational succession planning; assisting in development of resolution of employee and labour relations issues; working closely with management to deliver effective and timely training and development activities; working with staff and Local Municipal Partners develop and implement accessibility policies to ensure AODA compliance. • Relationship Management: Provide best practise advice and counsel to organizational leadership to proactively manage challenges ahead; work closely with others throughout the organization to build, sustain, and reward success; planning for change.
Challenges
<ul style="list-style-type: none"> • Legislative Landscape: Amendments to Ontario's Employment Standards Act and Labour Relations Act (Bill 148) coming into force in 2019 dealing with minimum pay, scheduling, and record keeping will present further cost and administrative burden. • Negotiations: Bargaining for a renewal collective agreement with partners ONA and SEIU will take place during 2019. • War for Talent: Recruitment of Personal Support Workers remains difficult and competitive across the Long Term Care sector.



ELGIN COUNTY LIBRARY

Description
<p>Elgin County Library operates ten branches at the following locations: Straffordville, Port Burwell, Aylmer, Springfield, Belmont, Port Stanley, Shedden, Dutton, West Lorne and Rodney. Each municipality has at least one branch. The library has approximately 35 full and part-time staff and has over 11,000 active card holders, most of whom are county residents. The library is one of the few systems in Ontario that does not operate through a library board. Elgin County Council is the library's board which has proven highly effective.</p>
Key Functions
<ul style="list-style-type: none"> • Loaning of a collection comprising over 175,000 items encompassing books, e-books, audio books, music, movies, magazines, games and educational materials. The collection is constantly changing to meet popular demand. • Public access to computers, tablets and wireless networks. The library is often the only wireless network that is publicly available in our communities. • Processing of materials and linkage to a catalogue for public access, both in-branch and on-line through the library's website and mobile applications. • Daily transiting of materials to all branches in the system. Any item in the collection can be made available to patrons often within three days regardless of location (e.g. a book in Rodney can be loaned to a patron in Aylmer within 3 days and sometimes within 24 hours). • Inter-library loan services with other public libraries and universities across Ontario. • Participation in numerous partnerships and community organizations such as Elgin Children's Network, Mennonite Community Services and local immigration partnership. • Hosting of programs for all ages such as Summer Reading Club, adult book clubs, arts & crafts, health & wellness, e-waste recycling and tutoring / homework help. In 2017, total attendance at programs was over 28,000 people. • Government services such as Service Ontario and assistance with thousands of reference questions each year. • Active presence on social media with approximately 2,000 followers on Facebook and Twitter.
Challenges
<ul style="list-style-type: none"> • Aylmer Library serves the largest population and has the largest circulation in the system by far yet operates in the smallest facility by far on a per capita basis. • Ability to offer more operating hours such as on Wednesdays without impacting the County budget. • Constant pace of changing technology and ability to keep up with electronic resources.



ELGIN COUNTY MUSEUM

Description
<p>The Elgin County Museum’s mission is to promote Elgin County’s rich historical and agricultural heritage to all Canadians by acquiring, documenting, preserving, exhibiting and interpreting artifacts pertaining to the history of the County of Elgin; and to provide leadership and support to County museums in the promotion of a heritage partnership. The museum operates the Elgin County Heritage Centre which houses exhibits, programs and a gift shop. Curatorial offices and artifact storage are located on the 4th floor of the Elgin County Administration Building. The museum is served by two full-time staff, a summer student and a large base of volunteers. A member of council is appointed annually to serve on the Elgin County Museum Advisory Committee.</p>
Key Functions
<ul style="list-style-type: none"> • Development and installation of two to three exhibits per year on topics of local and national interest. • On-site visits and educational programming to schools in Elgin County and the London region. • Leadership on cultural tourism projects such as installation of historical plaques, barn quilts, heritage trails and commemorative events such as Remembrance Day. • Hosting of community meetings and special events at the heritage centre. • Operation of a gift shop showcasing Elgin County products and local arts & crafts. • Hosting and maintenance of the “Museums of Elgin County Database” which houses artifact descriptions for several partner museums across the county which is available to the public. • Proper preservation and control over 10,000 artifacts through two facilities that possess humidity, temperature and lighting controls.
Challenges
<ul style="list-style-type: none"> • Storage space: The museum has had to resort to storage of larger artifacts in the basement of Elgin Manor but this is not a long-term solution. • Will require an increase to staffing levels to accommodate more hours on weekends and holidays.



ELGIN COUNTY ARCHIVES

Description
<p>The archives acquires, preserves and makes available to the public permanent records relating to the County of Elgin, its constituent municipalities (including those of amalgamated municipalities) and records from private sources relating to the history of the county. The archives has two full-time staff, one part-time contract staff and at least one summer student and is open five days a week.</p>
Key Functions
<ul style="list-style-type: none"> • Appraisal and processing of archival records of permanent value in all formats, including paper, photographs, maps, audio/visual records and digital media. • Maintaining a proper environment to properly preserve collections through temperature, humidity and lighting controls. • Assisting with reference requests from the general public and municipal staff. Staff receives over 2,000 reference requests per year and also assist municipal partners on matter such as land-use planning, environmental site assessments, anniversaries, and research into heritage features. • Digitization of collections for availability on-line. The archives has one of the largest on-line collections in Canada for an institution of its size and has an active presence on social media. • Responsible for records management for all county departments, including secure destruction of materials under the county's records retention policy and compliance with freedom of information and privacy legislation.
Challenges
<ul style="list-style-type: none"> • Storage space: A modest expansion to storage is currently taking place but a further storage expansion will be required in the next five years. • Accessibility into the current facility given limitations of the elevator and location in the basement of the Elgin County Administration Building.



