

ORDERS OF THE DAY

FOR THURSDAY, DECEMBER 13, 2018 – 9:00 A.M.

ORDER

- 1st Meeting Called to Order
- 2nd Adoption of Minutes – November 27, 2018
- 3rd Disclosure of Pecuniary Interest and the General Nature Thereof
- 4th Presenting Petitions, Presentations and Delegations

PRESENTATION:

12:00 p.m. Years of Service Employee Recognition – employees will join Council for lunch at which time the presentations will be made.

DELEGATIONS:

9:00 a.m. Director of Financial Services and Director of Homes and Seniors Services – Terrace Lodge Project Recap (verbal)

9:15 a.m. Ventin Group – Presentation on Terrace Lodge Redevelopment Study (Presentation to be distributed at Council meeting)

9:30 a.m. Ventin Group – Presentation on Provincial Offences Act (POA) Facilities (Presentation to be distributed at Council meeting)

- 5th Motion to Move Into “Committee Of The Whole Council”
- 6th Reports of Council, Outside Boards and Staff
- 7th Council Correspondence
 - 1) Items for Consideration (none)
 - 2) Items for Information (Consent Agenda)
- 8th **OTHER BUSINESS**
 - 1) Statements/Inquiries by Members
 - 2) Notice of Motion
 - 3) Matters of Urgency
- 9th Closed Meeting Items
- 10th Recess
- 11th Motion to Rise and Report
- 12th Motion to Adopt Recommendations from the Committee Of The Whole
- 13th Consideration of By-laws
- 14th ADJOURNMENT

LUNCH WILL BE PROVIDED

NOTICE:

January 8, 2018

County Council Meeting

Accessible formats available upon request.

DRAFT COUNTY COUNCIL MINUTES
Tuesday, November 27, 2018
Accessible formats available upon request.

The Elgin County Council met this day at the Administration Building at 9:00 a.m. with all members present.

Warden Marr in the Chair.

ADOPTION OF MINUTES

Moved by Councillor Mennill
Seconded by Councillor Jenkins

THAT the minutes of the meeting held on October 16, 2018 be adopted.

- Carried.

DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

– None.

PRESENTATIONS

Paramedic Services Exemplary Service Awards

Pauline Meunier (General Manager/Chief of Medavie EMS Elgin Ontario) spoke to council about the gala which is held each year to recognize many awards such as Paramedic acts of bravery, leadership, as well as the Governor General's award for Exemplary Service. Paramedics Snell, Fehr and Roberts (now retired) were awarded this most prestigious honour at the Ontario Association of Paramedic Chiefs Gala that was held in London on September 20th 2018. Chief Meunier was presented with three certificates from the County to recognize the accomplishments of the recipients.

Moved by Councillor Ens
Seconded by Councillor Martyn

THAT the report titled "Paramedic Services – Exemplary Service Awards" from the General Manager of Medavie EMS Elgin Ontario, dated November 27, 2018, be received and filed.

- Carried.

DELEGATION

Elgin County & ERBC 2018 Year-in-Review

Kevin Jackson (General Manager, ERBC) presented a year-in-review for Council regarding the partnership between the ERBC and the County. He highlighted many of the years activities, such as numbers of businesses assisted, new loans advanced, total active loans, and presented some pictures and context for different business that the ERBC and County have impacted across the short, medium, and long term.

Moved by Councillor Mennill
Seconded by Councillor McWilliam

THAT the PowerPoint titled "ERBC & County of Elgin – A Perfect Partnership" from the General Manager of the Elgin Business Resource Centre be received and filed.

- Carried.

Taking Back the Schools – Envisioning School Board Reform in Elgin County

Heather Derks (Sparta PAR Committee Chair) presented on the topic of school board reform in Elgin County. The purpose of the delegation was to seek County Council's support to investigate the possibility of an Elgin County or Regional Board of Education to protect local interest. In going over the history of the school board, she discussed how the system ran prior to

amalgamation and afterwards. The presenter believes that amalgamation has not allowed for the proper autonomy that is needed to separate the urban and rural differences. The presenter suggested an Education Advisory Committee be formed to help offset potential cost associated with any potential changes.

Moved by Councillor Mennill
Seconded by Councillor Ens

THAT the PowerPoint titled "Taking Back the Schools – Envisioning School Board Reform in Elgin County" from the Chair of the Sparta PAR Committee, be received and filed; and;

THAT County Council investigate the possibility of an Elgin County or Regional Board of Education to protect local interest.

- Carried.

Insurance Review Report

Joy Jackson (Cunnart Associates) presented the Insurance Review Report of Elgin for Council. This report was commissioned to examine the proposals received in response to the County of Elgin's RFP 2018-26 General Insurance and Risk Management Services Program. Specifically, the work is to evaluate the risk management services offered by each proponent and the accompanying risk financing options provided through insurance coverage.

Moved by Councillor Mennill
Seconded by Councillor Martyn

THAT the report titled "Insurance Review Report to Elgin" from Cunnart Associates be received and filed.

- Carried.

Council recessed at 10:01 a.m. and reconvened at 10:11 a.m.

THAT we do now move into Committee of the Whole Council.

Moved by Councillor Jenkins
Seconded by Councillor Jones

- Carried.

REPORTS

General Insurance and Risk Management Services Program – Purchasing Coordinator

This report provided details on the Request for Proposal (RFP) for General Insurance and Risk Management Services. The existing five year contract is expiring and a new five year contract is required. Four (4) firms provided a proposal. Before close of the RFP, Cunnart Associates was hired as an independent consultant to review the proposals. The evaluation process has identified Jardine Lloyd Thompson Canada (JLT) as the highest scoring firm. The total premium proposed for 2019 is \$305,611 which represents a 26% savings from the 2018 premium cost of \$385,229. JLT Canada has also offered a three year rate guarantee for the General Liability policy which represents about 50% of the premium cost. During this Lamé Duck Period, the CAO will be delegated authority to consent pursuant to By-law 18-23.

Moved by Councillor Wiehle
Seconded by Councillor Jones

THAT the report titled "General Insurance and Risk Management Services Program", from the Purchasing Coordinator, dated November 14, 2018 be received and filed.

- Carried.

External Audit Services - Director of Financial Services

This report provides details on the Request for Proposal (RFP) for External Audit Services. The existing five year contract has expired and a new five year contract is required for the 2018 annual audit beginning at the end of this year. Four (4) firms submitted a proposal. Based on an evaluation from the Director of Finance and three (3) financial analysts, Graham Scott Ens was determined to receive the highest score. The pricing for the five year term is \$143,500. During this Lame Duck Period, the CAO will be delegated authority to consent pursuant to By-law 18-23.

Moved by Councillor Jenkins
Seconded by Councillor Mennill

THAT the report titled "External Audit Services", from the Director of Financial Services, dated October 31, 2018 be received and filed.

- Carried.

Quarterly Information Report - Contract Awards (July 1, 2018 to September 30, 2018) – Purchasing Coordinator

The Purchasing Coordinator presented the report that details relevant to the exercise of delegated authority for all contracts awarded in the excess of \$15,000 from the period of July 1, 2018 to September 30, 2018.

Moved by Councillor Jones
Seconded by Councillor Ens

THAT the report titled "Quarterly Information Report - Contract Awards, July 1, 2018 to September 30, 2018", from the Purchasing Coordinator, dated November 5, 2018 be received and file.

- Carried.

Award of Tender – Winter Maintenance Services – Purchasing Coordinator

A tender was advertised and issued as per the County's Procurement Policy for Winter Maintenance Services for Bobier Villa, Dutton EMS (Part A); Elgin Manor and Final Line Waste Water Treatment Plant (Part B); Terrace Lodge and Aylmer EMS Station (Part C); Administration Building (Part D); and, Heritage Centre (Part E). Three companies submitted their proposals. Elgin Clean Cut Lawn Care provided the lowest compliant bid with an estimated price of \$142,310 for a two-year term. During this Lame Duck Period, the CAO will be delegated authority to consent pursuant to By-law 18-23.

Moved by Councillor Martyn
Seconded by Councillor McWilliam

THAT the report titled "Award of Tender – Winter Maintenance Services", from the Purchasing Coordinator, dated November 9, 2018 be received and filed.

- Carried.

Proposed Draft Plan of Subdivision Seaglass in Port Stanley, Wastell Developments Inc. – Manager of Planning

The report provided County Council with information required in order to consider granting draft plan approval to the above noted plan of subdivision. The manager's report highlighted that application meets planning standards in accordance with the *Planning Act*, and that a statutory public meeting was held on June 18, 2018 to address concern. Affordable housing was also discussed. The manager was satisfied with conditions of the plan of subdivision.

Moved by Councillor Wiehle
Seconded by Councillor Jones

THAT the Council of the Corporation of the County of Elgin grants draft plan approval to Seaglass in Port Stanley Draft Plan of Subdivision (Wastell Homes) in the Municipality of Central Elgin (Port Stanley) File No. 34T-CE1801; and;

THAT staff be directed to provide notice of this decision subject to the conditions for final approval in with the *Planning Act*.

Councillor Martyn requested a recorded vote. These were recorded as follows:

<u>YEAS</u>	<u>NAYS</u>	<u>ABSTAINED</u>
Wiehle		
McWilliam		
	Martyn	
Jones		
		Currie
Mennill		
Jenkins		
Ens		
Marr		
TOTAL: 7	1	1

As a result of the Recorded Vote the motion was Carried.

- Carried.

Land Division Committee Appointments – Manager of Planning

The CAO presented a report that highlighted many different directions that the Land Division Committee could go. With expected turnover to be high, it is of the opinion of the CAO and Manager of Planning to revoke the sunset clause on a one-time basis and allow for an additional term to be served by those who have previously served two consecutive terms. It was also suggested by the Warden and a Councillor that the Committee be temporarily suspended until a full review and recommendations can be completed by County Council.

Moved by Councillor Mennill
 Seconded by Councillor Ens

THAT the report titled “Land Division Committee Appointments” from the Chief Administrative Officer and Manager of Planning, dated November 7, 2018, be received and filed; and;

THAT the Chief Administrative Officer and Manager of Planning provide supplementary reports to the next term of Council in regard to the ongoing review of Land Division in Elgin County; and;

THAT County Council proceed with local appointments to the Land Division Committee as requested by County CAO on October 2, 2018 and continue with the ongoing review of the Land Division Committee, land division process and fees and report the results to the next term of County Council; and;

THAT County Council permit the three (3) members who have served two consecutive terms to reapply to the committee, forgoing the sunset clause in Council’s Procedural By-law 18-38 (Section 37).

- Carried.

Ride Elgin Bike Share Program: Dropbike – Director of Economic Development

The director presented the report to update Council on the latest advancements in the Ride Elgin Bike Share Program. After receiving three (3) proposal ranging between \$34,000 and \$80,800 per year, staff identified Dropbike, Canada’s largest smart bike-share-system, as the preferred vendor based on price (\$36,500 per year), and the prominent features that they offer (smartphone unlocking system, hub locations, etc.). The two year contract would cost the County and partner municipality, Central Egin, \$5,750 each for year one. The cost estimate is based on Southwestern Public Health and Southwest Ontario Tourism Corporation donating \$10,000 and

\$15,000 respectively for year one. With no outside funding secured for year two, the County and Central Elgin would share cost at \$18,250 each. The next step is to present the preferred vendor to Central Elgin's Council on December 10, 2018.

Moved by Councillor Martyn
Seconded by Councillor Mennill

THAT the County Warden and Chief Administrative Officer be directed to sign a contract with Dropbike for bike sharing services as described in the November 16, 2018, report conditional on the Municipality of Central Elgin agreeing to the services provided by Dropbike.

- Carried.

2018 Library Branch Facility Improvements – Director of Community and Cultural Services

The director's report focused on renovations and improvements that have been completed in 2018 at Fred Bodsworth Public Library of Port Burwell, Aylmer Library, Southwold Township Library, Shedden and John Kenneth Galbraith Reference Library, and Dutton during the past year. This report provides an overview of these projects for Council's information.

Moved by Councillor Jones
Seconded by Councillor Ens

THAT the report titled "2018 Library Branch Facility Improvements" from the Director of Community and Cultural Services, dated October 15, 2018, be received and filed.

- Carried.

Library Guidelines Performance – Director of Community and Cultural Services

The director presented the report as an update to council on the ARUPLO Guidelines. With the exception of facilities, all other areas follow the guidelines. Staff will continue to follow guidelines and advocate for benchmarking data to ensure that performance can be assessed against other systems.

Moved by Councillor Wiehle
Seconded by Councillor Mennill

THAT the report titled "Library Guidelines Performance" from the Director of Community and Cultural Services, dated September 27, 2018, be received and filed.

- Carried.

10 Year Capital Plan – Museum and Archives – Director of Community and Cultural Services

The director provided background information to support inclusion of a 10 year capital plan for Elgin County Archives and Elgin County Museum in the County's overall 10 year capital plan. It was recommended that \$40,000 be integrated into the County's 10 year capital plan on an annual basis. This remuneration will allow for needed storage space, upgrades, and repairs to HVAC system. If approved, the proposed capital plan would be funded by a 0.1% increase in property taxes.

Moved by Councillor Martyn
Seconded by Councillor Jenkins

THAT the recommendations in the report "10 Year Capital Plan – Museum and Archives" dated November 19, 2018, be referred to the 2019 capital budget review and 10-year capital plan.

- Carried.

Homes – Infection Prevention and Control Policy and Procedure Manual Review and Revisions – Director of Homes and Seniors Services

As per *the Long-Term Care Homes Act, 2007*, policies and procedures are to be reviewed annually. All revisions were minor in nature which dealt with an updated name change for Southwestern Public Health Unit, an updated name change from CCAC to LHIN, and minor word changes. The policy manual in its entirety and the noted policy revisions may be reviewed through the County Website <http://www.elgincounty.ca/homes-seniors-services/employee-portal/>.

Moved by Councillor Jenkins
Seconded by Councillor Jones

THAT Council approve the County of Elgin Homes and Seniors Services Infection Prevention and Control Policy Manual review and revisions for 2018; and;

THAT the report titled “Homes – Infection Prevention and Control Policy and Procedure Manual Review and Revisions” from the Director of Homes and Seniors Services, dated November 16, 2018, be received and filed.

- Carried.

Homes – YWCA Pool Agreement Renewal – Director of Homes and Seniors Services

The current pool rental agreement between the Corporation of the County of Elgin (Terrace Lodge) and YWCA St. Thomas-Elgin expires December 31, 2018. The County Solicitor and Purchasing Coordinator reviewed the current agreement, release and waiver, and insurance documents and provided recommendations for change. Negotiations with YWCA St. Thomas-Elgin were successful in securing a one (1) year renewal agreement based on simultaneous work being done to outline options for Terrace Lodge redevelopment/rebuild, and an increase of three (3) % to the annual fees paid by YWCA for the period of this agreement was successfully negotiated.

Moved by Councillor Jones
Seconded by Councillor Mennill

THAT Council authorize staff to sign the one (1) year agreement with YWCA St. Thomas-Elgin for the use of the Terrace Lodge pool; and, the 3 % increase to the annual fees; and;

THAT the report entitled “Homes – YWCA Pool Agreement Renewal” from the Director of Homes and Seniors Services, dated November 12, 2018, be received and filed.

- Carried.

Homes – Laboratory Service Agreements – Director of Homes and Seniors Services

Long-term care homes (LTCH) contract with licensed labs to ensure the collection and transportation of specimens for the purposes of diagnostic testing and timely access to resident specific laboratory results. As a result of staff negotiations with Life Labs, they have proposed a three-year term contract and no increase in fees.

Moved by Councillor Martyn
Seconded by Councillor McWilliams

THAT Council authorize staff to sign the three (3) year agreement with Life Labs for the provision of laboratory services to residents of Elgin County Homes (subject to approval by the County solicitor); and, the EHR practice agreement for Launchpad; and;

THAT the report entitled “Homes – Laboratory Service Agreements” from the Director of Homes and Seniors Services, dated November 20, 2018, be received and filed.

- Carried.

Emergency Management Program Committee Terms of Reference – Chief Administrative Officer

The CAO presented the report to highlight the updates provided to the County's Emergency Management Plan. The new Plan has an updated program committee and control group that are required by *The Emergency Management and Civil Protection Act*. By-law 18-37 that was presented will be replaced by-law 04-26 to reflect these updates. This committee must be appointed by Council in an official by-law.

Moved by Councillor Jenkins
Seconded by Councillor Mennill

THAT Elgin County Council approve the Terms of Reference for the Elgin County Emergency Management Program Committee, as attached; and;

THAT By-Law 04-26 be repealed and any other By-Laws that are inconsistent with the "Emergency Management Program By-law"; and;

THAT the "Emergency Management Program By-law" as presented be approved and By-law 18-37 be enacted.

- Carried.

Transportation Funding from Southwestern Public Health – Chief Administrative Officer

The CAO presented the report to inform council that Southwestern Public Health has offered \$25,000 to go towards an Elgin County transportation study which will be entered into if the Memorandum of Understanding is signed. The County currently is waiting on OMAFRA Rural Economic Development Program (RED) to make a decision regarding funding for a transportation study. The County is seeking \$50,000 from RED to offset the costs of a County-wide feasibility study. The application status will not be known until late January/early February. Should funding not be granted by RED, the \$25,000 contributed by Southwestern Public Health will be used for a similar scale, transportation study as per the Memorandum of Understanding.

Moved by Councillor Jones
Seconded by Councillor Martyn

THAT Elgin County Council authorize the CAO to enter into a Memorandum of Understanding with Southwestern Public Health to accept \$25,000 in funding to be used towards an Elgin County transportation study, following a review of the Memorandum of Understanding by the County Solicitor.

- Carried.

Final Draft of Elgin County Council Procedural By-Law – Chief Administrative Officer

The CAO presented the report which highlighted changes to the County's Procedural By-law. The two main areas of focus were electronic participation and closed meetings. A new provision in Bill 68 allows Members to participate electronically in a meeting that is open to the public. This new provision does not allow Members who participate electronically to be counted towards quorum and electronic participation is not allowed during closed meetings.

Moved by Councillor Mennill
Seconded by Councillor Ens

THAT the report titled "Final Draft of Elgin County Council's Procedural By-Law" from the Chief Administrative Officer, dated November 21, 2018, be received and filed; and;

THAT the CAO/Clerk be directed to contact the Ministry of Municipal Affairs to bring to their attention the lack of clarity associated with the provision in regard to Electronic Participation introduced by Bill 68; and;

THAT By-law 11-06 be repealed and any other By-laws that are inconsistent with the “Elgin County Council Procedural by-Law”; and;

THAT the “Elgin County Council Procedural By-Law” as presented be approved and By-law 18-38 be enacted.

- Carried.

Additional Long Term Care Beds Follow Up Report – Chief Administrative Officer

The CAO presented the report which requested that Council advocate for a change in LTC beds assignments and the need for better funding from the Ministry. The regional model for LTC bed assignments means that Elgin County’s investment, which is disproportionately larger than our neighbouring municipalities, will be supporting residents outside of our County. Changes to the provincial funding model are needed before additional beds are added to Elgin’s current complement.

Moved by Councillor Ens
Seconded by Councillor Jones

THAT the report titled “Additional Long Term Care Home Beds Follow Up Report” from the Chief Administrative Officer, Director of Homes and Seniors Services and Director of Financial Services, dated November 7, 2018, be received and filed; and;

THAT County Council direct the Chief Administrative Officer, Director of Homes and Seniors Services and Director of Financial Services to share this report with the next term of County Council and request their commitment to advocating for a change to the manner in which LTC beds are assigned by way of governance and producing cost neutral funding in Elgin County.

- Carried.

Proposed Amendment to the Woodlands Conservation By-Law 05-03 – Chief Administrative Officer

The CAO presented the report pursuant to Section 135 of the *Municipal Act, 2001*, County Council enacted By-law No. 05-03 (Woodlands Conservation By-Law) to prohibit or regulate the harvest, destruction, or injury of trees in the County of Elgin. The Municipality of Central Elgin has requested an amendment to its Woodland Conservation By-law to regulate the harvest, destruction or injury of trees upon specified slopes within its territorial limits. Extensive work has been undertaken on the part of the Municipality of Central Elgin regarding revisions to the Woodlands Conservation By-law.

Moved by Councillor Martyn
Seconded by Councillor Jones

THAT By-Law No. 18-39 “Being a By-law to amend By-Law 05-03 (Woodlands Conservation By-Law)” be approved and enacted.

- Carried.

DELEGATIONS CONTINUED...

Elgin County Land Division Activities for 2018

Lorne McLeod (Chairman, Elgin County Land Division Committee), presented the County’s Land Division Activities for 2018.

Moved by Jenkins
Seconded by Jones

THAT the report titled "Elgin County Land Division Activities for 2018" from the Chairman of the Land Division Committee, dated November 15, 2018 be received and filed.

- Carried.

CORRESPONDENCE

Items for Information (Consent Agenda)

1. Dillon Consulting MTO Notice of Completion Transportation Environmental Study Report Addendum Highway 401 & Highway 4 Interchange Improvements and Highway 4 & Glanworth Drive Underpass Replacements.
2. Paul Jenkins, Executive Director, STEGH Foundation with a request to come as a delegation to Council in 2019 to provide foundation updates.

The following recommendation was adopted in regard to Correspondence Item #1:

Moved by Councillor Jones
Seconded by Councillor Ens

THAT the County Solicitor and County Engineer provide further review and provide comments to MTO if warranted.

- Carried.

The following recommendation was adopted in regard to Correspondence Item #2:

Moved by Councillor Jones
Seconded by Councillor Ens

THAT the request from the Executive Director, STEGH Foundation, be received and filed.

- Carried.

Items for Information (Consent Agenda)

1. Dave Phillips, Town Crier 2018 Report to Elgin County Council
2. AMO, Federal Gas tax Fund 2017 Annual Report
3. Township of Southwold, 2018 Recognition of Shedden Library Committee
4. TVDSB, School and Child Care Projects Delayed in Government Review Process

Moved by Councillor Jones
Seconded by Councillor Martyn

THAT Correspondence Items #1 – 4 be received and filed.

- Carried.

OTHER BUSINESS

Statements/Inquiries by Members

Councillor Mennill lets it be known that he will be running for Warden at this election and will be seeking the support of the returning Councillors.

The Warden thanked everyone for the Warden's Dinner and for serving on Council over the past 4 years.

Councillors McWilliam, Currie, Jenkins, Wiehle and Ens provided comments on the previous term.

Notice of Motion – None.

Matters of Urgency – None.

Closed Meeting Items

Moved by Councillor Mennill
Seconded by Councillor Jenkins

THAT we do now proceed into closed meeting session in accordance with the Municipal Act to discuss matters under Municipal Act Section 239.2;

In-Camera Item #1

(e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose; (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board – Port Bruce Bridge.

In-Camera Item #2

(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose; (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board – Notification of Breach of Contract/Road Allowance Agreement.

- Carried.

Moved by Councillor Jones
Seconded by Councillor Mennill

THAT we do now rise and report.

- Carried.

In-Camera Item #1

Moved by Councillor Martyn
Seconded by Councillor Jenkins

THAT staff proceed as directed.

- Carried.

In-Camera Item #2

Moved by Jones
Seconded by Wiehle

THAT staff proceed as directed.

- Carried

Motion to Adopt Recommendations of the Committee of the Whole

Moved by Councillor Jones
Seconded by Councillor Ens

THAT we do now adopt recommendations of the Committee Of The Whole.

- Carried.

BY-LAWS

Moved by Councillor Mennill
 Seconded by Councillor Martyn

THAT By-Law No. 18-37 “A By-Law to Repeal By- Law No. 04-26 and to Adopt an Emergency Management Program for The County Of Elgin” be read a first, second and third time and finally passed.

- Carried.

Moved by Councillor Jones
 Seconded by Councillor Jenkins

THAT By-Law No.18-38 “To Regulate the Proceedings in the Municipal Council of The Corporation of The County Of Elgin and Committees Thereof, and to Repeal By-Law No. 11-06” be read a first, second and third time and finally passed.

- Carried.

Moved by Councillor Jones
 Seconded by Councillor Martyn

THAT By-Law No.18-39 “Being a By-Law to Amend By-Law 05-03 (Woodlands Conservation By-Law)” be read a first, second and third time and finally passed.

- Carried.

Moved by Councillor McWilliam
 Seconded by Councillor Wiehle

THAT By-Law No. 18-40 “Being a By-Law to Confirm Proceedings of the Municipal Council of the Corporation of the County of Elgin at the November 27, 2018 Meeting” be read a first, second and third time and finally passed.

- Carried.

ADJOURNMENT

Moved by Councillor McWilliam
 Seconded by Councillor Weihle

THAT we do now adjourn at 12:08 p.m. sine die.

- Carried.

Julie Gonyou,
 Chief Administrative Officer

Duncan McPhail,
 Warden

REPORTS OF COUNCIL AND STAFF

December 13, 2018

Council Reports

Warden – Draft 2019 Committee Appointments (verbal)

Staff Reports – (ATTACHED)

Manager of Information Technology – Laserfiche Consulting / Support Services

Deputy Director of Engineering Services – Traffic Signal Maintenance Agreement –
Contract Extension

Director of Homes & Seniors Services – Homes – Long-Term Care Service Accountability
Agreement (L-SAA) 2019-2022

Manager of Library Programming and Community Development – Elgin County Library-
Recent Projects, Programs, Partnerships and
Activities – May to October 2018

Manager of Museum and Archives – Elgin County Museum 2018 Annual Report

General Manager of Economic Development – Elgincentives 2018 Year End Review

Chief Administration Officer – Schedule of Council Meetings for 2019

Chief Administrative Officer – Organizational Developments in Response to Local Municipal
Needs – County Fire Training Officer/Community Emergency
Management Coordinator Position

Chief Administrative Officer – Elgin County School Board Proposal

FROM: Al Reitsma, Manager of Information Technology
Mike Hoogstra, Purchasing Coordinator

DATE: December 4, 2018

SUBJECT: Laserfiche Consulting / Support Services

INTRODUCTION:

This report provides details on the Request for Proposal (RFP) for Laserfiche Consulting and Support Services. The existing five year contract has expired and a new three year contract with a two year option is proposed.

DISCUSSION:

The RFP for Laserfiche Consulting and Support Services was issued on October 23, 2018 and closed on November 15. A total of two (2) firms downloaded the RFP document from the County's Bids & Tenders website. The two (2) firms noted below submitted a proposal for providing the required services:

- Ricoh Canada
- ThinkDox Inc.

An evaluation committee consisting of the Director of Community and Cultural Services, Financial Analyst and Information Technology Coordinator was created to review the proposals. The committee members individually scored each proposal based on the following criteria that was listed in the RFP:

- Company Support / Consulting Qualifications and Experience;
- Assigned Project Manager Qualifications / Experience;
- References indicating previous experience;
- Overall Proposal Submission / Additional Recommendations;
- Pricing / Total Overall Cost

The results of the scoring identified that Thinkdox was the highest scoring firm.

ThinkDox Inc. provided firm pricing for a three year term as requested in the RFP. The total cost per year is \$27,968 plus HST, which is the same cost as the previous contract.

CONCLUSION:

Staff is pleased with the results of the competitive RFP process for Laserfiche Consulting and Support Services. The recommended firm has been working with the County for the last five years and is familiar with the County's Laserfiche workflows, processes and system architecture.

RECOMMENDATIONS:

THAT Thinkdox Inc. be selected for Laserfiche Consulting and Support Services for a three year term commencing January 1, 2019 through to December 31, 2021; and,

THAT the County at its discretion extend the contract for an additional two (2) years, upon mutual agreement between both parties; and,

THAT the Warden and Chief Administrative Officer be authorized to sign the contract.

All of which is Respectfully Submitted

Approved for Submission

Al Reitsma
Manager of Information Technology

Julie Gonyou
Chief Administrative Officer

Mike Hoogstra
Purchasing Coordinator



REPORT TO COUNTY COUNCIL

FROM: Peter Dutchak, Deputy Director of Engineering Services
Mike Hoogstra, Purchasing Coordinator

DATE: October 24, 2018

SUBJECT: Traffic Signal Maintenance Agreement – Contract Extension

INTRODUCTION:

The County of Elgin owns various electrical infrastructures on its roads and these facilities must be inspected and maintained by a certified contractor.

The County of Elgin had previously partnered with the County of Middlesex to secure a contract for the maintenance and inspection of traffic signals, intersection beacons and luminaries in the counties of Elgin and Middlesex in an effort to attract a service provider at the lowest cost.

DISCUSSION / CONCLUSION:

Guild Electric Ltd. has been providing this service to both Counties under the current traffic signal maintenance agreement which expires at the end of 2018. Guild has been providing excellent service over the term of the current agreement.

Middlesex County has requested pricing from Guild for a three year extension. Guild provided favourable pricing that result in annual increases of approximately 1.5% per year. It is recommended that the County of Elgin also renew the contract under the same terms and conditions.

The total estimated cost for routine inspections, conflict monitoring and service calls is approximately \$35,000 for Elgin County.

RECOMMENDATIONS:

THAT the County of Elgin enter into an agreement with Guild Electric Limited to service all electrical traffic control devices for the period of January 1, 2019 to December 31, 2021; and;

THAT the Warden and Chief Administrative Officer be authorized to sign the contract.

All of which is Respectfully Submitted

Approved for Submission

Peter Dutchak
Deputy Director of Engineering Services

Julie Gonyou
Chief Administrative Officer

Mike Hoogstra
Purchasing Coordinator

FROM: Michele Harris, Director of Homes and Seniors Services

DATE: December 3, 2018

SUBJECT: Homes – Long-Term Care Service Accountability Agreement (L-SAA) 2019-2022

INTRODUCTION:

It is a requirement of the *Local Health System Integration Act, 2006* (LHSIA) that Local Health Integration Networks (LHINs) enter into a service accountability agreement (SAA) with each Health Service Provider (HSP) that it funds. The role of the L-SAA is to clarify that the LTCH will be responsible for delivering not only performance, but also planning and integration towards the development of a health system.

DISCUSSION:

The current L-SAA is set to expire on March 31, 2019. The Provincial Advisory Committee has endorsed a new three (3) year agreement to begin April 1, 2019.

There are two phases to the L-SAA agreement. The first phase requires Homes to prepare a Long-Term Accountability Planning Submission (LAPS) which includes a Description of Homes and Services document; and, a Service Plan Narrative which identifies partnerships, quality improvement opportunities, strategic goals and organizational risk.

The Homes have many partnerships with community partners including, but not limited to the following:

- Alzheimer Society
- Elgin and Southwest Hospice Palliative Care Collaborative(s)
- Age Friendly Committee
- Behavioural Supports Ontario
- Elgin Sub-Region Integration Table (SRIT)
- Elgin Elder Abuse Committee
- Facility Operators Group (FOG)
- AdvantAge Ontario
- STEGH
- Southwestern Public Health
- Regional Mental Health
- Health Quality Ontario (HQO)
- Victorian Order of Nurses
- Ontario Stroke Network
- Registered Nurse Association of Ontario (RNAO)

Potential opportunities for improvement include but may not be limited to the following:

- Clinical Connect - Electronic health record portal that provides real time access to resident/patient information required to support positive resident outcomes and streamline communication between health care providers
- RNAO Best Practice Spotlight Organization (BPSO) - Submission of an RFP application to the 3 year RNAO BPSO initiative for the 3 County of Elgin Homes to support implementation of Best Practice Guidelines r/t falls, restraints, pressure ulcers, palliative and end-of-life care reducing the costs to external health care partners/overall system
- HQO/EHPCC - Through involvement with the Elgin Hospice Palliative Care Committee (EHPCC) assisting with promoting the implementation of the HQO IDEAS project work r/t palliative and end-of-life care planning across Elgin/St. Thomas long-term care Homes
- SRIT - Ongoing involvement at the SRIT committee meetings and working groups to identify opportunities for improvement r/t ALC beds and transitions from community/hospital to LTC

Potential organizational risks include but may not be limited to the following:

- Uncertainty of provincial funding increases
- Continued increased acuity of residents admitted from home or hospital; and, of residents with significant responsive behaviours which are not well supported through funding
- Health Human Resources - recruitment and retention of nursing staff – personal support workers and registered staff

Changes to the indicator classifications based on renewed LHIN mandates will result in a total of five (5) versus the previous three (3) SAA indicator classifications – performance, explanatory, development; and new for the 2019-2022 LSAA will be monitoring and future indicator classifications.

The LAPS submission, as well as subsequent review and dialogue between the South West LHIN and Long-Term Care Homes, allows for two-way communication in relation to service delivery, performance commitments and pressures or changes that might be occurring within their organization and sub-region. The final LSAA template and schedules will be sent to LTCHs in February 2019 for Board approval; followed by LHIN Board approval by March 31, 2019.

CONCLUSION:

Through the evolution of the L-SAA there continues to be a focus on reducing costs across the health care system while ensuring quality care is accessible to all.

The County of Elgin Homes and Seniors Services, through the 2019-2022 L-SAA agreement will continue to focus on quality improvement in support of its mission to create a caring environment where residents feel safe, respected and valued.

RECOMMENDATIONS:

THAT Council approves the Long-Term Accountability Planning Submission (LAPS) for 2019-2022 with the Southwest LHIN for Bobier Villa, Elgin Manor and Terrace Lodge; and,

THAT the report entitled “Homes – Long-Term Care Service Accountability Agreement (L-SAA) 2019-2022” from the Director of Homes and Seniors Services dated December 3, 2018 be received and filed.

All of which is Respectfully Submitted

Approved for Submission

Michele Harris
Director of Homes and Seniors Services

Julie Gonyou
Chief Administrative Officer

2019-2021 Description of Home and Services

LTCH Name: Elgin Manor

A.1 General Information

Name of Licensee: (as referred to on your Long-Term Care Home Licence)	Corporation of the County of Elgin – Elgin Manor		
Name of Home: (as referred to on your Long-Term Care Home Licence)	Elgin Manor		
LTCH Master Number (e.g. NH9898)	H11056		
Address	39262 Fingal Line		
City	St. Thomas	Postal Code	N5P 3S5
Accreditation organization	No		
Date of Last Accreditation (Award Date – e.g. May 31, 2019)	N/A	Year(s) Awarded (e.g. 3 years)	0
French Language Services (FLS)	Identified (Y/N)	Yes	Designated Y/N No

2019-2021 Description of Home and Services

LTCH Name: Elgin Manor

A.2 Licenced or Approved Beds & Classification / Bed Type

1. Licence Type	Total # of Beds					Licence Expiry Date <small>(e.g. May 31, 2025)</small>	Comments/Additional Information
	A	B	C	Upgraded D	New		
Licence ("Regular" or Municipal Approval)	8 8					N/A	Note: Each individual licence should be on a separate row. Please add additional rows as required.
TOTAL BEDS (1)	88						Add total of all beds (A,B,C, UpD, New)
Please include information specific to the following types of licenses on a separate line below. Temporary Licence, Temporary Emergency Licence, or Short-Term Authorization							Note: Each individual licence should be on a separate row. Please add additional rows as required.
2. Licence Type	Total # of Beds					Licence Expiry Date <small>(e.g. May 31, 2025)</small>	Comments/Additional Information
Temporary							
Temporary Emergency							
Short-Term Authorization	2					N/A	
TOTAL BEDS (2)							Add total of all beds
TOTAL # OF ALL LICENSED BEDS (1) + (2)	90						Add total # of all licenced beds captured under (1) and (2) above
Usage Type	Total # of Beds					Expiry Date <small>(e.g. May 31, 2025)</small>	Comments/Additional Information
Long Stay Beds (not including beds below)	88						Input number of regular long stay beds
Convalescent Care Beds							
Respite Beds	2						
ELDCAP Beds							
Interim Beds							

2019-2021 Description of Home and Services

LTCH Name: Elgin Manor

A.2 Licenced or Approved Beds & Classification / Bed Type

Veterans' Priority Access beds			
Beds in Abeyance (BIA)			<u>Expiry date represents the end date of the BIA Agreement</u>
Designated specialized unit beds			
Other beds *			
Total # of all Bed Types (3)	90		Add total number of beds by usage type

*Other beds available under a Temporary Emergency Licence or Short-Term Authorization

2019-2021 Description of Home and Services

LTCH Name: Elgin Manor

A.3 Structural Information

Type of Room (this refers to structural layout rather than what is charged in accommodations).

Room Type	Rooms	Multiplier	Number of beds
Number of rooms with 1 bed	78	x 1	78
Number of rooms with 2 beds	6	x 2	12
Number of rooms with 3 beds	0	x 3	0
Number of rooms with 4 beds	0	x 4	0
Total Number of Rooms	84	Total Number of Beds*	90

***Ensure the "Total Number of Beds" above matches "Total # of all Bed Types (3)" from Table A.2**

Original Construction Date (Year)	2003
Renovations: Please list year and details (unit/resident home area, design standards, # beds, reason for renovating)	1) Flooring and wall tile replacement in 3 tub/shower rooms r/t moisture issues and uneven flooring – 2016 -2017. Fourth tub/shower room work beginning in 2018 2) Call bell and telephone system replacement/upgrade 2017 3) 4)

Number of Units/Resident Home Areas and Beds

Unit/Resident Home Area	Number of Beds
Meadowview/Countryview	30
Orchard Grove	30
Garden Grove	30
Total Number of Beds (Ensure total matches "Total # of all Bed Types (3)" from Table A.2	90

2019-2021 Description of Home and Services

LTCH Name: Elgin Manor

A.4 Additional Services Provided

	Service Provided		Contract for Service		Explanation if applicable
	Yes	No	Yes	No	
Nurse Practitioner		x		x	
Physiotherapy	x		x		
Occupational therapy	x		x		
Ophthalmology/ Optometry	x		x		
Audiology		x		x	RFP submitted – no proposals received
Dental	x		x		
Respiratory Technology		x		x	Use external sources
Denturist		x		x	Use external sources
IV Therapy (antibiotics or hydration)	x			x	Use external sources for IV start and restart
Peritoneal Dialysis (PD)		x		x	Use external sources
Support for hemodialysis (HD)		x		x	
French Language Services	x			x	
Secure residential home area(s)	x			x	30 bed secure unit
Specialized Dementia Care unit(s)	x			x	30 bed secure unit – supported by internal and external BSO teams

A.4 Additional Services Provided (cont'd)

Designated smoking room(s)		x		x	Outdoor shelter only
Specialized unit for younger physically disabled adults		x		x	
Support for Feeding Tubes	x		x		Supported by dietitian
Specialized Behavioural treatment unit(s)		x		x	Use external sources
Transportation Services		x		x	Use external sources
Additional service commitments for new bed awards (1987 to 1998)		x		x	
Other (specify)					
Other (specify)					
Other (specify)					
Other (specify)					

A.5 Specialized Designations – Please note whether designation is official (e.g. MOHLTC, CCAC)

	Designated		Comments
	Yes	No	
Religious		x	
Ethnic		x	

2019-2021 Description of Home and Services

LTCH Name: Elgin Manor

Linguistic		x	
French Language Service Designation		x	
Aboriginal		x	
Other (specify)			
Other (specify)			
Other (specify)			

A.6 Community Linkages

	Service Provided		Comments
	Yes	No	
Volunteer program	x		
Service groups	x		Auxiliary, Shananigans
Language interpreters	x		Internal List of Staff
Cultural interpreters	x		Internal List of Staff
Advisory council	x		Family council, resident council, PAC
Community board		x	
Faith communities	x		
Other (specify)	x		Elgin Hospice Palliative Care Collaborative & Southwest Hospice Palliative Care Collaborative
Other (specify)	x		SRIT (Elgin Sub-Region Integration Table – LTC representative)
Other (specify)	x		Elgin Elder Abuse Committee- LTC representative; Age Friendly Committee member
Other (specify)	x		Advantage Ontario Region 1 chair

2019-2021 Description of Home and Services

LTCH Name: Elgin Manor

A.7 Services Provided to the Community

	Service Provided		Comments
	Yes	No	
Meal Services	x		Meals on Wheels
Social Congregate Dining	x		
Supportive Housing /SDL		x	
Adult Day Program		x	
Retirement living		x	
Other (specify)	x		Guest room/suite
Other (specify)			
Other (specify)			
Other (specify)			

A.8 Quality Improvement Practices – Please Include a Summary of the LTCH’s Quality Improvement Initiatives

<i>Initiative</i>	<i>Comments</i>
Reduce the # of potentially avoidable ED visits	
Reduce the # of new and/or worsening pressure ulcers	No control over new admissions with pressure ulcers; and/or residents returning from hospital with new/worsening pressure ulcers
Reduce the # of falls and/or the # of falls resulting in injury	Submission of application to 3 year RNAO BPSO initiative for 2019 to support best practice implementation
Reduce the # of residents using physical restraints	Submission of application to 3 year RNAO BPSO initiative for 2019 to support best practice implementation
Increase the % of residents whose care plans captures expressed wishes r/t palliative and end-of-life care	Ideas project r/t this initiative under way at sister Home which will be spread to this Home

**2019-2021 Long-Term Care Home Accountability Submission (LAPS)
Service Plan Narrative**

LTCH Name:	Elgin Manor
Facility Number:	H11056

Service Plan Narrative – Part A: 2019-21

1. Strategic Goals and Priorities:

The County of Elgin Homes vision (in support of its mission) is to be an influential leader in the provision of long term care. To this end, the focus of the County Homes is to implement best practice guidelines using CQI methodologies.