ECONOMIC DEVELOPMENT

Description
<p>The primary objective of the Economic Development department is the fostering or creating of an environment that supports the growth of the economy and prosperity for local residents. In order to accomplish this objective, the department undertakes programming and initiatives that:</p> <ol style="list-style-type: none"> 1. Support local business 2. Revitalize downtowns and tourism corridors 3. Attract investment 4. Market and promote local and regional assets <p>A team of five (General Manager, Business Development Coordinator, Marketing and Communications Coordinator, Tourism Services Coordinator, and an Economic Development Assistant) works to accomplish the above objective while cultivating creativity and talent in our rural communities to ensure continued economic growth to promote appealing and unique places where people want to live, work, and play.</p>
Key Functions
<ul style="list-style-type: none"> • Tourism • Business/Community Development • Marketing • Investment retention and attraction • Residential attraction
Challenges
<ul style="list-style-type: none"> • Lack of “shovel ready” employment lands and the limited supply of available buildings to meet the demand for leased space which hinders the department’s ability to accommodate investment enquiries thus limiting economic growth. • Limited hi-speed internet/broadband impacting business retention and attraction efforts • Compiling accurate statistics/measurements for economic development and tourism purposes • Lack of a rural transportation network • Strong competition - regionally and globally • Attraction of skilled labour/workforce development • Limited funding to address challenges (i.e. infrastructure, water, sewers etc.) • Coordinating economic development with municipal partners



TOURISM

Description
<p>Although not a separate division within the Economic Development department, Tourism through programming and marketing plays a significant role in creating an environment that supports the growth of the economy and prosperity for local residents. The department undertakes programming and initiatives that create an environment that successfully addresses the following three tourism goals:</p> <ol style="list-style-type: none"> 1. Increase the amount of people that visit, 2. Increase the length of time that visitors stay, 3. Increase the amount of money that visitors spend. <p>Working as a team, the Tourism Services Coordinator and the Marketing and Communications Coordinator, develop and implement tourism product, programs and campaigns that attract visitors to Elgin County. This work also serves to enhance Elgin's quality of place that is used in the department's overall marketing efforts to attract business and investment to Elgin County.</p>
Key Functions
<ul style="list-style-type: none"> • Tourism product development (culinary, arts, cycling etc) • Tourism membership • Tourism directional signage • Promotional materials (Tour Guide, Savour/Arts Guide, Lakeshore Guide etc) • Social media and marketing campaigns • Video production • Partnership development
Challenges
<ul style="list-style-type: none"> • Lack of roofed accommodation • Increasing costs for advertising • Prominence and importance of the tourism sector not always recognized as a key economic sector • Limited hi-speed internet/broadband impacting tourism business development • Compiling accurate statistics/measurements for tourism purposes • Currency fluctuations • Strong competition for tourism dollars - regionally and globally



PLANNING DEPARTMENT

Description
<p>The Elgin County Planning Department advises County Council on all land use planning matters. In addition Planning staff provides resources and information to other County Departments and to local Municipalities. The Department is not engaged in local planning activities except as a commenting agency and as the Approval Authority for Official Plans and Plans of Subdivision/Condominium.</p>
Key Functions
<ul style="list-style-type: none"> • In 2010 Elgin County Council embarked on a program to develop the County's first ever Official Plan, a policy document that sets out long-term goals and objectives for how a community wishes to grow and develop. • The Elgin County Official Plan was approved by the Province in October, 2013. This long-range document is based on a planning horizon for the next 20 years and addresses matters of County importance while acknowledging local planning authority and the need to provide a balanced approach to planning in the County. • With the approval of the County of Elgin Official Plan the County became the Approval Authority for Official Plans, Official Plan Amendments and Plans of Subdivision and Condominium. Elgin County is also a commenting agency for local applications such as zoning by-law amendments, consents, minor variances and site plans. (The application process is funded through user fees as set out in County of Elgin By-Law 13- 10)
Challenges
<ul style="list-style-type: none"> • Succession planning. • The purpose of monitoring is to evaluate the effectiveness and relevance of the Plan in meeting the County's goals and objectives. The Planning Act requires that the County's Official Plan be revised every five years to ensure that it has regard to matters of Provincial interest and is consistent with the Provincial Policy Statement (2014). • Preparation for the Official Plan five year review is underway with the initiation of the Elgin Natural Heritage System Study which will be prepared during the Fall and Winter and submitted to County Council in the Spring of 2019. Work has already been completed for new Source Protection Policies as legislated under the Clean Water Act 2006. • The Elgin County development industry has been very active over the last few years which make the County's role as "Approval Authority" challenging in ensuring that new plans of subdivision and condominium are approved in the most appropriate and expeditious manner.



LAND DIVISION

Description
<p>The Elgin County Land Division Committee is a quasi-judicial body similar to a minor court of law. It must be unbiased and has a duty to act fairly. It operates at arm's length and free of political interference.</p> <p>The Land Division Committee is appointed by County Council and consists of 7 members representing each of the County's local municipalities.</p>
Key Functions
<ul style="list-style-type: none"> • Responsible for authorizing the separation of a parcel of land to create two or more parcels in circumstances where a plan of subdivision is not necessary. This process referred to as the "consent" process is also required in order to create easements, rights-of-way and leases that extend for more than 21 years.
Challenges
<ul style="list-style-type: none"> • Land Division Committee members are appointed for the term of Council and can be re-appointed for a subsequent term after which they shall be replaced. Members who hold local political office shall be appointed annually. • Applications for consent are subject to appeal under the Planning Act which may require the Land Division Committee to seek legal advice. It is anticipated that appeals under the new Local Planning Appeal Tribunal will streamline the process and reduce costs.