The importance of providing quality driven care lies within the commitment and involvement of the multi-disciplinary team within the home. This team comprised of front line staff will continue to receive educational opportunities to enhance process improvement skills. These enhanced skills will support a culture of self-directed team involvement which will place residents and family at the center of care.

The County of Elgin Homes shall continue to demonstrate fiscal responsibility utilizing additional funding sources/opportunities such as the recently approved PSW education funding for the Excellence in Resident-Centered Care (ERCC) training. The ERCC training for up to 12 modules aligns with both the Homes Quality Improvement Plan; and, the publicly reported indicators. Over the years, these additional funding sources have been instrumental in quality improvement initiatives through team development and implementation of change ideas. These teams include: falls and restraints, responsive behaviours, infection control, skin/wound/continence, pain and palliative care. Elgin County Homes continue to work toward identifying revenue generating opportunities to provide additional funding support as resident care needs continue to evolve and become more complex.

The County of Elgin Homes will continue to work collaboratively with community partners to support the goals and change ideas within the Quality Improvement Plan (QIP) to: reduce the # of potentially avoidable ED visits; reduce the # of new and/or worsening pressure ulcers; reduce the # of falls and/or the # of falls resulting in injury; reduce the # of residents using physical restraints; reduce the use of antipsychotic medication without a supporting diagnosis; and, increase the % of residents whose care plans captures expressed wishes r/t palliative and end-of-life care. The Homes have submitted a request for proposal application to the 2019 -2021 RNAO Best Practice Spotlight Organization (BPSO) initiative to further support the implementation of best practices related to these quality indicators. Additionally, two (2) of the Homes management team were involved in a Health Quality Ontario (HQP) IDEAS project related to palliative and end-of-life care; and once successfully implemented at the County of Elgin Homes, the plan is to spread/share the work to other Long-Term Care Homes through work at the Elgin and Southwest Hospice Palliative Care Collaborative tables.

2. Advancement of the IHSP:

Elgin County Homes support the continuum of care within a rural environment to promote the coordination and provision of the right care, at the right time, in the right

**2019-2021 Long-Term Care Home Accountability Submission (LAPS)
Service Plan Narrative**

Service Plan Narrative – Part A: 2019-21

place. The Elgin County Homes have and will continue to engage the following community partners:

- BSO internal and external teams
- LHIN/Psycho-geriatric Resource Consultants
- Regional Mental Health Care/Discharge Liaison Team
- Alzheimer’s Society
- HQO - IDEAS
- St. Thomas Elgin General Hospital
- Public Health/Regional Infection Control Network
- Palliative pain and symptom management consultant
- VON-Meals on Wheels
- VON-Hospice Palliative Care Visiting/Hospice Palliative Care Committee
- Chair of Elgin Hospice Palliative Care Committee
- Elgin Lead for Southwest Hospice Palliative Care Committee
- FOG
- AdvantAge Ontario - Region 1 Chair
- SRIT – Elgin LTC representative
- Age Friendly Committee
- Elgin Elder Abuse Committee
- RNAO LTC Best Practice Coordinator

Potential outcomes related to community engagement and integration activities include but are not limited to:

- On-going policy and procedure review which align with best practice guidelines and the Long Term Care Home Act, 2007 and related legislation
- Implementation of RNAO Best Practice Guidelines
- Continued opportunities to deliver the right care at the right time in the right place through community partnerships
- Enhanced skill sets of front line staff related to prevention and management of responsive behaviours and reduced use of restraints
- On-going capacity building related to implementation of quality improvement processes by management and front line staff
- Seek improved collaboration and communication to establish common performance goals targeting; medication reconciliation, reduced ER visits, wound prevention and fall management, etc.

3. Partnership/Integration Opportunities:

The County of Elgin Homes have identified several partnership/integration opportunities for enhancing community services, reducing added cost to the Health Care System and integrating services across the continuum of care.

- Clinical Connect – Electronic Health Record that provides real time access to

**2019-2021 Long-Term Care Home Accountability Submission (LAPS)
Service Plan Narrative**

Service Plan Narrative – Part A: 2019-21	
	<p>resident/patient information required to support positive resident outcomes and streamline communication between health care providers.</p> <ul style="list-style-type: none"> • Submission of an RFP application to the 3 year RNAO BPSO initiative for the 3 County of Elgin Homes to support implementation of Best Practice Guidelines r/t falls, restraints, pressure ulcers, palliative and end-of-life care reducing the costs to external health care partners/overall system • Through involvement with the Elgin Hospice Palliative Care Committee assisting with promoting the implementation of the HQO IDEAS project work r/t palliative and end-of-life care planning across Elgin/St. Thomas Long Term Care Homes. • Ongoing involvement at the SRIT committee meetings and working groups to identify opportunities for improvement r/t ALC beds and transitions from community/hospital to LTC
4.	<p>Situation Analysis:</p> <ol style="list-style-type: none"> 1. Insufficient provincial funding along with the increased acuity level of residents being admitted to the home from community which could eventually impact service levels. The Homes continue to pursue opportunities for additional funding to support resident care and quality of life. 2. Stringent rules and regulations accompanied by insufficient funding to support staff implementation may result in a greater municipal tax burden and/or reduction of services; as well as a risk for an increased number and severity of non-compliance during compliance inspections. The Homes hope to be successful in the RNAO BPSO application to support success with adherence to constantly evolving compliance inspection protocols and rules/regulations. 3. Reduced wait list applicants for preferred accommodations places the home at risk of lower bed occupancy (below 97%) resulting in loss of funding and potential bed vacancies. 4. Health human resource challenges – specifically for PSW's and RN's related to declining program enrollment, competition across health care sectors with limited health human resources and heightened LTC media/publicity r/t the public inquiry. The Homes are partnering with AdvantAge Ontario through a Health human resource working group and engage in related opportunities at FOG, with local colleges, etc. in attempts to meet the human resource requirements.
5.	<p>Evaluation of Prior Year Performance (optional):</p>
6.	<p>Changes to Operations Summary (optional):</p>
7.	<p>Risks & Mitigations:</p>

**2019-2021 Long-Term Care Home Accountability Submission (LAPS)
Service Plan Narrative**

Type of Risk (i.e. Financial, Program, Operational, etc.)	Level of Potential Risk (low, medium, high)	Mitigating Strategy
Uncertainty of provincial funding increases and CMI outcomes resulting in financial risk to the organization	Low to Medium	Continue to identify cost and operational efficiencies through lean initiatives; and, seek out opportunities for additional funding
Continued increased acuity of residents admitted from home or hospital; and, of residents with significant responsive behaviours which are not well supported through MDSRAI/CMI RUG scores/funding outcomes	Medium to High	Identify opportunities for low cost education for staff to support the skill set necessary to provide for the increased acuity; continued education for MDSRAI coding, RAPS and care planning
Health Human Resources - recruitment and retention of nursing staff – PSW and RN	Medium to High	The Homes are partnering with AdvantAge Ontario through a Health human resource working group and engage in related opportunities at FOG, with local colleges, etc. in attempts to meet the human resource requirements
8. Impact of Redevelopment Project (if any)		

**NOTE: PLEASE DELETE THESE INSTRUCTIONS BEFORE SUBMITTING -
<http://www.fimdata.com/LTCHome>**

(Source – Long Term Care Homes Accountability Planning Submissions (LAPS) Guidelines, section 4.2 Service Plan)

The LAPS service plan narrative should be no more than four (4) pages in length on letter size paper using Arial 11pt font. Do not include attachments or any other additional documents with the LAPS.

The Service Plan Narrative is an opportunity for the LTCH to describe for the LHIN the role that it plays within the local community and how it will support the sustainability of the local health care system. The information will describe the programs and services provided by the LTCH, to meet the unique needs of the local community. This section may include information related to the

2019-2021 Long-Term Care Home Accountability Submission (LAPS) Service Plan Narrative

parent corporation in relation to corporate service improvement initiatives but must be provided in a local context.

The Service Plan narrative is intended to cover the term of the LSAA – 2019-21. The Service Plan will allow the LTCH to provide information that describes services that the home operates or plans to operate within the 2019/20 year, and any information related to services that the home plans to operate in 2020/21 and 2021/22 fiscal years.

Service Plan

The LTCH should complete the Service Plan for 2019/20, and provide any relevant information, if available, regarding the 2020/21 and 2021/22 fiscal years that the LHIN should be made aware. If information is provided for 2020/21 and 2021/22, please indicate in which year the information is applicable.

1. Strategic Goals and Priorities

This may include:

- Key messages for the LHIN such as:
 - Services or programs the LTCH operates or plans to operate that meet the unique needs of the resident population and/or the local community. These would include unique clinical programs or programs meeting the needs of local cultural, linguistic or religious groups. Describe the characteristics of the specific population(s) served and the needs the services are intended to address. The narrative should address all services described in Description of Services above.
 - Describe how the LTCH's initiatives address the health needs of the local Francophone community if the LTCH is required to provide services to the public in French under the *French Language Services Act*.
 - Communication strategies planned or underway with other HSPs or the local community.
 - Plans for structural redevelopment within the MOHLTC's Long-Term Care Home Renewal Strategy.
 - Any other activity of which the LHIN should be aware.

2. Advancement of the IHSP

- How the LTCH's strategic and operating plans contribute to the LHIN IHSP and improve service capacity, delivery and coordination of care/services within the local health system. For example, outline any partnerships/alliances with other HSPs or other service providers such as linkages with mental health services or hospitals for residents with complex medical needs, etc.
- How the LTCH plans to meet its obligations within the LHSIA that include:
 - Community engagement obligations under sections 16(6);
 - Identify integration opportunities under section 24.
- The results of any community engagement and integration activities. Specifically, the impact these results have on the community and the LTCH's ability to enhance service capacity and improve service delivery to meet identified community needs.

**2019-2021 Long-Term Care Home Accountability Submission (LAPS)
Service Plan Narrative**

3. Partnership/Integration Opportunities: Are there potential partnerships/integration opportunities between your LTCH and other HSPs in the next 3 years to improve service delivery? If there are, please list up to three opportunities and potential partnerships and what improvements will be achieved as a result?
4. Situation Analysis
 - Prudent business assumptions and rationale regarding bed occupancy, service delivery and overall expenses and revenues, including collection of resident co-payment revenue.
 - A description of significant budgetary and operational risks (no more than three (3)), if any, that may affect the LTCH's ability to meet compliance standards, resident care needs, operational objectives and financial objectives. This should include the identification of any operational issues that may impact the LTCH's ability to meet compliance standards.
 - An outline of the realistic strategies to mitigate or manage the identified risk(s).
5. Evaluation of Prior Year Performance (optional)
 - A critical and objective evaluation of the prior year's operational performance:
 - Challenges encountered;
 - Strategies undertaken to address these challenges.
6. Changes to Operations Summary (optional)
 - Highlight changes to operations that are being considered for the duration of the LSAA (Changes that require pre-approval from the LHINs cannot be included unless the change has already been approved)
7. Risks & Mitigations: Identify 3 potential risks to your LTCH over the next three years, the level of potential risk, and proposed mitigation strategies to manage each.
8. Impact of Redevelopment (if any); briefly describe any plans for redevelopment, and the potential impact on the performance targets and obligations of the LSAA agreement.

2019-2021 Description of Home and Services

LTCH Name: Bobier Villa

A.1 General Information

Name of Licensee: (as referred to on your Long-Term Care Home Licence)	Corporation of the County of Elgin – Bobier Villa		
Name of Home: (as referred to on your Long-Term Care Home Licence)	Bobier Villa		
LTCH Master Number (e.g. NH9898)	H11052		
Address	29491 Pioneer Line		
City	Dutton	Postal Code	N0L 1J0
Accreditation organization	No		
Date of Last Accreditation (Award Date – e.g. May 31, 2019)	N/A	Year(s) Awarded (e.g. 3 years)	0
French Language Services (FLS)	Identified (Y/N)	Yes	Designated Y/N No

2019-2021 Description of Home and Services

LTCH Name: Bobier Villa

A.2 Licenced or Approved Beds & Classification / Bed Type

1. Licence Type	Total # of Beds					Licence Expiry Date <small>(e.g. May 31, 2025)</small>	Comments/Additional Information
	A	B	C	Upgraded D	New		
Licence ("Regular" or Municipal Approval)	5 6					N/A	Note: Each individual licence should be on a separate row. Please add additional rows as required.
TOTAL BEDS (1)	56						Add total of all beds (A,B,C, UpD, New)
Please include information specific to the following types of licenses on a separate line below. Temporary Licence, Temporary Emergency Licence, or Short-Term Authorization							Note: Each individual licence should be on a separate row. Please add additional rows as required.
2. Licence Type	Total # of Beds					Licence Expiry Date <small>(e.g. May 31, 2025)</small>	Comments/Additional Information
Temporary							
Temporary Emergency							
Short-Term Authorization	1					N/A	
TOTAL BEDS (2)	1						Add total of all beds
TOTAL # OF ALL LICENSED BEDS (1) + (2)	57						Add total # of all licenced beds captured under (1) and (2) above
Usage Type	Total # of Beds					Expiry Date <small>(e.g. May 31, 2025)</small>	Comments/Additional Information
Long Stay Beds (not including beds below)	56						Input number of regular long stay beds
Convalescent Care Beds							
Respite Beds	1						
ELDCAP Beds							
Interim Beds							

2019-2021 Description of Home and Services

LTCH Name: Bobier Villa

A.2 Licenced or Approved Beds & Classification / Bed Type

Veterans' Priority Access beds			
Beds in Abeyance (BIA)			<u>Expiry date represents the end date of the BIA Agreement</u>
Designated specialized unit beds			
Other beds *			
Total # of all Bed Types (3)	57		Add total number of beds by usage type

*Other beds available under a Temporary Emergency Licence or Short-Term Authorization

2019-2021 Description of Home and Services

LTCH Name: Bobier Villa

A.3 Structural Information

Type of Room (this refers to structural layout rather than what is charged in accommodations).

Room Type	Rooms	Multiplier	Number of beds
Number of rooms with 1 bed	45	x 1	45
Number of rooms with 2 beds	6	x 2	12
Number of rooms with 3 beds	0	x 3	0
Number of rooms with 4 beds	0	x 4	0
Total Number of Rooms	51	Total Number of Beds*	57

***Ensure the "Total Number of Beds" above matches "Total # of all Bed Types (3)" from Table A.2**

Original Construction Date (Year)	1997
Renovations: Please list year and details (unit/resident home area, design standards, # beds, reason for renovating)	1) Flooring replacement in resident rooms throughout RHA's from 2016 – 2018 as needed r/t uneven flooring changes happening over time 2) Flooring and wall tile replacement Birch RHA tub and shower room upgrades r/t uneven flooring issues 2018 3) Call bell and telephone system replacement/upgrades 2014 4) Common areas flooring replacement 2013

Number of Units/Resident Home Areas and Beds

Unit/Resident Home Area	Number of Beds
Magnolia Lane	19
Birch Lane	19
Oak Lane	19
Total Number of Beds (Ensure total matches "Total # of all Bed Types (3)" from Table A.2	57

2019-2021 Description of Home and Services

LTCH Name: Bobier Villa

A.4 Additional Services Provided

	Service Provided		Contract for Service		Explanation if applicable
	Yes	No	Yes	No	
Nurse Practitioner		x		x	
Physiotherapy	x		x		
Occupational therapy	x		x		
Ophthalmology/ Optometry	x		x		
Audiology		x		x	RFP submitted – no proposals received
Dental	x		x		
Respiratory Technology		x		x	Use external sources
Denturist		x		x	Use external sources
IV Therapy (antibiotics or hydration)	x			x	Use external sources for IV start and restart
Peritoneal Dialysis (PD)		x		x	Use external sources
Support for hemodialysis (HD)		x		x	
French Language Services	x			x	
Secure residential home area(s)	x			x	19 bed secure unit
Specialized Dementia Care unit(s)	x			x	19 bed secure unit – supported by internal and external BSO teams

A.4 Additional Services Provided (cont'd)

Designated smoking room(s)		x		x	Outdoor shelter only
Specialized unit for younger physically disabled adults		x		x	
Support for Feeding Tubes	x		x		Supported by dietitian
Specialized Behavioural treatment unit(s)		x		x	Use external sources
Transportation Services		x		x	Use external sources
Additional service commitments for new bed awards (1987 to 1998)		x		x	
Other (specify)					
Other (specify)					
Other (specify)					
Other (specify)					

A.5 Specialized Designations – Please note whether designation is official (e.g. MOHLTC, CCAC)

	Designated		Comments
	Yes	No	
Religious		x	
Ethnic		xx	

2019-2021 Description of Home and Services

LTCH Name: Bobier Villa

Linguistic		x	
French Language Service Designation		x	
Aboriginal		x	
Other (specify)			
Other (specify)			
Other (specify)			

A.6 Community Linkages

	Service Provided		Comments
	Yes	No	
Volunteer program	x		
Service groups	x		Auxiliary, Shananigans
Language interpreters	x		Internal List of Staff
Cultural interpreters	x		Internal List of Staff
Advisory council	x		Family Council, Resident Council, PAC
Community board		x	
Faith communities	x		
Other (specify)	x		Elgin Hospice Palliative Care Collaborative & Southwest Hospice Palliative Care Collaborative
Other (specify)	x		SRIT (Elgin Sub-Region Integration Table – LTC representative)
Other (specify)	x		Elgin Elder Abuse Committee- LTC representative; Age Friendly Committee member
Other (specify)	x		Advantage Ontario Region 1 chair

2019-2021 Description of Home and Services

LTCH Name: Bobier Villa

A.7 Services Provided to the Community

	Service Provided		Comments
	Yes	No	
Meal Services	x		Meals on Wheels; Diners Club
Social Congregate Dining	x		
Supportive Housing /SDL		x	
Adult Day Program	x		3 days/week
Retirement living		x	
Other (specify)	x		Guest room suite
Other (specify)			
Other (specify)			
Other (specify)			

A.8 Quality Improvement Practices – Please Include a Summary of the LTCH’s Quality Improvement Initiatives

<i>Initiative</i>	<i>Comments</i>
Reduce the # of potentially avoidable ED visits	
Reduce the # of new and/or worsening pressure ulcers	No control over new admissions with pressure ulcers; and/or residents returning from hospital with new/worsening pressure ulcers
Reduce the # of falls and/or the # of falls resulting in injury	Submission of application to 3 year RNAO BPSO initiative for 2019 to support best practice implementation
Reduce the # of residents using physical restraints	Submission of application to 3 year RNAO BPSO initiative for 2019 to support best practice implementation
Increase the % of residents whose care plans captures expressed wishes r/t palliative and end-of-life care	Ideas project r/t this initiative under way at sister Home which will be spread to this Home

**2019-2021 Long-Term Care Home Accountability Submission (LAPS)
Service Plan Narrative**

LTCH Name:	Bobier Villa
Facility Number:	H11052

Service Plan Narrative – Part A: 2019-21

1. Strategic Goals and Priorities:
The County of Elgin Homes vision (in support of its mission) is to be an influential leader in the provision of long term care. To this end, the focus of the County Homes is to implement best practice guidelines using CQI methodologies.