LEGAL SERVICES

Description
<p>Legal Services – County Solicitor; Assistant County Solicitor / Prosecutor</p>
Key Functions
<ul style="list-style-type: none"> • Provide legal advice and opinions to County Council and, when appropriate, Municipal Councils; • Provide legal advice and opinions to Elgin County administration and staff, and, when appropriate, administration and staff of local municipal partners; • Draft and/or review by-laws, agreements, and related documents affecting the interests of Elgin County and, when appropriate, local municipal partners and related agencies; • Representation of the legal interests of Elgin County and, when appropriate, local municipal partners at all levels of court and relevant administrative tribunals; • Prosecution of Part I and II proceedings in Provincial Offences Court (Note: expansion of Part III proceedings expected within the foreseeable future); • Prosecution of charges for violations of Elgin County by-laws and, when appropriate, charges for violations of by-laws of local municipal partners.
Challenges
<ul style="list-style-type: none"> • Workload



HOMES AND SENIORS SERVICES

Description
<ul style="list-style-type: none"> • 3 County of Elgin Long-Term Care Homes – Bobier Villa, Dutton; Elgin Manor, St. Thomas; and Terrace Lodge, Aylmer providing basic, semi-private and private accommodations • All 3 Homes performance ratings are in “good standing” with Ministry of Health and Long-Term Care (MOHLTC) • Long-standing reputation for pursuing opportunities and partnerships locally and at a provincial level (educational initiatives, RNAO Best Practice Guidelines, Ideas project work with Health Quality Ontario, Elgin and South West Hospice Palliative Care Network, Elgin Elder Abuse Committee, Sub Region Integration Table) to enhance resident care, services and programming • Provincial funding through the LHIN Long-Term Care Service Accountability Agreement (LSAA) –resident care and services; and, municipal funding to further enhance resident care and services • Multi-Sector Service Accountability Agreement (MSAA) – community outreach programs • Exceptional staff and volunteers dedicated to providing quality care and services
Key Functions
<ul style="list-style-type: none"> • Provision of 24/7 high quality, person-centered care and services to 247 residents (including 4 respite/short stay beds across the Homes) • Provision of care and services that align with applicable legislation – i.e. Long-term Care Homes Act, 2007; Ontario Regulation 79/10; and Ministry of Health and Long-Term Care (MOHLTC) Inspection Protocols • Programs to support fall prevention and management; skin and wound care; pain management, continence care; and responsive behaviour management • Provision of community services – Adult Day Program at two (2) Homes, Stroke Rehabilitation Program at one (1) Home, overnight respite, Meals on Wheels at three (3) Homes
Challenges
<ul style="list-style-type: none"> • Recruitment and retention of nursing staff – Personal Support Workers (PSW's), Registered Nurses (RN's) and Registered Practical Nurses (RPN's) related to declining program enrolment and competition across health care sectors with limited human resources • Provincial funding for nursing and personal care services does not sufficiently fund the staffing requirements for the increasingly complex resident care needs and responsive behaviours within the current long-term care environment • Risk Management related to the extensive Resident Quality Inspection (RQI) process for LTC annually; and, periodically for follow up related to critical incidents and complaints • Implementation of Administrative Monetary Penalties for repeat compliance orders beginning in 2019 • Community perception related to delays in the Terrace Lodge redevelopment/rebuild project



ENGINEERING SERVICES

Description
<p>Engineering Services is responsible for engineering and administrative aspects of:</p> <ul style="list-style-type: none">• Road Infrastructure Management• Facilities Infrastructure Management
Key Functions
<ul style="list-style-type: none">• Building and maintaining an efficient, affordable, effective and safe transportation network that accommodates the diverse needs of our communities and is able to support economic development and sustainable growth.• 700 km of County Roads, 60 bridges, 82 culverts.• To maintain facilities that meet the needs of the Corporation and the public, meeting the requirements of the required legislation.• The County owns, operates and maintains 12 facilities.
Challenges
<ul style="list-style-type: none">• Ongoing relationship building with local municipal partners



EMERGENCY MEDICAL SERVICES (EMS) – MEDAVIE

Medavie EMS Elgin Ontario (“Medavie”) is a subsidiary company of Medavie Health Services, contracted by Elgin County to provide land ambulance services to the City of St. Thomas and the County of Elgin. The annual contract is \$9.5M.

Description
<ul style="list-style-type: none"> • There are 5 ambulance stations across the County: Rodney, Dutton, Aylmer, Shaw Valley Road and Edward Street. in St. Thomas (5 of these are County Buildings) • In Bayham there is a Rapid Response Unit (RRU) that is housed in the Port Burwell fire hall • There are 100 EMS staff (50 fulltime) • 14 EMS vehicles (County-owned), 11 Ambulances, 1 Bariatric Ambulance, 2 RRUs
Key Functions
<ul style="list-style-type: none"> • Provision of 24/7 high quality prehospital emergency care and transport for the residents and visitors of Elgin County • Paramedic service level is Primary Care Paramedics (PCP) with in the County • Maintain service in accordance with all applicable acts and standards as directed by the Ministry of Health and Long Term Care, including; Ambulance Act, Coroners act and Highway Traffic Act. • Maintain relationship with medical oversight through South West Ontario Regional Base Hospital (SWORB) • Foster and maintain relationships with allied community agency’s; STEGH, local Police and Fire Departments
Opportunities
<ul style="list-style-type: none"> • Presently there is no Community Paramedicine program in place, The LHIN is reviewing the proposal for Elgin • Medavie is on contract until December 31, 2020, with an option to renew for one additional 3-year term (to 2023).



OTHER SERVICES

EMERGENCY MANAGEMENT

The County has an active Emergency Plan, which is tested on a regular basis. In accordance with Emergency Management Act, the County has achieved the Essential Community Emergency Program Level. The four key components of emergency management are: prevention/mitigation, preparedness, response and recovery.

TREE COMMISSIONER/WEED INSPECTOR

The Elgin County Woodlands Conservation By-law is intended, “to restrict and regulate the destruction of trees by cutting, burning, bulldozing, application of chemicals or other means.” All woodlot owners must be aware of the By-law. A woodlot is considered anything greater in size than one half (½) acre (0.2 hectares). The Elgin County Tree Commissioner is an appointed official of the County of Elgin. It is the Tree Commissioner’s responsibility to ensure that the cutting of trees in Elgin County woodlots is consistent with the goals set out in the Elgin County Woodlands Conservation By-law. This individual also responds to landowner complaints regarding noxious weeds as related to the Ontario Weed Control Act.

ELGIN BUSINESS RESOURCE CENTRES

With the support of Elgin County, EBRC offers business services across the County through two satellite offices in Aylmer and Dutton. This is a federally funded program that the County has contributed to over the past 7 years averaging an annual contribution of \$190,000/year. The advisors working from the satellite offices work with the Chamber of Commerce, local banks and other community organizations to facilitate business success and better serve clients in those areas.

SOUTHWESTERN PUBLIC HEALTH

Southwestern Public Health works together with its partners to ensure the health of the whole community. Formed in 2018 by the merger of Elgin St. Thomas Public Health and Oxford County Public Health, Southwestern Public Health serves a population of about 200,000 across Oxford County, Elgin County and the City of St. Thomas. Our programs respond to public health emergencies; promote healthy lifestyles; help prevent injuries, illness and disease in the community; and promote positive change and social conditions that improve health. Southwestern Public Health delivers mandated programs under the Ontario Public Health Standards and is regulated by the Ontario Health Promotion and Protection Act. The health unit maintains its main sites in Woodstock and St. Thomas. Southwestern Public Health is funded by the province (75%) and municipal funding (25%) - The County of Elgin pays 56.3% of the 25% municipal share, City of St. Thomas funds the remainder.

JOINT SERVICE AGREEMENT WITH CITY OF ST. THOMAS

The County and City share services in order to achieve operational efficiencies. The County provides Ambulance and Provincial Offences Act (POA) services on behalf of the City. The City provides Social Services (Employment and Income Support, Child Care and Social Housing) on behalf of the County. The cost for Ambulance and Public Health is distributed based on population, adjusted every 4 years based on the Stats Can census. POA and Social Services is distributed based on actual usage.



Accessibility (AODA)

Legislation

The Accessibility for Ontarians with Disabilities act (“AODA”) is the guiding legislation for Elgin County as it relates to accessibility compliance. The AODA applies to every person or organization in the public and private sectors of the Province of Ontario. As a Large Designated Public Sector Organization (designated public sector org. with 50+ employees) Elgin County has a number of legislative requirements under the AODA and specifically the Integrated Accessibility Standards Regulation (IASR) *Ontario Regulation 191/11*. Under the IASR, there are 5 standards that encompass the accessibility requirements for the services Elgin County provides across the corporation. These standards include Information and Communication, Employment, Transportation, Design of Public Spaces and Customer Service. It is the role of the Accessibility Coordinator to work with Elgin County staff and their local municipal partners to ensure that the services they provide meet provincial accessibility legislation under the AODA.

Joint Accessibility Advisory Committee (Elgin County and Central Elgin)

The County of Elgin and the Municipality of Central Elgin have formed a Joint Accessibility Advisory Committee (JAAC). Accessibility Advisory Committees are only required for municipalities with a population of 10,000 or more. The JAAC meets approximately four times per year and the majority of the committee is represented by people with accessibility challenges. The JAAC is comprised of:

Voting members

The JAAC consists of 5 voting members.

- 3 people with disabilities
- 1 person from an organization that represents people with disabilities, or a caregiver of a person with a disability.
- 1 elected official

A majority of these members (one half of total members, plus one) must be people with disabilities.

Elected Officials (Voting)

The Mayor or Deputy Mayor from Central Elgin will sit on the JAAC representing both Councils of the Municipality of Central Elgin as well as Elgin County.

Shared Service Agreement with Middlesex County

The Accessibility Coordinator at Elgin County works in a shared services agreement with Middlesex County. Generally speaking, the time is split evenly between both Counties with the Coordinator spending 2-3 days a week in each office.