The importance of providing quality driven care lies within the commitment and involvement of the multi-disciplinary team within the home. This team comprised of front line staff will continue to receive educational opportunities to enhance process improvement skills. These enhanced skills will support a culture of self-directed team involvement which will place residents and family at the center of care.

The County of Elgin Homes shall continue to demonstrate fiscal responsibility utilizing additional funding sources/opportunities such as the recently approved PSW education funding for the Excellence in Resident-Centered Care (ERCC) training. The ERCC training for up to 12 modules aligns with both the Homes Quality Improvement Plan; and, the publicly reported indicators. Over the years, these additional funding sources have been instrumental in quality improvement initiatives through team development and implementation of change ideas. These teams include: falls and restraints, responsive behaviours, infection control, skin/wound/continence, pain and palliative care. Elgin County Homes continue to work toward identifying revenue generating opportunities to provide additional funding support as resident care needs continue to evolve and become more complex.

The County of Elgin Homes will continue to work collaboratively with community partners to support the goals and change ideas within the Quality Improvement Plan (QIP) to: reduce the # of potentially avoidable ED visits; reduce the # of new and/or worsening pressure ulcers; reduce the # of falls and/or the # of falls resulting in injury; reduce the # of residents using physical restraints; reduce the use of antipsychotic medication without a supporting diagnosis; and, increase the % of residents whose care plans captures expressed wishes r/t palliative and end-of-life care. The Homes have submitted a request for proposal application to the 2019 -2021 RNAO Best Practice Spotlight Organization (BPSO) initiative to further support the implementation of best practices related to these quality indicators. Additionally, two (2) of the Homes management team were involved in a Health Quality Ontario (HQO) IDEAS project related to palliative and end-of-life care; and once successfully implemented at the County of Elgin Homes, the plan is to spread/share the work to other Long-Term Care Homes through work at the Elgin and Southwest Hospice Palliative Care Collaborative tables.

2. Advancement of the IHSP:
Elgin County Homes support the continuum of care within a rural environment to promote the coordination and provision of the right care, at the right time, in the right place. The Elgin County Homes have and will continue to engage the following

**2019-2021 Long-Term Care Home Accountability Submission (LAPS)
Service Plan Narrative**

Service Plan Narrative – Part A: 2019-21

community partners:

- BSO internal and external teams
- LHIN/Psycho-geriatric Resource Consultants
- Regional Mental Health Care/Discharge Liaison Team
- Alzheimer’s Society
- HQO - IDEAS
- St. Thomas Elgin General Hospital
- Public Health/Regional Infection Control Network
- Palliative pain and symptom management consultant
- VON-Meals on Wheels
- VON-Hospice Palliative Care Visiting/Hospice Palliative Care Committee
- Chair of Elgin Hospice Palliative Care Committee
- Elgin Lead for Southwest Hospice Palliative Care Committee
- FOG
- AdvantAge Ontario - Region 1 Chair
- SRIT – Elgin LTC representative
- Age Friendly Committee
- Elgin Elder Abuse Committee
- RNAO LTC Best Practice Coordinator
- Adult Day Program

Potential outcomes related to community engagement and integration activities include but are not limited to:

- On-going policy and procedure review which align with best practice guidelines and the Long Term Care Home Act, 2007 and related legislation
- Implementation of RNAO Best Practice Guidelines
- Continued opportunities to deliver the right care at the right time in the right place through community partnerships
- Enhanced skill sets of front line staff related to prevention and management of responsive behaviours and reduced use of restraints
- On-going capacity building related to implementation of quality improvement processes by management and front line staff
- Seek improved collaboration and communication to establish common performance goals targeting; medication reconciliation, reduced ER visits, wound prevention and fall management, etc.

3. Partnership/Integration Opportunities:

The County of Elgin Homes have identified several partnership/integration opportunities for enhancing community services, reducing added cost to the Health Care System and integrating services across the continuum of care.

- Clinical Connect – Electronic health record portal that provides real time

**2019-2021 Long-Term Care Home Accountability Submission (LAPS)
Service Plan Narrative**

Service Plan Narrative – Part A: 2019-21	
	<p>access to resident/patient information required to support positive resident outcomes and streamline communication between health care providers.</p> <ul style="list-style-type: none"> • Submission of an RFP application to the 3 year RNAO BPSO initiative for the 3 County of Elgin Homes to support implementation of Best Practice Guidelines r/t falls, restraints, pressure ulcers, palliative and end-of-life care reducing the costs to external health care partners/overall system • Through involvement with the Elgin Hospice Palliative Care Committee assisting with promoting the implementation of the HQO IDEAS project work r/t palliative and end-of-life care planning across Elgin/St. Thomas Long Term Care Homes. • Ongoing involvement at the SRIT committee meetings and working groups to identify opportunities for improvement r/t ALC beds and transitions from community/hospital to LTC
4.	<p>Situation Analysis:</p> <ol style="list-style-type: none"> 1. Insufficient provincial funding along with the increased acuity level of residents being admitted to the home from community which could eventually impact service levels. The Homes continue to pursue opportunities for additional funding to support resident care and quality of life. 2. Stringent rules and regulations accompanied by insufficient funding to support staff implementation may result in a greater municipal tax burden and/or reduction of services; as well as a risk for an increased number and severity of non-compliance during compliance inspections. The Homes hope to be successful in the RNAO BPSO application to support success with adherence to constantly evolving compliance inspection protocols and rules/regulations. 3. Reduced wait list applicants for preferred accommodations places the home at risk of lower bed occupancy (below 97%) resulting in loss of funding and potential bed vacancies. 4. Health human resource challenges – specifically for PSW's and RN's related to declining program enrollment, competition across health care sectors with limited health human resources and heightened LTC media/publicity r/t the public inquiry. The Homes are partnering with AdvantAge Ontario through a Health human resource working group and engage in related opportunities at FOG, with local colleges, etc. in attempts to meet the human resource requirements.
5.	<p>Evaluation of Prior Year Performance (optional):</p>
6.	<p>Changes to Operations Summary (optional):</p>
7.	<p>Risks & Mitigations:</p>

**2019-2021 Long-Term Care Home Accountability Submission (LAPS)
Service Plan Narrative**

Type of Risk (i.e. Financial, Program, Operational, etc.)	Level of Potential Risk (low, medium, high)	Mitigating Strategy
Uncertainty of provincial funding increases and CMI outcomes resulting in financial risk to the organization	Low to medium	Continue to identify cost and operational efficiencies through lean initiatives; and, seek out opportunities for additional funding
Continued increased acuity of residents admitted from home or hospital; and, of residents with significant responsive behaviours which are not well supported through MDSRAI/CMI RUG scores/funding outcomes	Medium to high	Identify opportunities for low cost education for staff to support the skill set necessary to provide for the increased acuity; continued education for MDSRAI coding, RAPS and care planning
Health Human Resources - recruitment and retention of nursing staff – PSW and RN	Medium to High	The Homes are partnering with AdvantAge Ontario through a Health human resource working group and engage in related opportunities at FOG, with local colleges, etc. in attempts to meet the human resource requirements
8. Impact of Redevelopment Project (if any)		

**NOTE: PLEASE DELETE THESE INSTRUCTIONS BEFORE SUBMITTING -
<http://www.fimdata.com/LTCHome>**

(Source – Long Term Care Homes Accountability Planning Submissions (LAPS) Guidelines, section 4.2 Service Plan)

The LAPS service plan narrative should be no more than four (4) pages in length on letter size paper using Arial 11pt font. Do not include attachments or any other additional documents with the LAPS.

The Service Plan Narrative is an opportunity for the LTCH to describe for the LHIN the role that it plays within the local community and how it will support the sustainability of the local health care system. The information will describe the programs and services provided by the LTCH, to meet the unique needs of the local community. This section may include information related to the

2019-2021 Long-Term Care Home Accountability Submission (LAPS) Service Plan Narrative

parent corporation in relation to corporate service improvement initiatives but must be provided in a local context.

The Service Plan narrative is intended to cover the term of the LSAA – 2019-21. The Service Plan will allow the LTCH to provide information that describes services that the home operates or plans to operate within the 2019/20 year, and any information related to services that the home plans to operate in 2020/21 and 2021/22 fiscal years.

Service Plan

The LTCH should complete the Service Plan for 2019/20, and provide any relevant information, if available, regarding the 2020/21 and 2021/22 fiscal years that the LHIN should be made aware. If information is provided for 2020/21 and 2021/22, please indicate in which year the information is applicable.

1. Strategic Goals and Priorities

This may include:

- Key messages for the LHIN such as:
 - Services or programs the LTCH operates or plans to operate that meet the unique needs of the resident population and/or the local community. These would include unique clinical programs or programs meeting the needs of local cultural, linguistic or religious groups. Describe the characteristics of the specific population(s) served and the needs the services are intended to address. The narrative should address all services described in Description of Services above.
 - Describe how the LTCH's initiatives address the health needs of the local Francophone community if the LTCH is required to provide services to the public in French under the *French Language Services Act*.
 - Communication strategies planned or underway with other HSPs or the local community.
 - Plans for structural redevelopment within the MOHLTC's Long-Term Care Home Renewal Strategy.
 - Any other activity of which the LHIN should be aware.

2. Advancement of the IHSP

- How the LTCH's strategic and operating plans contribute to the LHIN IHSP and improve service capacity, delivery and coordination of care/services within the local health system. For example, outline any partnerships/alliances with other HSPs or other service providers such as linkages with mental health services or hospitals for residents with complex medical needs, etc.
- How the LTCH plans to meet its obligations within the LHSIA that include:
 - Community engagement obligations under sections 16(6);
 - Identify integration opportunities under section 24.
- The results of any community engagement and integration activities. Specifically, the impact these results have on the community and the LTCH's ability to enhance service capacity and improve service delivery to meet identified community needs.

2019-2021 Long-Term Care Home Accountability Submission (LAPS) Service Plan Narrative

3. Partnership/Integration Opportunities: Are there potential partnerships/integration opportunities between your LTCH and other HSPs in the next 3 years to improve service delivery? If there are, please list up to three opportunities and potential partnerships and what improvements will be achieved as a result?
4. Situation Analysis
 - Prudent business assumptions and rationale regarding bed occupancy, service delivery and overall expenses and revenues, including collection of resident co-payment revenue.
 - A description of significant budgetary and operational risks (no more than three (3)), if any, that may affect the LTCH's ability to meet compliance standards, resident care needs, operational objectives and financial objectives. This should include the identification of any operational issues that may impact the LTCH's ability to meet compliance standards.
 - An outline of the realistic strategies to mitigate or manage the identified risk(s).
5. Evaluation of Prior Year Performance (optional)
 - A critical and objective evaluation of the prior year's operational performance:
 - Challenges encountered;
 - Strategies undertaken to address these challenges.
6. Changes to Operations Summary (optional)
 - Highlight changes to operations that are being considered for the duration of the LSAA (Changes that require pre-approval from the LHINs cannot be included unless the change has already been approved)
7. Risks & Mitigations: Identify 3 potential risks to your LTCH over the next three years, the level of potential risk, and proposed mitigation strategies to manage each.
8. Impact of Redevelopment (if any); briefly describe any plans for redevelopment, and the potential impact on the performance targets and obligations of the LSAA agreement.

2019-2021 Description of Home and Services

LTCH Name: Terrace Lodge

A.1 General Information

Name of Licensee: (as referred to on your Long-Term Care Home Licence)	Corporation of the County of Elgin – Terrace Lodge		
Name of Home: (as referred to on your Long-Term Care Home Licence)	Terrace Lodge		
LTCH Master Number (e.g. NH9898)	H13117		
Address	49462 Talbot Line		
City	Aylmer	Postal Code	N5H 3A5
Accreditation organization	No		
Date of Last Accreditation (Award Date – e.g. May 31, 2019)	N/A	Year(s) Awarded (e.g. 3 years)	0
French Language Services (FLS)	Identified (Y/N)	Yes	Designated Y/N no

2019-2021 Description of Home and Services

LTCH Name: Terrace Lodge

A.2 Licenced or Approved Beds & Classification / Bed Type

1. Licence Type	Total # of Beds					Licence Expiry Date <small>(e.g. May 31, 2025)</small>	Comments/Additional Information
	A	B	C	Upgraded D	New		
Licence ("Regular" or Municipal Approval)			99			N/A	Note: Each individual licence should be on a separate row. Please add additional rows as required.
TOTAL BEDS (1)	99						Add total of all beds (A,B,C, UpD, New)
Please include information specific to the following types of licenses on a separate line below. Temporary Licence, Temporary Emergency Licence, or Short-Term Authorization							Note: Each individual licence should be on a separate row. Please add additional rows as required.
2. Licence Type	Total # of Beds					Licence Expiry Date <small>(e.g. May 31, 2025)</small>	Comments/Additional Information
Temporary							
Temporary Emergency							
Short-Term Authorization	1					N/A	
TOTAL BEDS (2)							Add total of all beds
TOTAL # OF ALL LICENSED BEDS (1) + (2)	100						Add total # of all licenced beds captured under (1) and (2) above
Usage Type	Total # of Beds					Expiry Date <small>(e.g. May 31, 2025)</small>	Comments/Additional Information
Long Stay Beds (not including beds below)	99					N/A	Input number of regular long stay beds
Convalescent Care Beds							
Respite Beds	1						
ELDCAP Beds							
Interim Beds							

2019-2021 Description of Home and Services

LTCH Name: Terrace Lodge

A.2 Licenced or Approved Beds & Classification / Bed Type

Veterans' Priority Access beds			
Beds in Abeyance (BIA)			<u>Expiry date represents the end date of the BIA Agreement</u>
Designated specialized unit beds			
Other beds *			
Total # of all Bed Types (3)	100		Add total number of beds by usage type

*Other beds available under a Temporary Emergency Licence or Short-Term Authorization

2019-2021 Description of Home and Services

LTCH Name: Terrace Lodge

A.3 Structural Information

Type of Room (this refers to structural layout rather than what is charged in accommodations).

Room Type	Rooms	Multiplier	Number of beds
Number of rooms with 1 bed	20	x 1	20
Number of rooms with 2 beds	40	x 2	80
Number of rooms with 3 beds	0	x 3	0
Number of rooms with 4 beds	0	x 4	0
Total Number of Rooms	60	Total Number of Beds*	100

***Ensure the "Total Number of Beds" above matches "Total # of all Bed Types (3)" from Table A.2**

Original Construction Date (Year)	1977
Renovations: Please list year and details (unit/resident home area, design standards, # beds, reason for renovating)	1) Delayed as will be redeveloped 2) 3) 4)

Number of Units/Resident Home Areas and Beds

<i>Unit/Resident Home Area</i>	Number of Beds
Lower North	25
Upper North	25
Lower South	25
Upper South	25
Total Number of Beds (Ensure total matches "Total # of all Bed Types (3)" from Table A.2)	100

2019-2021 Description of Home and Services

LTCH Name: Terrace Lodge

A.4 Additional Services Provided

	Service Provided		Contract for Service		Explanation if applicable
	Yes	No	Yes	No	
Nurse Practitioner		x		x	
Physiotherapy	x		x		
Occupational therapy	x		x		
Ophthalmology/ Optometry	x		x		
Audiology		x		x	RFP submitted – no proposals received
Dental	x		x		
Respiratory Technology		x		x	Use external sources
Denturist		x		x	Use external sources
IV Therapy (antibiotics or hydration)	x			x	Use external sources for IV start and restart
Peritoneal Dialysis (PD)		x		x	Use external sources
Support for hemodialysis (HD)		x		x	
French Language Services	x			x	
Secure residential home area(s)	x			x	25 bed secure unit
Specialized Dementia Care unit(s)	x			x	25 bed secure unit – supported by internal and external BSO teams

A.4 Additional Services Provided (cont'd)

Designated smoking room(s)		x		x	Outdoor shelter only
Specialized unit for younger physically disabled adults		x		x	
Support for Feeding Tubes	x		x		Supported by dietitian
Specialized Behavioural treatment unit(s)		x		x	Use external sources
Transportation Services		x		x	Use external sources
Additional service commitments for new bed awards (1987 to 1998)		x		x	
Other (specify)					
Other (specify)					
Other (specify)					
Other (specify)					

A.5 Specialized Designations – Please note whether designation is official (e.g. MOHLTC, CCAC)

	Designated		Comments
	Yes	No	
Religious		x	
Ethnic		x	Low German Mennonite
Linguistic		x	

2019-2021 Description of Home and Services

LTCH Name: Terrace Lodge

French Language Service Designation		x	
Aboriginal		x	
Other (specify)			
Other (specify)			
Other (specify)			

A.6 Community Linkages

	Service Provided		Comments
	Yes	No	
Volunteer program	x		
Service groups	x		Auxiliary, YWCA
Language interpreters	x		Internal list of staff
Cultural interpreters	x		Internal list of staff
Advisory council	x		Family council, Resident Council, PAC
Community board		x	
Faith communities	x		
Other (specify)	x		Elgin Hospice Palliative Care Collaborative & Southwest Hospice Palliative Care Collaborative
Other (specify)	x		SRIT (Elgin Sub-Region Integration Table – LTC representative
Other (specify)	x		Elgin Elder Abuse Committee- LTC representative; Age Friendly Committee member
Other (specify)	x		Advantage Ontario Region 1 chair

2019-2021 Description of Home and Services

LTCH Name: Terrace Lodge

A.7 Services Provided to the Community

	Service Provided		Comments
	Yes	No	
Meal Services	x		
Social Congregate Dining	x		
Supportive Housing /SDL		x	
Adult Day Program	x		Includes 2 overnight stays, Stroke Rehab Program, transportation
Retirement living		x	
Other (specify)	x		Therapy Pool – Aquatic Programs
Other (specify)			
Other (specify)			
Other (specify)			

A.8 Quality Improvement Practices – Please Include a Summary of the LTCH’s Quality Improvement Initiatives

<i>Initiative</i>	<i>Comments</i>
Reduce the # of potentially avoidable ED visits	
Reduce the # of new and/or worsening pressure ulcers	No control over new admissions with pressure ulcers; and/or residents returning from hospital with new/worsening pressure ulcers
Reduce the # of falls and/or the # of falls resulting in injury	Submission of application to 3 year RNAO BPSO initiative for 2019 to support best practice implementation
Reduce the # of residents using physical restraints	Submission of application to 3 year RNAO BPSO initiative for 2019 to support best practice implementation
Increase the % of residents whose care plans captures expressed wishes r/t palliative and end-of-life care	Ideas project r/t this initiative under way which will be spread to sister Homes

**2019-2021 Long-Term Care Home Accountability Submission (LAPS)
Service Plan Narrative**

LTCH Name:	Terrace Lodge
Facility Number:	H13117

Service Plan Narrative – Part A: 2019-21

1. Strategic Goals and Priorities:

The County of Elgin Homes vision (in support of its mission) is to be an influential leader in the provision of long term care. To this end, the focus of the County Homes is to implement best practice guidelines using CQI methodologies.

The importance of providing quality driven care lies within the commitment and involvement of the multi-disciplinary team within the home. This team comprised of front line staff will continue to receive educational opportunities to enhance process improvement skills. These enhanced skills will support a culture of self-directed team involvement which will place residents and family at the center of care.

The County of Elgin Homes shall continue to demonstrate fiscal responsibility utilizing additional funding sources/opportunities such as the recently approved PSW education funding for the Excellence in Resident-Centered Care (ERCC) training. The ERCC training for up to 12 modules aligns with both the Homes Quality Improvement Plan; and, the publicly reported indicators. Over the years, these additional funding sources have been instrumental in quality improvement initiatives through team development and implementation of change ideas. These teams include: falls and restraints, responsive behaviours, infection control, skin/wound/continence, pain and palliative care. Elgin County Homes continue to work toward identifying revenue generating opportunities to provide additional funding support as resident care needs continue to evolve and become more complex.

The County of Elgin Homes will continue to work collaboratively with community partners to support the goals and change ideas within the Quality Improvement Plan (QIP) to: reduce the # of potentially avoidable ED visits; reduce the # of new and/or worsening pressure ulcers; reduce the # of falls and/or the # of falls resulting in injury; reduce the # of residents using physical restraints; reduce the use of antipsychotic medication without a supporting diagnosis; and, increase the % of residents whose care plans captures expressed wishes r/t palliative and end-of-life care. The Homes have submitted a request for proposal application to the 2019 -2021 RNAO Best Practice Spotlight Organization (BPSO) initiative to further support the implementation of best practices related to these quality indicators. Additionally, two (2) of the Homes management team were involved in a Health Quality Ontario (HQO) IDEAS project related to palliative and end-of-life care; and once successfully implemented at the County of Elgin Homes, the plan is to spread/share the work to other Long-Term Care Homes through work at the Elgin and Southwest Hospice Palliative Care Collaborative tables.

2. Advancement of the IHSP:

Elgin County Homes support the continuum of care within a rural environment to promote the coordination and provision of the right care, at the right time, in the right place. The Elgin County Homes have and will continue to engage the following community partners:

**2019-2021 Long-Term Care Home Accountability Submission (LAPS)
Service Plan Narrative**

Service Plan Narrative – Part A: 2019-21

- BSO internal and external teams
- LHIN/Psycho-geriatric Resource Consultants
- Regional Mental Health Care/Discharge Liaison Team
- Alzheimer’s Society
- HQO - IDEAS
- St. Thomas Elgin General Hospital
- Public Health/Regional Infection Control Network
- Palliative pain and symptom management consultant
- VON-Meals on Wheels
- VON-Hospice Palliative Care Visiting/Hospice Palliative Care Committee
- Chair of Elgin Hospice Palliative Care Committee
- Elgin Lead for Southwest Hospice Palliative Care Committee
- FOG
- AdvantAge Ontario - Region 1 Chair
- SRIT – Elgin LTC representative
- Age Friendly Committee
- Elgin Elder Abuse Committee
- RNAO LTC Best Practice Coordinator
- Adult Day Program including Stroke Rehabilitation Program and overnight stays

Potential outcomes related to community engagement and integration activities include but are not limited to:

- On-going policy and procedure review which align with best practice guidelines and the Long Term Care Home Act, 2007 and related legislation
- Implementation of RNAO Best Practice Guidelines
- Continued opportunities to deliver the right care at the right time in the right place through community partnerships
- Enhanced skill sets of front line staff related to prevention and management of responsive behaviours and reduced use of restraints
- On-going capacity building related to implementation of quality improvement processes by management and front line staff
- Seek improved collaboration and communication to establish common performance goals targeting; medication reconciliation, reduced ER visits, wound prevention and fall management, etc.

3. Partnership/Integration Opportunities:

The County of Elgin Homes have identified several partnership/integration opportunities for enhancing community services, reducing added cost to the Health Care System and integrating services across the continuum of care.

- Clinical Connect – Electronic Health Record that provides real time access to resident/patient information required to support positive resident outcomes and

**2019-2021 Long-Term Care Home Accountability Submission (LAPS)
Service Plan Narrative**

Service Plan Narrative – Part A: 2019-21
<p>streamline communication between health care providers.</p> <ul style="list-style-type: none"> • Submission of an RFP application to the 3 year RNAO BPSO initiative for the 3 County of Elgin Homes to support implementation of Best Practice Guidelines r/t falls, restraints, pressure ulcers, palliative and end-of-life care reducing the costs to external health care partners/overall system • Through involvement with the Elgin Hospice Palliative Care Committee assisting with promoting the implementation of the HQO IDEAS project work r/t palliative and end-of-life care planning across Elgin/St. Thomas Long Term Care Homes. • Ongoing involvement at the SRIT committee meetings and working groups to identify opportunities for improvement r/t ALC beds and transitions from community/hospital to LTC
<p>4. Situation Analysis:</p> <ol style="list-style-type: none"> 1. Insufficient provincial funding along with the increased acuity level of residents being admitted to the home from community which could eventually impact service levels. The Homes continue to pursue opportunities for additional funding to support resident care and quality of life. 2. Stringent rules and regulations accompanied by insufficient funding to support staff implementation may result in a greater municipal tax burden and/or reduction of services; as well as a risk for an increased number and severity of non-compliance during compliance inspections. The Homes hope to be successful in the RNAO BPSO application to support success with adherence to constantly evolving compliance inspection protocols and rules/regulations. 3. Reduced wait list applicants for preferred accommodations places the home at risk of lower bed occupancy (below 97%) resulting in loss of funding and potential bed vacancies. 4. Health human resource challenges – specifically for PSW’s and RN’s related to declining program enrollment, competition across health care sectors with limited health human resources and heightened LTC media/publicity r/t the public inquiry. The Homes are partnering with AdvantAge Ontario through a Health human resource working group and engage in related opportunities at FOG, with local colleges, etc. in attempts to meet the human resource requirements.
<p>5. Evaluation of Prior Year Performance (optional):</p>
<p>6. Changes to Operations Summary (optional):</p>
<p>7. Risks & Mitigations:</p>

**2019-2021 Long-Term Care Home Accountability Submission (LAPS)
Service Plan Narrative**

Type of Risk (i.e. Financial, Program, Operational, etc.)	Level of Potential Risk (low, medium, high)	Mitigating Strategy
Uncertainty of provincial funding increases and CMI outcomes resulting in financial risk to the organization	Low to medium	Continue to identify cost and operational efficiencies through lean initiatives; and, seek out opportunities for additional funding
Continued increased acuity of residents admitted from home or hospital; and, of residents with significant responsive behaviours which are not well supported through MDSRAI/CMI RUG scores/funding outcomes	Medium to high	Identify opportunities for low cost education for staff to support the skill set necessary to provide for the increased acuity; continued education for MDSRAI coding, RAPS and care planning
Health Human Resources - recruitment and retention of nursing staff – PSW and RN	Medium to high	The Homes are partnering with AdvantAge Ontario through a Health human resource working group and engage in related opportunities at FOG, with local colleges, etc. in attempts to meet the human resource requirements
<p>8. Impact of Redevelopment Project (if any) Terrace Lodge will begin the redevelopment project during this LAPS timeframe. There will be an impact to residents, families, staff and the community at large during the redevelopment project. Terrace Lodge will become a class A facility and will better serve the residents, families and community at large; as well as support staff in providing quality resident care in an efficient manner.</p>		

**NOTE: PLEASE DELETE THESE INSTRUCTIONS BEFORE SUBMITTING -
<http://www.fimdata.com/LTCHome>**

(Source – Long Term Care Homes Accountability Planning Submissions (LAPS) Guidelines, section 4.2 Service Plan)

The LAPS service plan narrative should be no more than four (4) pages in length on letter size paper using Arial 11pt font. Do not include attachments or any other additional documents with the LAPS.

2019-2021 Long-Term Care Home Accountability Submission (LAPS) Service Plan Narrative

The Service Plan Narrative is an opportunity for the LTCH to describe for the LHIN the role that it plays within the local community and how it will support the sustainability of the local health care system. The information will describe the programs and services provided by the LTCH, to meet the unique needs of the local community. This section may include information related to the parent corporation in relation to corporate service improvement initiatives but must be provided in a local context.

The Service Plan narrative is intended to cover the term of the LSAA – 2019-21. The Service Plan will allow the LTCH to provide information that describes services that the home operates or plans to operate within the 2019/20 year, and any information related to services that the home plans to operate in 2020/21 and 2021/22 fiscal years.

Service Plan

The LTCH should complete the Service Plan for 2019/20, and provide any relevant information, if available, regarding the 2020/21 and 2021/22 fiscal years that the LHIN should be made aware. If information is provided for 2020/21 and 2021/22, please indicate in which year the information is applicable.

1. Strategic Goals and Priorities

This may include:

- Key messages for the LHIN such as:
 - Services or programs the LTCH operates or plans to operate that meet the unique needs of the resident population and/or the local community. These would include unique clinical programs or programs meeting the needs of local cultural, linguistic or religious groups. Describe the characteristics of the specific population(s) served and the needs the services are intended to address. The narrative should address all services described in Description of Services above.
 - Describe how the LTCH's initiatives address the health needs of the local Francophone community if the LTCH is required to provide services to the public in French under the *French Language Services Act*.
 - Communication strategies planned or underway with other HSPs or the local community.
 - Plans for structural redevelopment within the MOHLTC's Long-Term Care Home Renewal Strategy.
 - Any other activity of which the LHIN should be aware.

2. Advancement of the IHSP

- How the LTCH's strategic and operating plans contribute to the LHIN IHSP and improve service capacity, delivery and coordination of care/services within the local health system. For example, outline any partnerships/alliances with other HSPs or other service providers such as linkages with mental health services or hospitals for residents with complex medical needs, etc.
- How the LTCH plans to meet its obligations within the LHSIA that include:
 - Community engagement obligations under sections 16(6);
 - Identify integration opportunities under section 24.

2019-2021 Long-Term Care Home Accountability Submission (LAPS) Service Plan Narrative

- The results of any community engagement and integration activities. Specifically, the impact these results have on the community and the LTCH's ability to enhance service capacity and improve service delivery to meet identified community needs.
3. Partnership/Integration Opportunities: Are there potential partnerships/integration opportunities between your LTCH and other HSPs in the next 3 years to improve service delivery? If there are, please list up to three opportunities and potential partnerships and what improvements will be achieved as a result?
 4. Situation Analysis
 - Prudent business assumptions and rationale regarding bed occupancy, service delivery and overall expenses and revenues, including collection of resident co-payment revenue.
 - A description of significant budgetary and operational risks (no more than three (3)), if any, that may affect the LTCH's ability to meet compliance standards, resident care needs, operational objectives and financial objectives. This should include the identification of any operational issues that may impact the LTCH's ability to meet compliance standards.
 - An outline of the realistic strategies to mitigate or manage the identified risk(s).
 5. Evaluation of Prior Year Performance (optional)
 - A critical and objective evaluation of the prior year's operational performance:
 - Challenges encountered;
 - Strategies undertaken to address these challenges.
 6. Changes to Operations Summary (optional)
 - Highlight changes to operations that are being considered for the duration of the LSAA (Changes that require pre-approval from the LHINs cannot be included unless the change has already been approved)
 7. Risks & Mitigations: Identify 3 potential risks to your LTCH over the next three years, the level of potential risk, and proposed mitigation strategies to manage each.
 8. Impact of Redevelopment (if any); briefly describe any plans for redevelopment, and the potential impact on the performance targets and obligations of the LSAA agreement.



REPORT TO COUNTY COUNCIL

FROM: Sandra Poczobut
Manager of Library Programming and Community Development

DATE: November 16, 2018

SUBJECT: Elgin County Library- Recent Projects, Programs, Partnerships and Activities – May to October 2018

INTRODUCTION:

The Elgin County Library is pleased to present Council with an overview and update of projects, programs, partnerships, and activities that have occurred from May to October 2018.

DISCUSSION:

Elgin County Library continues to offer programs and services that are responsive to the needs of our communities and reflective of a partnership approach to unique program delivery. This summer ushered in another year of participation in the TD Summer Reading Club. The program engaged families to continue to build literacy skills through the summer months while bringing communities together through dynamic educational programs. Additionally, special events such as Ontario Public Library Week brought engagement with our community schools, as Clifford the Big Red Dog visited classroom for story times. As strength is found in partnerships, continued success with STEAM Centre's E-waste program saw County residents reducing electronic waste at Elgin County Library drop-off bins, and an exciting opportunity emerged to expand and grow the Books 2 Go program with the help of VON Canada and West Elgin Community Health Centre. Additionally, growth in social media use and communication through these platforms has brought us closer to patrons and enabled dynamic storytelling to emerge, thus informing more patrons of our services.

Projects

E- Waste Recycling Program

The E-waste recycling program offers residents the opportunity to dispose of unused electronics. The partnership has generated \$4,238.74 for STEAM Centre programs to date with e-waste collection sites at the Elgin County Libraries and STEAM Education Centre. Items such as computer towers and electronics have been repurposed to empower youth to learn valuable skills such as coding and computer networking. Elgin County Library bins alone have kept 28,747 lbs. of e-waste out of landfills with the following amounts collected at each site to date: Springfield – 6,329lbs., Belmont – 7,454 lbs., Shedden 3,925 lbs., Dutton – 7,464 lbs. and West Lorne – 3,573 lbs. Bins will be monitored during the winter months ahead to ensure that they remain accessible for e-waste drop-off.

Books 2 Go

The Books 2 Go program launched in the west end of the County in 2015 in partnership with the West Elgin Community Health Centre to offer book delivery to seniors and homebound patrons in areas serviced by our Dutton, Rodney and West Lorne branches. Last spring, the program was expanded into the east through our Aylmer branch. Now, in partnership with VON, the program will be available as of December in all parts of the county through volunteer programs delivered by both organizations. Any patron over the age of 55, patrons experiencing physical or mental challenges and those who are temporarily homebound due to a disability are eligible for the service.

Programs

Summer Reading Club Program

The TD Summer Reading Club program enables branches to connect with families and patrons in the community while bridging the reading gap that occurs during the summer months. This year 966 children registered for the program, and 3,126 patrons attended over 109 Individual programs that were being offered at the 10 Elgin County Library branches. This year's theme of "follow your passions" enabled a variety of unique programs and performers. Families explored programs that provided new experiences and enabled youth to feel connected to the community.

Staff-run programs were anchored with special guests including local fire and police departments, horticultural societies, and wellness programs. From raptors to virtual reality, from garden building to yoga, the TD Summer Club Reading Club offered a plethora of unique experiences for visitors. In addition to tracking participants and number of books read, both caregivers and children were surveyed using a qualitative data collection tool developed for libraries called Project Outcome. When asked how families felt about programs this summer, responses included that "the programs gave children independence as they were able to request books on their own and learned how to interact with library staff" and that libraries "should continue to offer great programs that encourage reading."

Culture Days

Culture Days is an annual national celebration designed to assist communities in showcasing their cultural assets through unique interactive programs that are free to attend. In keeping with this year's theme of "on beat", branches organized programs that had patrons tapping their toes to music featuring local talent. Ukuleles, keyboards, victrolas, fiddles, guitars, violins, and voices could be heard throughout the weekend in branches. Support for marketing, as well as an interactive website and app, were available from Culture Days Ontario, including a special webpage to promote CultureDays@TheLibrary.

National Science Literacy Week

This was the library's inaugural year in participating in Science Literacy Week, September 17 – 23. The initiative is facilitated through the Natural Sciences and Engineering Research Council of Canada's PromoScience program and is funded by the Government of Canada. The program brought attention to the importance of science literacy and enabled branches to showcase our non-fiction science collection, databases and science-themed program kits.

Ontario Public Library Week

Ontario Public Library Week, October 14 – 20, is a weeklong celebration of libraries and their impact on communities. The tagline "a visit will get you thinking" encourages community members to explore the various ways that libraries have become gathering spaces for access, exploration and community engagement. Elgin County Library hosted Clifford the Big Red Dog at branches and local schools to share our love of reading. Additionally, author Paul E. Allen held book talks in the west and east end of the County based on his book "When Tobacco was King". The talk resonated with patrons due to the linkages to local farming history, and the Elgin County Archives collaborated with the library on an exhibit which told the story of Elgin County's tobacco past with local archival images and documents.

St. Joseph's High School- Renaissance Robotics

Elgin County Library has welcomed the St. Joseph's robotics team to the branches for special programs that feature a sample of the types of projects the robotics team embarks on to inspire a new generation of engineers. Students from the team have joined us at branches across the county and recently made a guest appearance at our partnership program with Terrace Lodge which brings together our youngest and most senior patrons. Residents had a unique opportunity to interact with these technologies and share intergenerational knowledge amongst one another.

Elgin Elder Abuse

In partnership with Elder Abuse Elgin, a successful grant was received to provide outreach surrounding this topic. Library branches will serve as a venue for information sessions and programs for the duration of the program to the end of March 2019. The sessions focus on building capacity and awareness surrounding the topic of elder abuse affecting some of the most vulnerable seniors in our county, showcasing how we can all, regardless of age or background, be champions of change for seniors who experience financial, emotional or physical abuse.

Partnerships

Elgin Children's Network (ECN)

The Elgin Children's Network is a planning table consisting of local stakeholder representation. Currently ECN members are being consulted to support a five year children's services plan through the St. Thomas Elgin Children's Services Department. This opportunity enables input from various stakeholder and local organizations that support early years programs. ECN as a planning table is also looking at updating goals and priorities for 2019 – 2021.

STELIP

The St. Thomas and Local Immigration Partnership (STELIP) has embarked on a planning project with the support of Innoweave Consulting to refine its mission and planning priorities and will be entering into phase two of the planning process in the new year.

This fall, Elgin County Library participated in STELIP's annual 'Walk with Me' event which brings together service providers in the region to discuss issues relating to building capacity to support newcomers. The Elgin County Library was able to highlight some of the resources available at the branches to help support those new to our region looking to build community and find information.

Of note is the www.welcometoste.ca website developed as a special project by STELIP to be a comprehensive tool for those looking to move to our communities. This tool has recently been updated to include more local success stories by newcomers to the community, as well as an interactive component that enables those looking to move to the area an option to connect to others who have gone through the same move. As our communities are becoming more diverse, partnerships with organizations such as STELIP enable more capacity to grow our caring, inclusive and supportive communities.