UNIONS

Service Employees International Union (SEIU), Local 1 Canada

- Represents all employees at LTC Homes except Registered Nurses, non-union supervisors and management.
- Represents most employees of County (314 out of 449)
- Collective Agreement expires December 31, 2019

Ontario Nurses' Association (ONA)

- Represents all Registered Nurses at LTC Homes
- Represents 27 employees
- Collective Agreement expired March 31, 2018
- Negotiations anticipated in Q1 2019

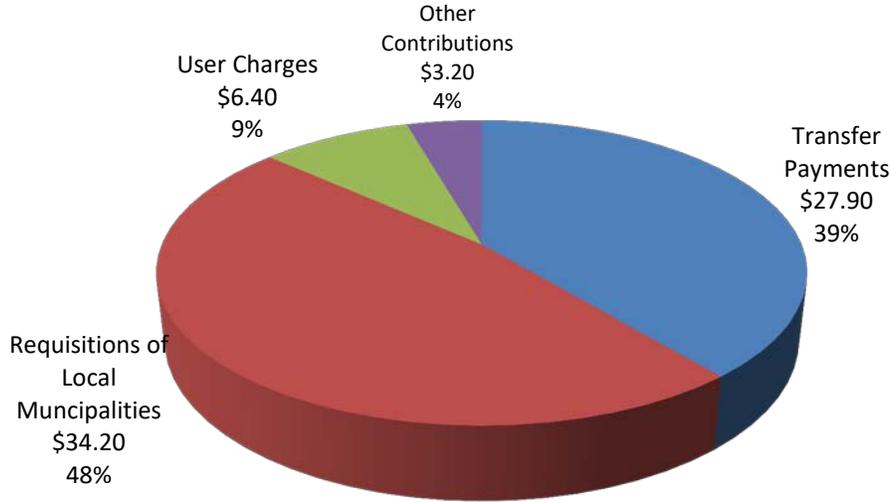
Canadian Union of Public Employees (CUPE), Local 841

- Represents all employees at Libraries except non-union supervisors and management.
- Represents 28 employees
- Collective Agreement expires December 31, 2020

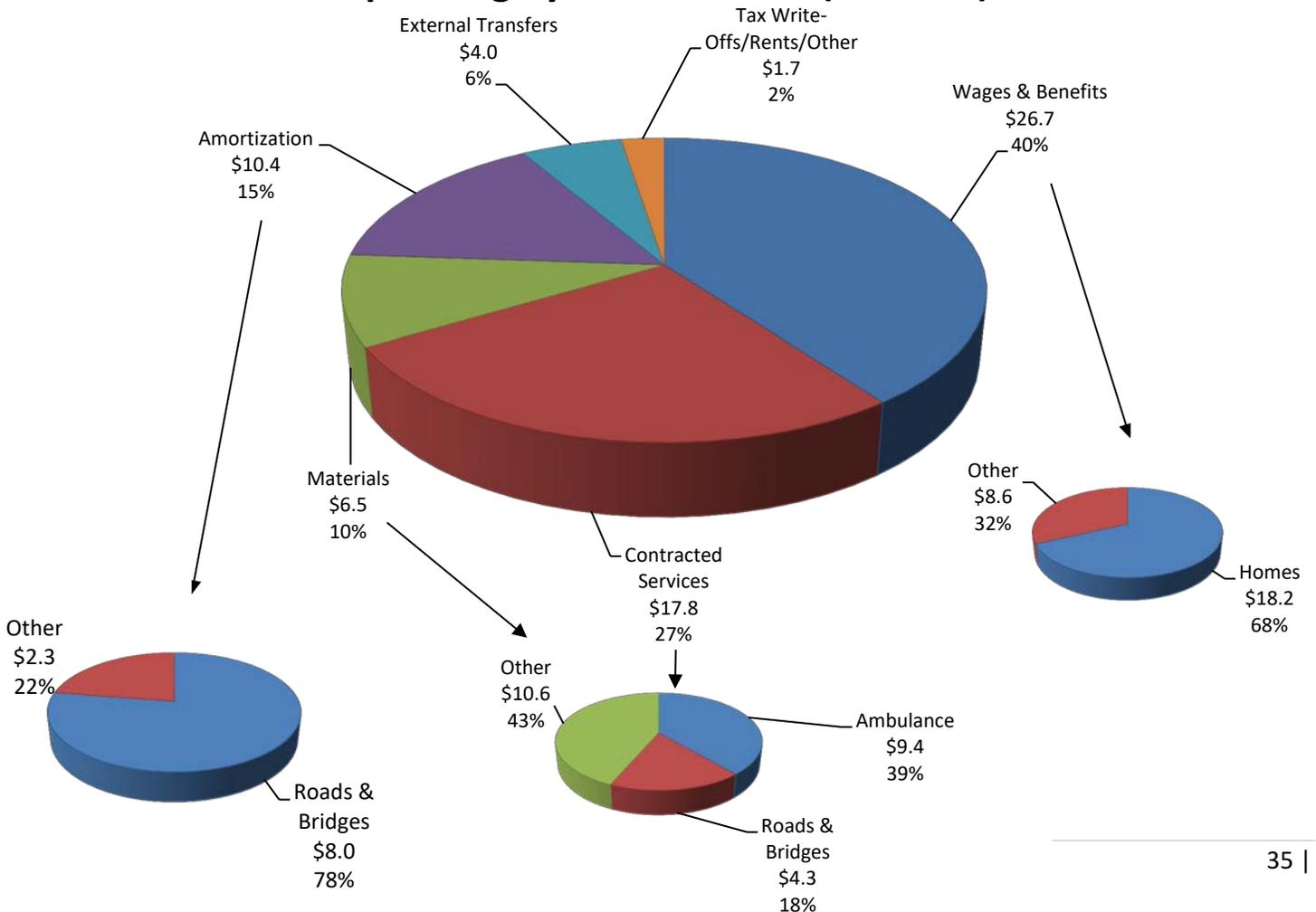


BUDGET HIGHLIGHTS

Sources of Revenue (Millions)

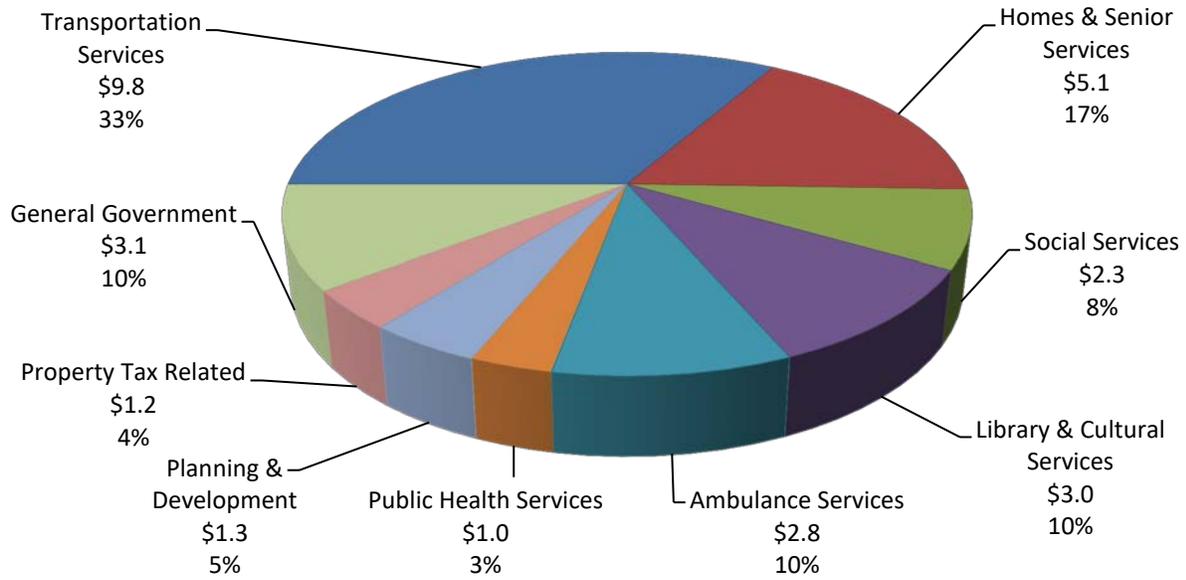


Spending by Cost Element (Millions)

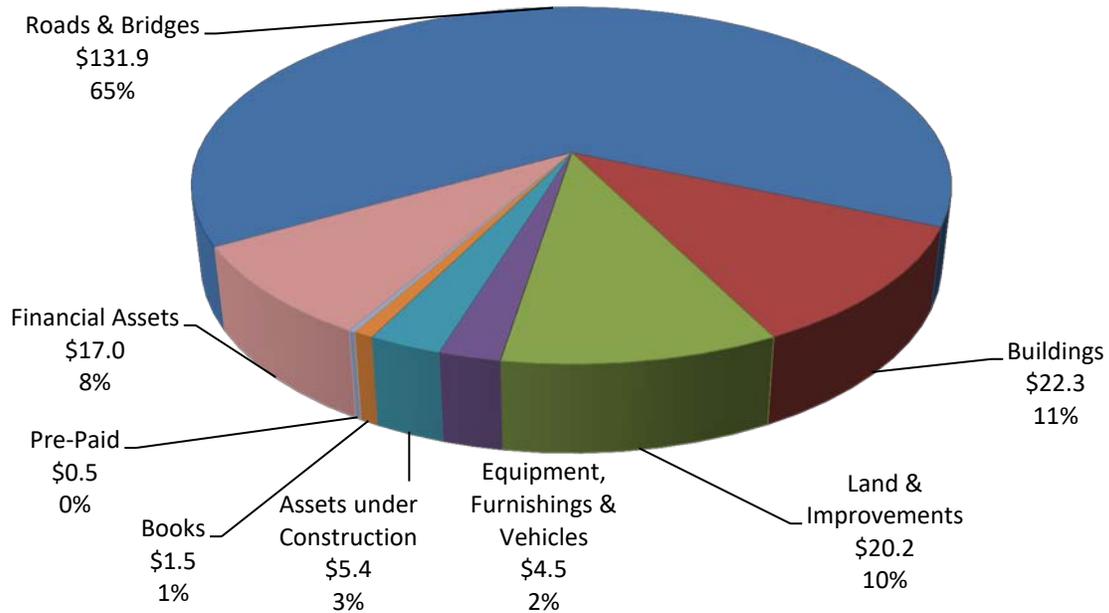




Net Spend by Service Category (Millions)



Municipal Position (Millions)





MAJOR INITIATIVES

Administration: On November 16, 2016, the Honourable Bill Mauro, Minister of Municipal Affairs introduced Bill 68, Modernizing Ontario's Municipal Legislation Act, 2017 ("Bill 68"), which was introduced in response to the Province's review of the Municipal Act, 2001 and Municipal Conflict of Interest Act, 1990. *Bill 68 - Modernizing Ontario's Municipal Legislation Act, 2017* has significant impacts on municipal government. The previous term of Council worked diligently to comprehensively review and update Council Policies, Code of Conduct and the Procedural By-Law to ensure compliance with changes in legislation and new regulations. Additionally, Council completed an organizational review of several departments including Homes and Seniors Services and Engineering Services. This work is ongoing and will be presented to the new Council.