STEAM Centre

Now completing its second year of operations, the STEAM Centre has undergone various changes to help support the future sustainability of the organization and its role in supporting 21st century programming and skills to youth in our community. In the fall, the Centre held its grand re-opening after relocating from the Wellington Street School to an open-concept space on 168 Curtis Street, St. Thomas. The new location enables a more efficient use of space for 12 months of the year, allowing camps and programs to run throughout the summer months without the need to seek alternate locations.

In the year ahead, the centre will continue to be a partnering site for programs and field trips for educators and students from both the London District Catholic School Board and the Thames Valley District School Board. The second year of STEAM school has also launched this September and sees high school students from various partnering schools utilize the centre for project-based learning. In addition, evening programs for the public are being run out of the STEAM Centre on week nights on topics that vary

from 3D printing, to coding, to art creation. As attendance of girls and Indigenous students has been identified as a gap, the centre is also seeking grants and other funding streams to launch future programming specific to these under-represented groups in the field of STEAM.

Activities

Social Media and Marketing

Social media is an invaluable way for the library to reach a large targeted demographic of patrons. As capabilities for promotion increase through platforms such as Facebook and Instagram, so does the way libraries can utilize these tools to create marketing campaigns and promotions to reach our users. Using a three pronged approach of Facebook, Twitter and Instagram in partnership with our comprehensive new website has enabled engagement growth and reach. Increased use of video and storytelling tools has also benefited the library in showcasing programs, collections and communities in innovative and unique ways.

From May to November, Facebook followers have increased by 14% from 1024 to 1167 with more patrons often using the platform to comment on programs and request offerings. Twitter saw a 6% increase from 847 to 897 followers with 43,455 interactions during the same time period. Instagram, an image based social platform, has had steady growth with a 34% increase from 340 to 447 followers engaging in our page. Using Instagram's story feature has also enabled the library to build a Reader's Advisory feature which highlights new items in our collection the moment they arrive in our system. As our fastest growing platform with the 22 to 44 year old demographic, the library will continue to grow its social media strategy to optimize this platform further.

CONCLUSION:

The Elgin County Library is pleased to present Council with an update on projects, programs, partnerships and activities which highlight some of the dynamic offerings and collaborations.

RECOMMENDATION:

THAT the report titled "Elgin County Library- Recent Projects, Programs, Partnerships and Activities – May to October 2018" from the Manager of Programs and Community Development dated November 16th, 2018 be received and filed.

All of which is Respectfully Submitted

Approved for Submission

Sandra Poczobut
Manager of Library Programming and
Community Development

Julie Gonyou
Chief Administrative Office

Brian Masschaele
Director of Community and Cultural Services



ELGIN
COUNTY
LIBRARY

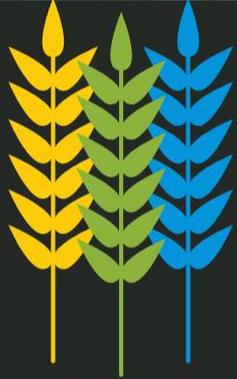
*Recent Projects,
Programs, Partnerships
and Activities
May to October, 2018*





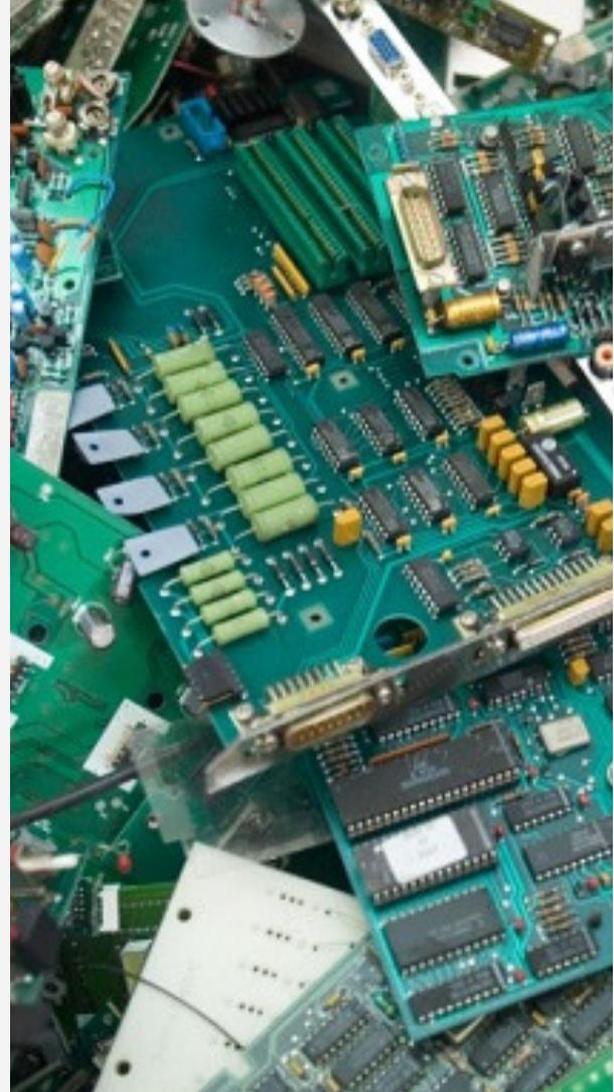
*Cultural Services Staff -
Spring Workshop 2018*





Projects





E- Waste Recycling Program

Established in 2017 the program is reducing e-waste from landfills while helping to raise funds for programs at the STEAM Centre



Quick Figures

Dutton - 7,464 lbs.

Belmont - 7,454 lbs.

Springfield - 6,329 lbs.

Shedden - 3,925 lbs.

West Lorne - 3,573 lbs.



\$4238.74

Raised from all STEAM
Centre E-waste Bins

28,747 lbs.

Collected from Elgin
County Bins since
Fall 2017

Books 2 Go

The Books 2 Go mobile delivery program is expanding to all parts of Elgin County with the support of VON and West Elgin Community Health Centre.





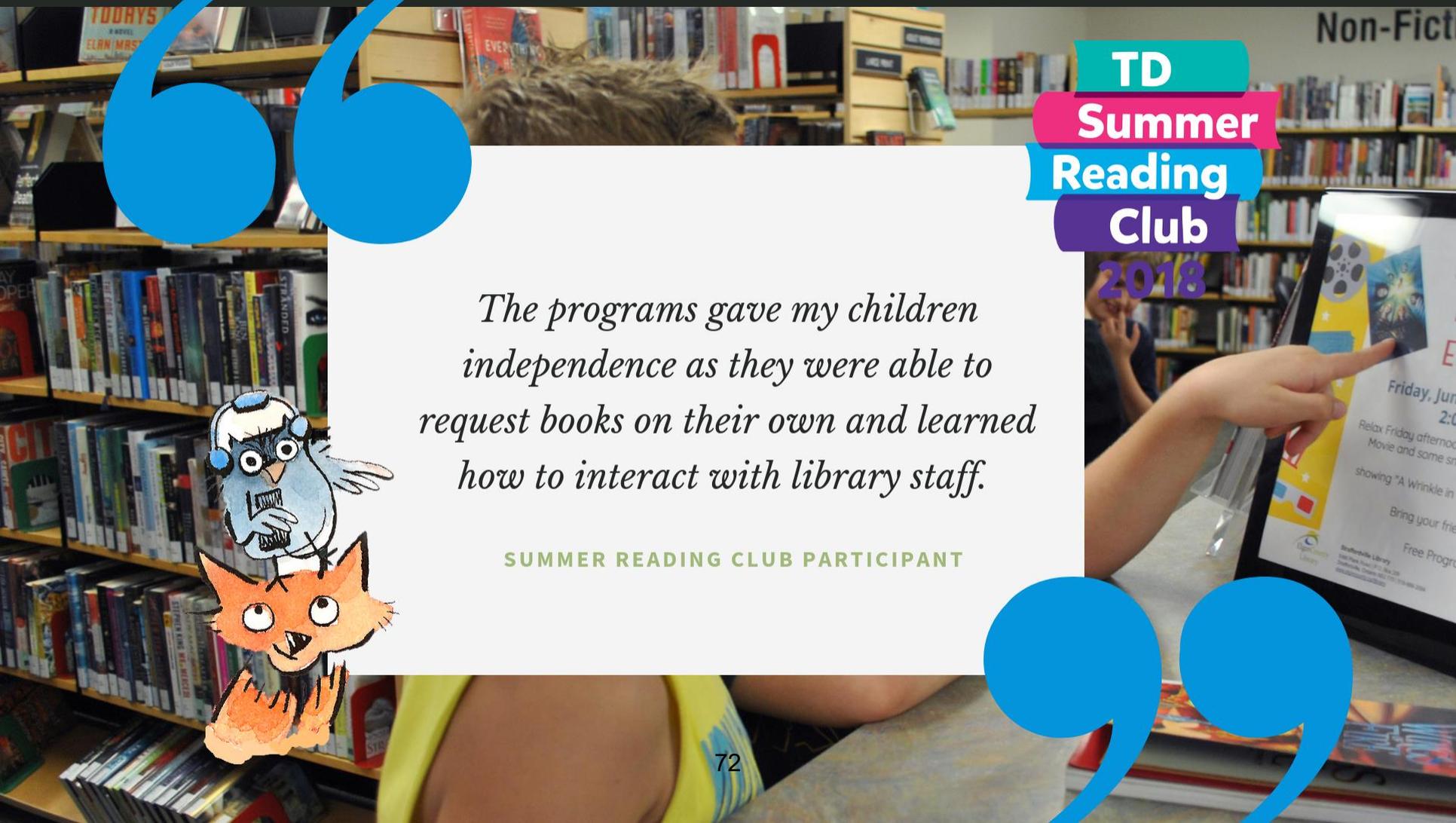
Books 2 Go Eligibility

- 55 years of age or older
- 18+ and experiencing a physical or mental disability
- Temporarily disabled and requiring assistance





Programs



TD
Summer
Reading
Club
2018

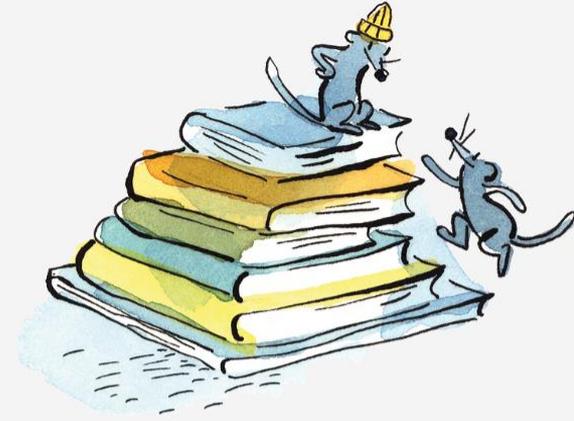
The programs gave my children independence as they were able to request books on their own and learned how to interact with library staff.

SUMMER READING CLUB PARTICIPANT



3126

Patrons



attended

109

Summer Reading
Club Programs





A close-up, top-down view of a silver, mesh-covered microphone head, positioned at the top center of the page. The background is a blurred bokeh of warm and cool lights.

culturedays

Every Culture Days weekend features free, hands-on, interactive activities where the public can discover the world of artists, creators, heritage experts, architects, curators, designers and other creative professionals in their communities.



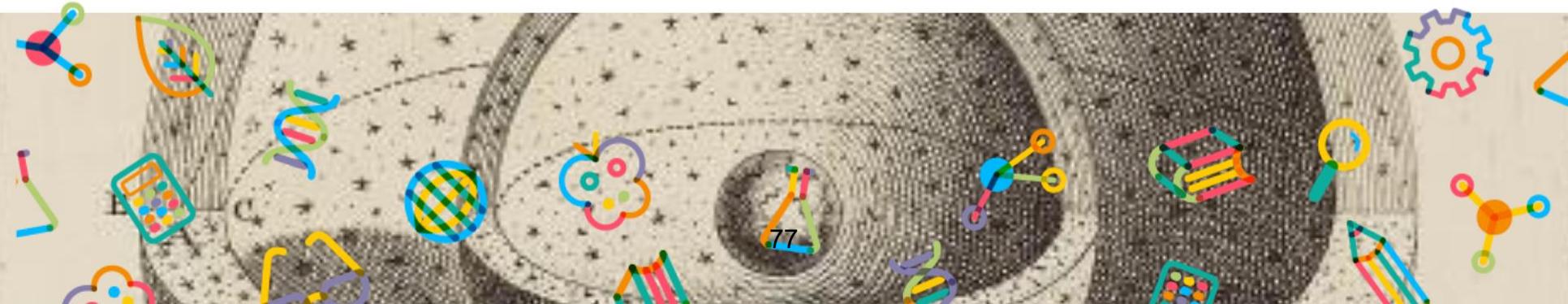




SCIENCE LITERACY WEEK



Science Literacy Week highlights Canada's outstanding scientists and science communicators from coast-to-coast. The goals are to showcase the excellence and diversity of Canadian science and to show how exciting science is.





Exploring Science Collections



Exploring the Night Sky



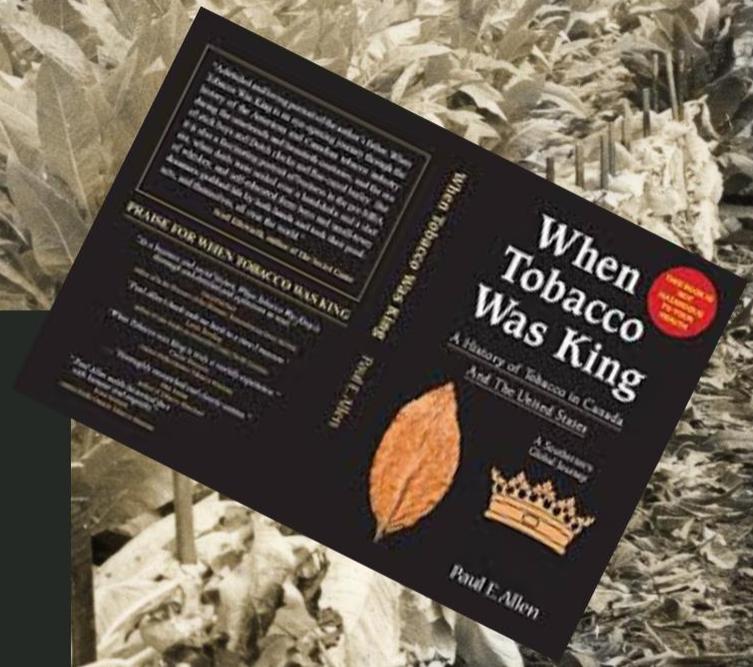
ONTARIO PUBLIC LIBRARY WEEK

OCTOBER 14 - 20, 2018

A Visit Will Get You Thinking.

Clifford the Big Red Dog toured our branches and joined us at local schools for story times.



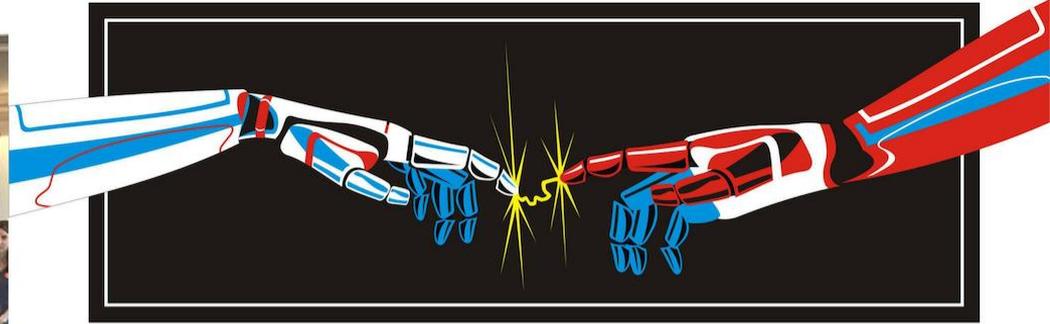


AUTHOR TALK

When Tobacco Was King

PAUL E. ALLEN STRAFFORDVILLE and SHEDDEN





RENAISSANCE ROBOTICS

The St. Joseph's high school robotics team has been joining us at branches and were special guests for our program in partnership with Terrace Lodge and Springfield Public School.





June 21st
marked
International
Elder Abuse Day
and the launch
of partnership
programs.



It's Not Right!
Neighbours, Friends & Families for Older Adults



Partnerships





Elgin Children's Network

EVERY CHILD: THRIVING, ENGAGED, EMPOWERED

ECN is currently working on assisting St. Thomas and Elgin Children's Services on a 5 year plan for children's services such as EarlyON and Daycare.





STEAM CENTRE
SCIENCE • TECHNOLOGY • ENGINEERING • ART • MATH

New STEAM Centre location opened at 168 Curtis St. in St. Thomas in the fall of 2018 providing space for year round programming to support 21st century skills for youth in our community.





ST. THOMAS • ELGIN
Local Immigration Partnership
Building Welcoming, Caring, and Inclusive Communities

<https://www.welcometoste.ca/>



Community Conversations and Walk with Me Events

www.welcometoste.ca

Home About Contact Frequently Asked Questions Social Media

BIENVENIDOS A ST. THOMAS | ELGIN

NEWCOMER STORIES MOVE HERE EXPLORE THE AREA RESOURCES & LINKS

STEP IN 86

TO EXPLORE WHAT ST. THOMAS-ELGIN OFFERS

Updates to newcomer portal with more stories and features for those looking to move to the region



Activities





Instagram

447 Followers

^ 34% Increase

*Utilizing new stories feature for Reader's Advisory
and content sharing*





Sample Instagram Posts



Liked by **woermke** and **22 others**

librelgincounty Books galore! Come explore! Read more! #library #booksofinstagram #explore



Liked by **elgincounty** and **17 others**

librelgincounty We built a reading garden at our Springfield branch as part of #summerreadingclub!

AUGUST 16



Liked by **woermke** and **15 others**

librelgincounty Three great new children's books just arrived! #childrensliterature #readaloud... more

JULY 16



Twitter

897 Followers

43,455 Interactions



6% Increase

Utilizing Twitter to connect to other libraries, local agencies, and patrons





Sample Tweets



 **OPP West**
@OPP_WR · Jul 25

A big 👍 to @LibrElginCounty for letting #OPP come in and read to our youth. Always a great time when #communitypolicing in @ElginCounty .
^ac pic.twitter.com/6utRB2fD57



← 1 ❤️ 7

 **ElginCountyLibrary** @LibrElginCounty · Oct 31

We've had some great visitors at the library! #HappyHalloween to all our spooky readers young and old!



🗨️ 🔄 ❤️ 📏

 **jeff yurek**
@JeffYurekMPP · Nov 5

Had a blast speaking to Homeschooling students at the Aylmer Library this afternoon to speak about my role as a MPP and Minister #EML @LibrElginCounty
pic.twitter.com/uM5KFJUYik



🗨️ 1 ❤️ 17



1167 Followers

14% Increase

Facebook

Patrons are using Facebook to inquire about programs and share content with friends





Sample Facebook Posts



Elgin County Library
Published by LibraryAware [?] · October 18 ·

Get to the root of your family...Join us in Springfield for this informative and valuable program. Please pre-register!
<https://4ia.co/1NV5GZ>

DIGGING DEEPER: FAMILY HISTORY RESEARCH WORKSHOP

THURS. OCTOBER 25TH
2:00PM

LEARN HOW TO START YOUR GENEALOGICAL RESEARCH PROJECT AND DISCOVER YOUR ROOTS IN ELGIN COUNTY.

ARCHIVIST AMBER MANDICH WILL INTRODUCE PARTICIPANTS TO RESOURCES AVAILABLE TO THEM LOCALLY AS WELL AS ONLINE TO HELP BRING YOUR HISTORY ALIVE!