Asset Management: Sustaining infrastructure is critical to the long-term success of the County; however, Council is unlikely to effectively achieve this goal without appropriate planning. Asset Management Planning is the process of making the best possible decisions regarding the building, operating, maintaining, renewing, replacing and disposing of infrastructure assets. The objective is to maximize benefits, manage risk, and provide satisfactory levels of service to the public in a sustainable manner. Asset management requires a thorough understanding of the characteristics and condition of infrastructure assets, as well as the service levels expected from them. It also involves setting strategic priorities to optimize decision making about when and how to proceed with investments. Finally, it requires the development of a financial plan, which is the most critical step in putting the plan into action. The County, with the assistance of a consultant, conducts a detailed review of the Asset Management Plan. The outcome of the Asset Management Plan has been Council's commitment to making timely investments into the capital maintenance of our assets. For example, Council has committed \$35 million to rebuild Terrace Lodge and has increased annual investments into roads and bridges from \$7 million to \$11 million over the ten-year period ending 2020. The Five-year update of the Asset Management Plan will take place in 2019.

Broadband: Recognized as "critical infrastructure" for Elgin County, in September 2017, Council contributed \$527,000 to the South Western Integrated Fibre Technology ("SWIFT") program - a regional broadband solution which promises to build and deliver an ultra-high-speed fibre optic regional network. This project was initiated by the Western Ontario Warden's Caucus in 2011. Updates on this project will be provided regularly.

Economic Development: County Council invests in a Community Improvement Plan ("CIP") which provides financial incentives "Elgincentives" to businesses and land owners to help lead growth and shape the County. This program has proven to improve our downtowns, waterfronts, agricultural and tourism areas. A recent addition to this program is an Industrial CIP program which is dedicated to enhancing the quality of place for businesses, stimulating economic growth and diversification.

Engineering: with the collapse of the bridge in Port Bruce in late February 2018, and having installed a temporary bridge in August 2018, Engineering Services is focused on rebuilding a permanent bridge. We are currently revising our Asset Management Plan to ensure compliance with new legislation. By July 2021, all municipal governments must have adopted an asset management plan for core assets (roads, bridges, culverts, etc.) that discusses current levels of service and the costs for maintaining those services. After many discussions about the Highway 3/Ron McNeil Line intersection, Elgin County Council received correspondence from the regional director of the Ministry of Transportation expressing a willingness to cost share 50% of a planning and environmental assessment study for this intersection and the connection to Wonderland Road.

Human Resources: Collective bargaining of renewal agreements with the Ontario Nurses' Association (ONA) and Service Employees' International Union (SEIU) will take place in 2019. These union partners view changes enacted in Bill 148 as largely positive. Recent rollbacks, such as cancellation of January 1, 2019 minimum wage increase, are viewed as precursor to future attacks on organized labour. As a result, it is anticipated the unions will seek to enshrine many Bill 148 legislative changes into their respective collective agreements. The challenges of achieving a satisfactory settlement with the unions will be compounded by the relative lack of experience within the union leadership at the County's Long Term Care Homes. Many SEIU representatives are new and ONA is relying heavily on assistance from its regional office. This has contributed to an increased grievance workload for Human Resources staff which is anticipated to continue through 2019. Human Resources is working closely with Homes management to develop alternative recruiting strategies to attract talent to the County Homes. Such ongoing



efforts will continue throughout 2019 as the sector experiences increasing demand for Personal Support Workers (PSWs) across the province.

Long Term Care: Elgin's Long Term Care Homes aren't delivering the same work today as we've done in the past. We are undergoing significant change, driven by the success of Ontario's Aging at Home Strategy. Long Term Care residents have unprecedented levels of complexity and fragility. With increased demands on our services, we are challenged on an ongoing basis to provide high quality integrated person-centred care, services and accommodation while focusing on innovation of care and the provision of quality programs and services. We are also seeing a trend of increased Ministry oversight for this service.

Organizational Review: A top priority of the previous Council was to undertake an organizational review which was intended to enhance the County's current structure and culture in the context of our community, new county priorities, new legislative requirements, new opportunities and leading management practices. There is an ongoing need for a review of the County's organizational structure to determine whether department priorities and resources are suitably aligned with service demands in accordance with the County's strategic priorities. The results of this process have been a more efficient and responsive organization in particular in the area of Long Term Care. This process is ongoing and the results of the previous study, the ongoing review and next steps in the review will be presented to County Council.

Planning and Land Division: In accordance with Section 26 of the Planning Act, the County of Elgin Official Plan is now due to be reviewed. A special meeting of County Council (open to the public) to discuss the revisions is required before revising the official plan. Preparations for the Official Plan review are underway with the initiation of the Elgin Natural Heritage System Study which will be prepared during the fall and winter and submitted to County Council in May-June 2019. Other changes may be needed and will be reviewed with County Council before a public meeting is scheduled. Elgin County has a part-time County Planner. A succession plan and needs assessment for this position will be presented to County Council in 2019. There may be an opportunity to share services with our local municipal partners.

Provincial Offences Act Court Facility ("POA"): Since 2001, Elgin County has been responsible for the administration and prosecution of most Provincial Offence charges issued within Elgin County and St. Thomas. Provincial Offences are non-criminal charges and include but are not exclusive to fines issued under the Highway Traffic Act, Liquor Licence Act, Trespass to Property Act, etc. We expect that Part IIIs (trials) will be downloaded to the County in 2019. Since 2001, the County Administration Building has been the temporary home for POA. A new standalone POA facility is currently under construction and the anticipated completion date is August 2019.