Space is limited. Please pre-register.



Elgin County Library
12105 Visitation Road
Springfield, Ontario N0L 2J0 | 519-765-4515
www.elgincounty.ca/library

Springfield Library
9366 Plank Road / P.O. Box 209
Stratford, Ontario N9J 1Y0 | 519-866-3564
www.elgincounty.ca/library

Elgin County Library
Published by Lana Libreglin [?] · October 26 at 3:57 PM ·

A big thank you to The Renaissance Robotics team from St. Joseph's High School, for visiting the West Lorne and Rodney Libraries this week. You are amazing!



Elgin County Library
Published by LibraryAware [?] · October 17 ·

Our Stratfordville Branch is hosting a Bee Talk! Stop in next Monday and learn some amazing things about bees. A great opportunity for families, and homeschool families!
<https://4ia.co/1NTX61>



All about Bees
with Chuck Magri of Wildflowers Tea

Monday October 22 at 6:30 pm

Every wonder what goes on inside a honey bee colony? Have you ever thought of what goes into the making and collection of honey, or what honeybees do in the winter? Come spend an evening with local bee keeper Chuck Magri as he takes you through the 4 seasons of the life and times of the honeybee.

Elgin County Library
9366 Plank Road / P.O. Box 209
Stratford, Ontario N9J 1Y0 | 519-866-3564
www.elgincounty.ca/library

Stratfordville Library
9366 Plank Road / P.O. Box 209
Stratford, Ontario N9J 1Y0 | 519-866-3564
www.elgincounty.ca/library

"A very fun night. Thanks!! Looking forward to the next one!" - Patron Facebook comment after attending a program.

FROM: Councillor Sally Martyn
Mike Baker, Manager of Museum and Archives

DATE: December 13, 2018

SUBJECT: Elgin County Museum 2018 Annual Report

INTRODUCTION:

Below is the 2018 annual report of the Elgin County Museum submitted on behalf of County Council's 2018 representative on the Elgin County Museum Advisory Committee, Councillor Sally Martyn.

DISCUSSION:

The committee met five times between January and December, 2018 in fulfilment of the terms of Elgin County By-law No. 05-44. The following are issues and reports brought forward to the committee during this period:

Membership

The Museum Advisory Committee is currently composed of:

Helen Van Brenk, Chair (Women's Institute representative)
Perry Clutterbuck, Vice-chair (At-large member)
Charlie Jenkins, (At-large member)
Joan Mansell, (Women's Institute representative)
Kim Teuscher, (At-large member)
Amanda VandenWyngaert, (County Museums representative)
Sally Martyn, (Elgin County Council representative)

Staffing

The museum was very fortunate to have had Delany Leitch join the staff as this year's summer student funded in part by the Young Canada Works program. Delany did a great deal of preliminary research for an exhibition on the British Commonwealth Air Training Plan to be installed in 2019. She also retrieved several hundred artifacts which were photographed by our secondary school student volunteer Summer Lamb and added to the database. A number appeared in the museum's social media posts which she produced over the course of the summer.

Exhibitions

The Museum produced or hosted the following exhibitions during 2018:

January 14 – April 28

Once Upon a Time

This travelling exhibition from the Bruce County Museum was the background for the launch of the museum's new Grade 4 Medieval program. It was composed of a series of large, moveable panels illustrating various aspects of medieval life. A life-sized reproduction pillory provided some entertaining moments for the public. The exhibit also provided a coin-making die which was used with each of the classes that booked the program.

The museum component was a series of early 19th century hand tools from the permanent collection exhibited with images from medieval sources illustrating how much the two periods had in common.

May 12 – August 31

The Scots in Elgin County

This exhibit marked the 200th anniversary of the arrival in Elgin County of emigrants from the Scottish Highlands, mainly Argyllshire. Descendants of these settlers kindly loaned artifacts brought by their forbearers to Canada including trunks, books, portraits and original letters.

September 1 – December 21

Baseball and Brass Bands

The exhibit was based on a series of photographs of town and village brass bands and baseball teams found in the Women's Institute Tweedsmuir books. The instruments in the photos were matched with artifacts from the extensive period brass collection belonging to Henry Meredith, formerly of the UWO Music Department. The museum also drew on its baseball equipment and memorabilia collection to augment the show. Dr. Meredith accompanied a small brass ensemble from Cayuga, the Cottonwood Brass Band, when they performed at the opening of the show for an audience of about 75 people.

Elgin Manor

This year's exhibit featured selections from the shoe collection.

Outreach

The Museum Assistant presented edu-kits on eight occasions to the County's long-term care homes.

The curator spoke at the London Public Library on Elgin County's Scots as part of its Terrific Tales series. Prof. Meredith also spoke at the Central Library in London in support of his exhibition.

The Sifton Victoria Cross was exhibited at the Southwold Remembrance Service at the Keystone Complex, Shedden, in November.

Partnership Projects

The museum and archives provided assistance to several community projects across the County:

- The installation of archives photos on various utility boxes in Port Stanley.
- Assistance with the development of interpretive plaques for the Bayham Rail Trail.
- Assistance to St. Thomas Parks and Recreation on an interpretive plaque.
- Provision of copy for an interpretive plaque honouring those lost in the 1941 DC3 crash near Lawrence Station.
- Selection and installation of images in the new 3rd floor offices.

The Bands and Baseball show benefitted from loans provided by the Aylmer-Malahide Museum and Archives.

Programs

Family Day on February 19 featured Medieval-themed family activities and demonstrations. It was very popular with approximately 350 people visiting over the course of the day.

Doors Open St. Thomas returned this year and again the Port Stanley Terminal Railway ran a train between the downtown tourist centre and the County Building. The archives also participated, running their popular green screen program which can insert people into historic photographs. Again the Heritage Centre received about 350 visitors.

Visitor Statistics

On-site museum exhibit and program attendance totalled 3578 (to November 30). This total includes 77 visitors to the 4th floor before it closed on Jan. 25th. It also includes 11 school tours comprised of 439 students and 81 teachers and parents and another 21 booked tours which brought in 333 people. Audiences at education outreach programs totalled 269 for an overall total of 3847. The museum's best year on the fourth floor (2015) saw a total of 1838.

Donations

Two donations totalling \$5000.00 were received from the St. Thomas IODE.

Permanent Collection

The museum received a total of 52 donations of various sizes. The highlights include a manual box car mover from the Pere Marquette station in Dutton, dinnerware from the Stork Club and a portrait of Dr. Edward Dancey, an early doctor in Aylmer, donated by his great-great-great-grandson Dr. John Dancey of Fredericton.

Social Media

The museum's current social media status includes 462 Facebook followers and 485 Twitter followers (both up about 40%). The museum posts information at least once a week on its artifacts and activities.

Gift Shop

A new policy, approved by Council this year, has allowed the gift shop to take on consignments from members of the Elgin Tourist Association. The expanded stock and the provision of the Square payment technology have resulted in dramatically increased sales. As of September 30, the profit from the shop was at \$1656.36. vs \$179.52 total for all of 2017.

Admissions

Admission donations have shown a marked increase commensurate with the increased attendance and are at \$2230.95 for the year.

Outlook for 2019

The exhibitions for 2019 will include the British Commonwealth Air Training Plan – entitled The Aerodrome of Democracy. We will be borrowing a number of artifacts from area museums including the Aylmer-Malahide Museum and Archives. In the fall we will present a travelling exhibition from the Bank of Canada Museum on stamp and bank note engraving entitled Voices from the Engraver. Both exhibits have opportunities for visitor interaction and for programs such as films and printing demonstrations.

CONCLUSION:

This report outlines the activities of the Elgin County Museum Advisory Committee for the period January 1 to November 30, 2018.

RECOMMENDATION:

THAT the report titled "Elgin County Museum 2018 Annual Report" from the Manager of Museum and Archives dated December 13, 2018 be received and filed.

All of which is Respectfully Submitted

Councillor Sally Martyn

Mike Baker
Curator of Elgin County Museum

Approved for Submission

Julie Gonyou
Chief Administrative Officer

Medieval program



Brass band concert



Elgin County Heritage Centre grand opening – June 26, 2018





REPORT TO COUNTY COUNCIL

FROM: Jessica DeBackere, Economic Development Coordinator
 Alan Smith, General Manager of Economic Development

DATE: November 27, 2018

SUBJECT: Elgincentives 2018 Year End Review

INTRODUCTION:

In October 2015 the Elgincentives Community Improvement Plan was launched. In three years the program has seen huge success across the County. The following is a summary on the total number and value of incentives from January – November 2018 and cumulative from October 2015 – November 2018.

Staff will continue to report on an annual basis in December of every year on the program results.

DISCUSSION:

	2015*	2016	2017	2018	Total
Yearly Allocation	\$ 100,000	\$ 250,000	\$ 200,000	\$ 255,000	\$ 805,000
Funds Available	\$ 100,000	\$ 271,407	\$ 200,547	\$ 283,095	\$ -----
Total Value of Project Costs	\$ 241,537	\$ 792,368	\$ 1,463,711	\$ 837,920	\$ 3,341,832
Total Grant Requests	\$ 80,134	\$ 273,000	\$ 391,765	\$ 265,656	\$ 980,672
Total Grants Approved	\$ 78,593	\$ 270,860	\$ 199,343	\$ 240,724	\$ 762,629
Total Number of Projects	10	40	59	39	146
Average Grant Amount:	\$ 7,859	\$ 6,785	\$ 3,399	\$ 6,506	\$ 6,137

**2015 – October – December*

Elgincentives Grants	Number of Approved Projects*	Approved Grant Value
Façade	15	\$72, 979
Signage	13	\$33, 038
Property	5	\$14, 054
Building Improvement	19	\$107, 775
Building Conversion/Expansion	0	0
Energy Efficiency	1	\$7, 000
Outdoor Art Grant (located in priority area)	1	\$2, 450
Savour Elgin	4	\$2, 587
Arts Trail	2	\$841
Planning and Building Fees Grant	2	TBD
Tax Increment Equivalent Grant	0	0

**several applications were approved for more than one grant*

By Municipality	# of Applications	Grant Value	Value of Projects
Aylmer	2	\$10,071	\$20,142
Bayham	5	\$24,941	\$60,217
Central Elgin	9	\$56,580	\$347,415
Dutton Dunwich	4	\$34,453	\$70,159
Malahide	6	\$18,624	\$58,120
Southwold	7	\$50,391	\$126,839
West Elgin	6	\$45,664	\$155,028

As indicated in the above tables Elgincentives had 39 approved applications from January – November 2018 with total investment by Elgin of \$240,724 resulting in private investment of \$837,920.

In 2018, the first two Planning and Building Fee Grant applications were received. One application was received from the Municipality of Bayham and the other from the Township of Malahide.

Two approved applicants did not meet their contractual obligations to start their project within six months of approval and have forfeited their funding towards the project.

As was the case in 2018, Elgincentives will receive an additional \$80,000 for the budget from the removal of the vacancy tax rebate. This will allow for a 2019 budget of \$272,341 (\$150,000 approved by Council, \$80,000 from the vacancy tax rebate and \$42,371 from leftover funding, projects that have come under budget and the two applications that forfeited their funding). This will once again be allocated over five meetings over the course of the year.

CONCLUSION:

The popularity of the Elgincentives program continues to grow, improving Elgin’s downtowns, waterfronts, agricultural and tourism areas. This program is stimulating economic growth and development by assisting businesses and property owners with restoration and redevelopment projects County wide.

Elgincentives is a shining example of how Elgin County is “Progressive by Nature”. This year alone, two Counties and one Municipality reached out for assistance in starting their own Community Improvement Plan. These communities saw the Elgincentives program as a best practice to implement for their own business community.

The Elgincentives Implementation Committee will meet January 23, 2019 to review the first applications for 2019.

RECOMMENDATION:

THAT the report titled “Elgincentives 2018 Year End Review” from the Economic Development Coordinator dated November 27, 2018 be received and filed.

All of which is Respectfully Submitted

Approved for Submission

Jessica DeBackere
Economic Development Coordinator

Julie Gonyou
Chief Administrative Officer

Alan Smith
General Manager of Economic Development



Elgincentives

Community Improvement Program



\$3,341,832

invested into the local business community

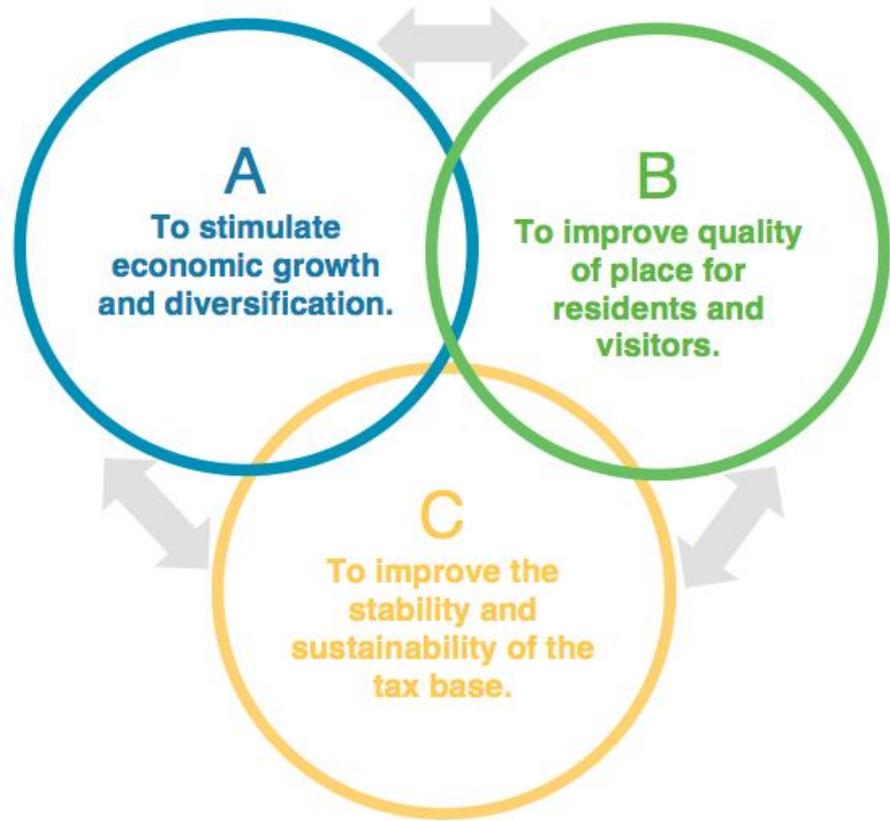
What is Elgincentives?

- A planning document that sets out tools and strategies for improving the built, economic, and social environment in defined areas.
- Otherwise known as a Community Improvement Plan (CIP)



Why Elgincentives?

Goals of the
Community
Improvement Plan



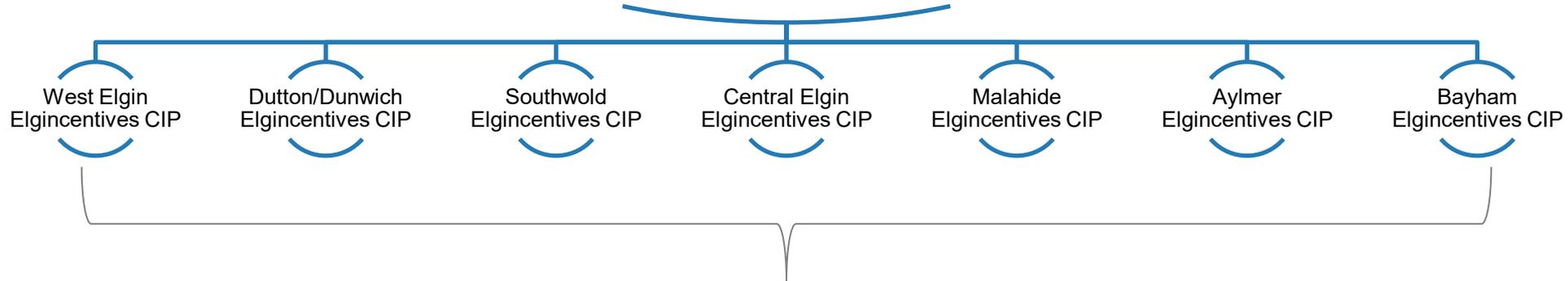
Steps Towards Creating Elgincivatives

- Project Initiation/Consultations – Fall 2014
- Consultation with Ministry – January 2015
- Visioning Document Finalized – February 2015
- County Council Endorsement – March 2015
- Municipal Partner Adoption – Spring/Summer 2015
- First Approved Applicants – October 2015



Elgincntives Vision and Implementation Guidelines

(Non-Statutory “Statement of Intent” endorsed by County Council)



Statutory documents prepared under the Planning Act and adopted by local Councils

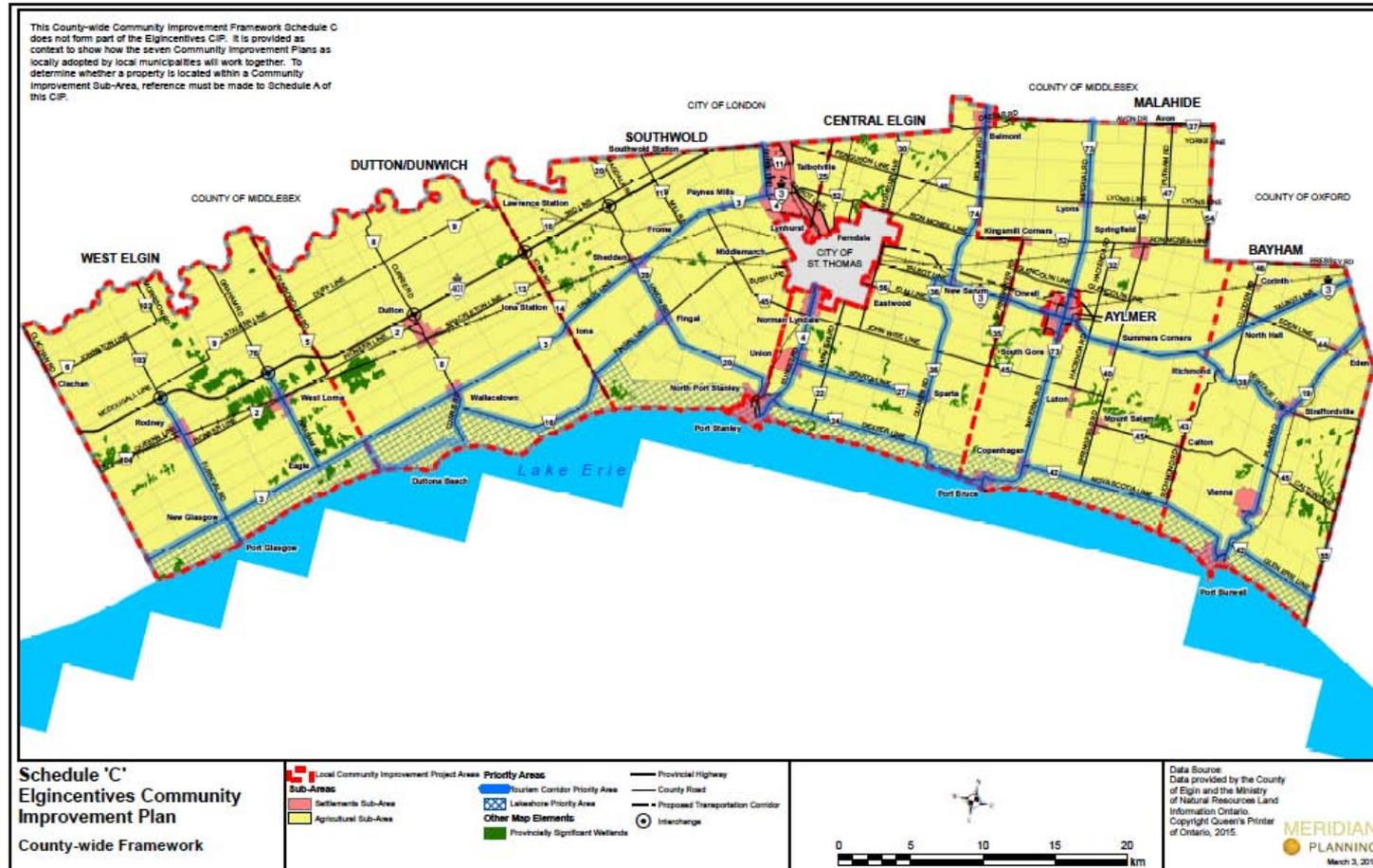
Vision and Implementation Guidelines Overview