Shared Services with other Counties: We have a longstanding shared AODA (Accessibility Coordinator) position with Middlesex County and a more recent shared services agreement for an Integrity Commissioner, Closed Meeting Investigator and Ombudsman. We have shared initiatives with our Local Municipal Partners, including the Community Improvement Plan, IT support to Central Elgin and a recent proposal to provide a coordinated approach to Fire Trainer/CEMC for all of our partner municipalities. With the recent merge of the Elgin-St. Thomas and Oxford Boards of Health, we may see opportunities for enhanced partnerships with Oxford.

Terrace Lodge Redevelopment: Throughout their 4-year term, County Council elevated senior's services to the top of their priority list and showed their ongoing, unwavering support for these services over the years through enhanced funding of new quality improvement initiatives and services. Plans for the Terrace Lodge project had been underway for a number of years and was struggling in a few key areas. While this is not unusual for a project of this magnitude, it required that the Building Committee take a retrospective approach and reconsider all of the plans that had been generated over the past 4 years before deciding on next steps. Ventin Group and partners have been engaged by the County to complete a high-level, comprehensive business case which contemplates the costs and operations related to two key opportunities for Terrace Lodge: "New build" - 100 bed facility which requires the demolition of the existing Terrace Lodge; and "No-compromise renovation" of the existing facility to achieve a "Class A" standard. We expect to receive a draft report from Ventin Group sometime in early December 2018. Since this is an election year, it is unreasonable to expect that a decision will be reached at the first meeting of County Council in December. I suspect a decision will be made in January – February 2019. Once a decision has been reached by County Council we will work quickly to provide information about when we'll have a "shovel in the ground".



Western Ontario Warden’s Caucus: The Western Ontario Wardens' Caucus Inc. (WOWC) is a not-for-profit organization representing 15 upper and single tier municipalities in southwestern Ontario with more than three million residents. Its purpose is to enhance the prosperity and overall wellbeing of rural and small urban communities across the region. Caucus members work collectively to influence federal, provincial and municipal legislative, regulatory and program initiatives through advocacy, research and analysis and education. Collectively, the municipalities represent approximately 300 communities, and almost half a million square kilometres of territory, more than 90% of it rural. A rough count indicates that these municipalities administer approximately 25,000 kilometres of roads, more than 3,000 bridges, and about 24,000 culverts.

FUNDRAISING CAMPAIGN

Elgin County Council chose the United Way to be their only sanctioned charity and for decades Council has supported the United Way's efforts in many forms. The Elgin County United Way and Special Events Committee (ECUWSEC) is an internal committee of dedicated employees who help Council fulfill their mission to support United Way and provide events for staff to socialize and network throughout the year. The County is the largest donor in the public sector category of the United Way Elgin Chapter campaign. On average, Staff donate \$12,000 to the campaign annually through the County's payroll deduction program. Council supports the campaign by offering days off draws for those donating via payroll deduction. Ten years ago, our signature event, the Warden's Annual Charity Golf Tournament was founded in an effort to increase donations at a time when major employers of the community were closing and funding was dwindling. The tournament has more than exceeded expectations by enabling Elgin to contribute to date over \$270,000 to our local chapter.

WHY UNITED WAY?

Donations to United Way given in Elgin County, stay in Elgin County.

Funding is distributed throughout our member municipalities to agencies that deliver the most impact to directly address poverty, physical and mental health at every stage of life.

Guarantees cost-efficiency because each donation is invested in programs that have the proven ability to change people's lives allowing each member agency to spend less time individually fundraising and more time focusing on their core programs enabling better outcomes.

We can make a difference without spending a great deal of time or discussion on the subject - one charity supporting many agencies, spread out over the entire County creates the most impact and is an efficient way to focus Council support and staff time and energy.

United Way reviews financial updates every six months and requires annual audited statements from each funded agency.

United Way is audited annually by an independent accounting firm.

Funding decisions are made at arm's length from Council providing transparency and no perceived conflicts of interest for Councillors.

To learn more about making a difference through the United Way at a leadership level please visit the local chapter's website at <http://unitedwayem.ca>

Early in 2019, County Council will be asked to designate their sanctioned charity for the term and approve events for 2019.



MP/MPP Contact Information

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Glossary of Acronyms and Elgin Terms

AMO – Association of Municipalities of Ontario

AODA: The Accessibility for Ontarians with Disabilities Act, 2005

EA – Environmental Assessment

EFA – Elgin Federation of Agriculture

FCM – Federation of Canadian Municipalities

FIR – Financial Information Return

LPAT – Local Planning Appeal Tribunal

LTC – Long-Term Care

MAG – Ministry of the Attorney General

MEDJCT – Ministry of Economic Development Job Creation and Trade

MOE – Ministry of the Environment

MOHLTC – Ministry of Health and Long-Term Care

MNR – Ministry of Natural Resources

MPAC – Municipal Property Assessment Corporation

MTO – Ontario Ministry of Transportation

OFA – Ontario Federation of Agriculture

OGRA – Ontario Good Roads Association

OMAFRA – Ontario Ministry of Agriculture, Food and Rural Affairs

OMPF – Ontario Municipal Partnership Fund

POA – Provincial Offences Act

RFP/RFQ – Request for Proposal/Request for Quote

ROMA – Rural Ontario Municipal Association

SWIFT – Southwest Integrated Fibre Technology