- Convey the County's Vision for the Elgincentives CIP
- Set out the County's intentions for:
 - administering the CIP, in partnership with the local municipalities; and
 - Providing funding for the financial incentive programs.
- No Planning Act requirements
- *Endorsed by County Council – March 2015*

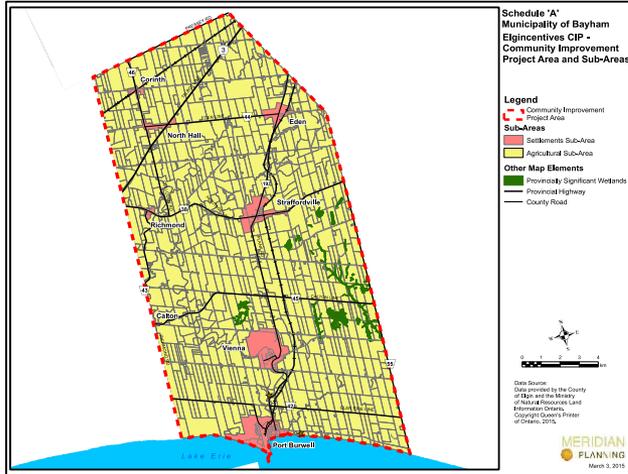
Elgincentives: Community Improvement Plans

- Meets statutory requirements of the Planning Act;
- Establishes goals and objectives for community improvement;
- Identifies a Community Improvement Project Area for each of the Local Municipalities;
- Provides a set of financial incentive programs that may be put into place;
- *Adopted by all 7 Municipal Partners – Spring/Summer 2015*

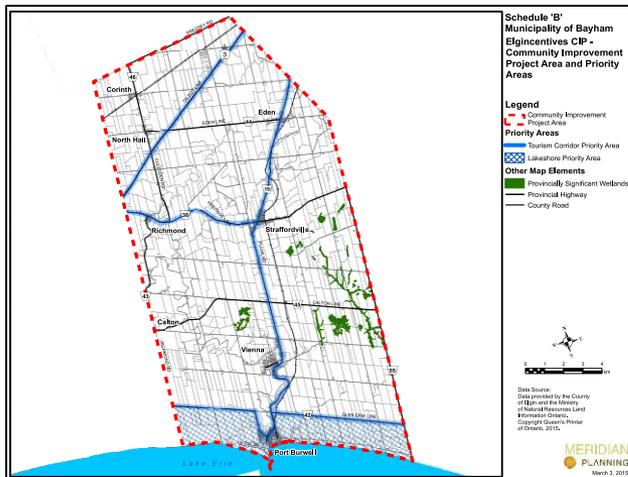
CIP Area



Elements of the CIP Area



- Agricultural Sub-Area
- Settlements Sub-Area
- Priority Areas
 - Lakeshore
 - Tourism Corridor



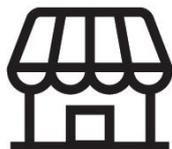
Financial Incentives



Tax Increment
Equivalent Grant



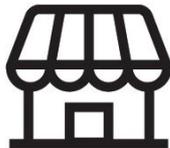
Outdoor Art
Grant



Façade, Signage, and
Property Improvement
Grant



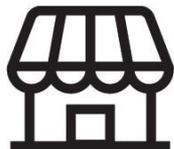
Feasibility/ Design
Study Grant



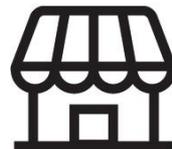
Building Improvement/
Restoration Grant



Application and Permit
Fees Rebate



Building Conversion/
Expansion Grant



Multiple Property Owners
Supplemental Grant



Energy Efficiency
Retrofit Grant



Savour Elgin/
Elgin Arts Trail Supplemental Grant

Elgincentives Process



Elgincentives Process

1



- Staff meets with applicant for pre-consultation meeting
- Staff goes through the Elgincentives application with applicant
- Staff reviews applications to ensure all components are completed
- Staff sends all applications to Committee to review

Elgincentives Process

2

Application
Submitted to
Committee

- Committee is comprised of
 - General Manager of Economic Development
 - Manager of Planning
 - Deputy Director of Engineering
 - Director of Finance
 - CAOs from Local Municipalities
- Committee scores the applications
- All scores are combined

Elgincentives Process

3

Committee
Makes
Decision

- Meetings are held in:
 - January, March, May, July, September, & November
- An excel spreadsheet with the overall scores and requested grant amounts are displayed to committee
- Committee discusses applications
- CAOs approve applications from their Municipalities, and discuss any concerns or comments

Elgincentives Process

4

Approved
Applicant
Undertakes
Work

- Applicants are notified if their application was successful or not and the dollar amount that their application was approved for
- Applicants sign a Financial Incentive Agreement
 - Applicant is notified that they must start the work within 6 months and finish the work before one year of approval
 - Applicants' property taxes must be in good standing and the property must be in conformity with all County/Provincial/Federal by-laws and legislation throughout the term of the program

Elgincntives Process

5

Upon
Completion
of Work
Final
Inspection

- Staff checks in with applicants to ensure they have started after 6 months of being approved
- Applicant notifies staff when they are finished
- Staff and CAO from Local Municipality complete a final inspection with applicant to ensure all work is completed as approved
 - Applicant provides proof of payment
- Staff processes a Grant Request Payment Form for the applicant and sends to the Local Municipality

Elgincentives Process

6

Grant is
Paid

- Applicant is paid
- Application is closed out
- Application is filed

Elgincentives Funding Overview

	2015	2016	2017	2018	2019	2020
Yearly Allocation	\$100,000	\$250,000	\$200,000	\$175,000	\$150,000	\$125,000
Vacant Property Funds	NA	NA	NA	\$80,000	\$80,000	\$80,000
Carry Over from Previous Year	NA	\$21,407	\$584	\$28,095	\$42,371	NA
Total Funds Available	\$100,000	\$271,407	\$200,584	\$283,095	\$272,371	\$205,000
Total Grants Approved	\$78,593	\$270,860	\$199,343	\$240,724	NA	NA

Total Funds Available: \$1,240,000

Elgincentives Funding By Municipality

By Municipality	# of Applications	Grant Value	Value of Projects
Aylmer	22	\$102, 354	\$421, 776
Bayham	13	\$66, 426	\$276, 395
Central Elgin	46	\$255, 580	\$1, 006, 409
Dutton Dunwich	12	\$89, 759	\$337, 558
Malahide	13	\$42, 520	\$241, 430
Southwold	23	\$124, 002	\$368, 220
West Elgin	17	\$81, 989	\$690, 044

Success of Elgincentives



146

Approved Applicants



\$762,629

in Approved Grants



\$3,341,832

in Total Value of Project Costs

Success of Elgincintives (Continued)

5

Counties and Municipalities have inquired about Elgincintives Framework to utilize as a Best Practice

1

Award from the Ontario Professionals Planning Institute for Excellence in Planning

Future of Elgincentives

Expansion of program to include Industrial and Brownfield Properties



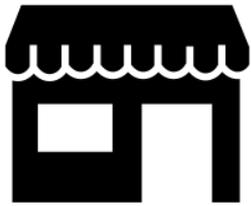
*** Will be contained within the current Elgincentives budget*



Elgincentives Year End Review 2018

Business/Community Development

Elgincentives



146 Projects
Approved Since
2015

39 Projects
Approved in 2018



\$762, 629 in Grants
Provided to Local
Business Since 2015

\$240, 724 in Grants
Provided to Local
Business in 2018



\$3.34M Total Project
Value Since 2015

\$837, 920 Total
Project Value in
2017

CIP Incentives

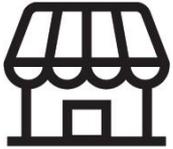


39

Approved applications in 2018

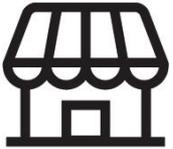
Progressive by Nature

Elgincentives



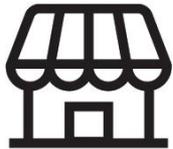
Façade, Signage, Property

\$120, 071



Building Improvement

\$107, 775



Energy Efficiency

\$7, 000



Outdoor Art Grant

\$2, 450



Savour Elgin/Arts Trail

\$3, 428



Planning & Building Fees Grant

TBD

Marketing Activities



aylmer & area | CHAMBER OF COMMERCE

Aylmer – 2 grants \$10,071

“The Elgin incentives program has the reputation of being an excellent service provided to help expand and promote local businesses. . . .”

- Linda Oswell, Oswell Chiropractic Centre

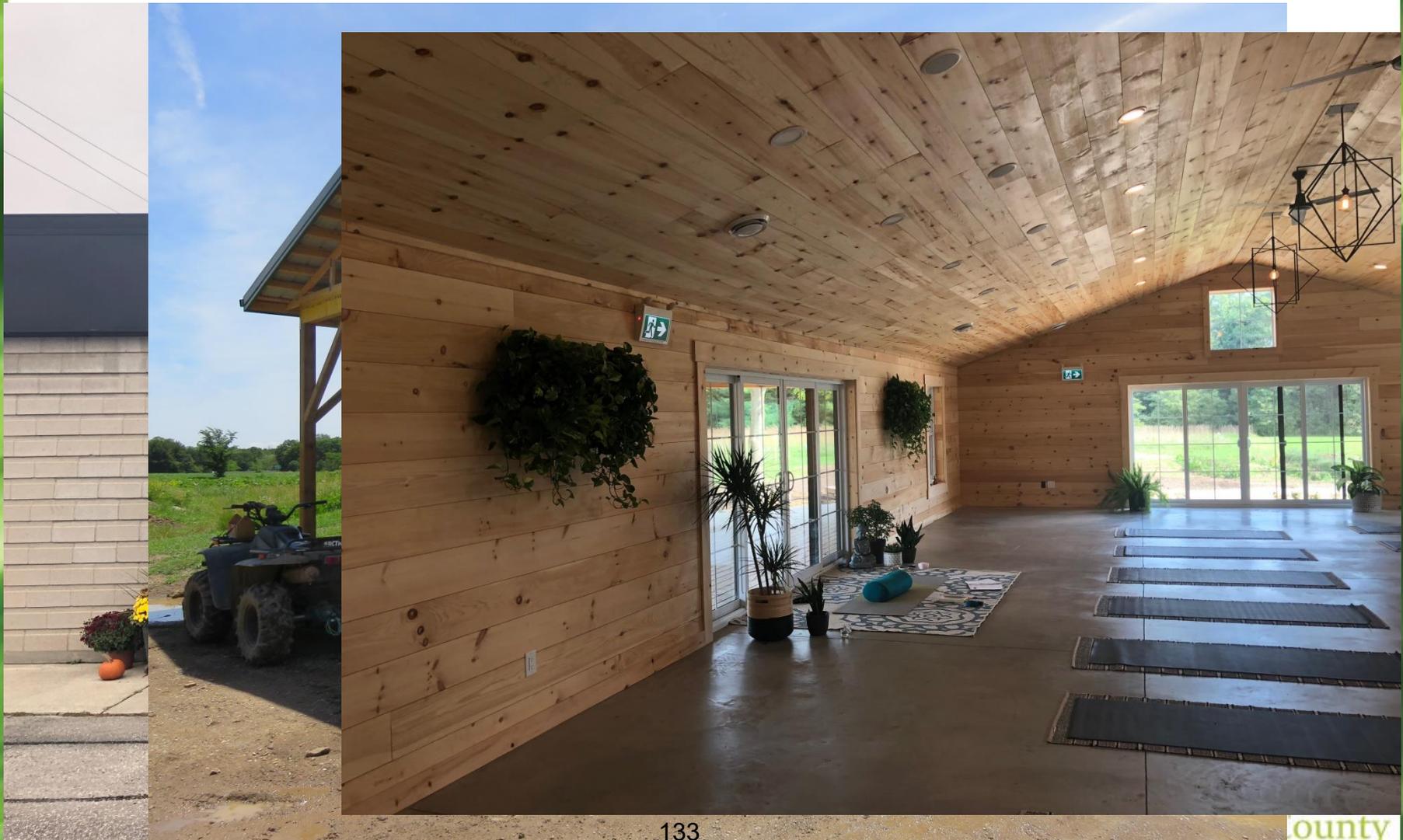
Progressive by Nature

Bayham – 5 grants \$24,941



Progressive by Nature

Central Elgin – 9 grants \$56, 580



Progressive by Nature

Dutton Dunwich – 4 grants

\$34,453



Progressive by Nature

Malahide – 6 grants

\$18,624



Progressive by Nature

Southwold – 7 grants

\$50,391



Progressive by Nature

West Elgin – 6 grants

\$45,664



Thank you!





REPORT TO COUNTY COUNCIL

FROM: Julie Gonyou, Chief Administrative Officer
DATE: December 1, 2018
SUBJECT: Schedule of Council Meetings for 2019

INTRODUCTION:

After its Inaugural Meeting, County Council must approve a schedule of regular meetings of Council for each calendar year. Once approved, the schedule may be amended when notice is given as provided for in the *Municipal Act, 2001*¹ and pursuant to Elgin County Council's Procedural By-Law 18-38². Special Meetings of Council may be scheduled at any time, as provided for in the *Municipal Act, 2001*³. The purpose of this report is to adopt a schedule of Council Meetings for 2019. A draft schedule is attached to this report.

DISCUSSION:

Pursuant to County Council's Procedural By-Law⁴, Council endeavours to meet in the Council Chambers of the Elgin County Administration Building, 450 Sunset Drive, St. Thomas, ON or other designated location, at a time designated by the Warden (typically 9:00 am), on the second and fourth Tuesday of each month or as amended and when notice is given.

As much as possible, the attached schedule facilitates a meeting schedule of holding meetings on the second and fourth Tuesdays of each month. The draft schedule suggests holding one meeting in February due to a conflict with the Ontario Good Roads Conference. Additionally, proposed dates in May have been shifted to the first and third Tuesday of the month avoid a conflict with the Canadian Association of Municipal Administrators and Federation of Ontario Municipalities Conference.

RECOMMENDATIONS:

THAT the report titled "Schedule of Council Meetings for 2019" from the Chief Administrative Officer dated December 1, 2018 be adopted; and

THAT notice of the annual schedule of regular meetings and any special meetings outside of the annual schedule of regular meetings of Council shall be available from the Municipal Office and posted on County's website in accordance with Procedural By-Law 18-38.

All of which is Respectfully Submitted,

Julie Gonyou
Chief Administrative Officer

¹ Section 238(2)(2.1), *Municipal Act, 2001*

² Elgin County Council Procedural By-Law 18-38

³ Section 240, *Municipal Act, 2001*

⁴ Elgin County Council Procedural By-Law 18-38, Section 11

PROPOSED SCHEDULE FOR 2019

Meeting Date (2019)	Time	Special Considerations
January 8 January 22	9:00 a.m. 9:00 a.m.	Rural Ontario Municipal Association Conference held January 27-29, 2019
February 12	9:00 a.m.	One meeting proposed for February, due to a conflict with Ontario Good Roads Conference held February 24-27, 2019
March 12 March 26	9:00 a.m. 9:00 a.m.	March Break 11-15, 2019
April 9 April 23	9:00 a.m. 9:00 a.m.	
May 7 May 21	9:00 a.m. 9:00 a.m.	Moved up one week to avoid conflict with Canadian Association of Municipal Administrators Conference held May 27-29, 2019 and Federation Canadian Municipalities Conference held May 30 – June 2, 2019
June 11 June 25	9:00 a.m. 9:00 a.m.	
July 9 July 23	9:00 a.m. 9:00 a.m.	Typically only one meeting is held in July.
August 13 August 27	9:00 a.m. 9:00 a.m.	Typically only one meeting is held in August. AMO Conference held August 18-21, 2019
September 10 September 24	9:00 a.m. 9:00 a.m.	
October 8 October 22	9:00 a.m. 9:00 a.m.	
November 12 November 26	9:00 a.m. 9:00 a.m.	
December 10 December 12	7:00 p.m. 9:00 a.m.	Inaugural Meeting - Warden's Election Inaugural Meeting resumes – regular meeting



REPORT TO COUNTY COUNCIL

FROM: Julie Gonyou, Chief Administrative Officer
Rob Bryce, Director of Human Resources

DATE: December 13, 2018

SUBJECT: Organizational Developments in Response to Local Municipal Needs –
County Fire Training Officer/Community Emergency Management
Coordinator Position

INTRODUCTION:

Earlier in 2018, the local Fire Chiefs expressed concern with the resources and supports required to be compliant with proposed certification requirements for firefighters across the county and the potential longer-term impacts on the ability of volunteer fire services to recruit certified firefighters. In October 2018, the provincial government took action to revoke the firefighter certification regulation which had recently taken effect.

Despite the change in firefighter certification requirements, ongoing discussions took place with local CAOs to strategize for a streamlined approach to the provision of Emergency Management and Fire Training across the County. In an effort to assist with the coordination and support required for both Emergency Management responsibilities and Fire Training requirements across the County, staff explored the creation of a county-wide Fire Training Officer/Community Emergency Management Coordinator (CEMC) with the previous term of County Council.

The previous term of County Council was unable to act on this decision as they were operating under restricted powers from July 27th onward – during a lame duck period. Notwithstanding this, they were supportive of this strategy and recommended that this recommendation be brought forward to the next term of Council for consideration. With County Council's direction, the County would post for a combined and complementary role of County Fire Training Officer / CEMC. This full-time position would reside in the County Administration Building and report directly to the County Chief Administrative Officer.

The purpose of this report is to seek County Council's support for this position, including its funding during the 2019 budget deliberation process.

DISCUSSION:

Following the request of local Fire Chiefs for assistance in managing the ongoing training demands on volunteer fire fighters and keeping up with legislative changes, local municipal partner CAOs and I had a number of discussions related to this position.

It became increasingly clear that economies of scale that could be realized for each local partner if the County were to assume overall responsibility for the provision of county-wide required training as determined by lower-tier CAOs for lower-tier municipal fire service personnel (including volunteer firefighters).

In meetings with local CAOs, there was overwhelming support to collaboratively explore the opportunity to create with the County of Elgin a full-time position of Fire Training/CEMC Officer. This action would result in the consolidation of local training efforts thereby reducing the workload, administrative burden, and cost to local municipalities.

With input from local Fire Chiefs and additional discussion, the group fleshed out a draft of the major responsibilities of this position. A few of these are listed below in an effort to demonstrate the cooperative and collaborative nature of this position working in partnership with local Fire Chiefs and volunteer training officers.

- Meets regularly with the Local Municipal Partner (LMP) Fire Chiefs to co-ordinate and plan the development of required training and education programs.
- Monitors and evaluates the impact of such training programs in conjunction with LMP Fire Chiefs.
- Receives and/or maintains accurate training records on all fire service personnel.
- Provides copies of records available upon request of the LMP Fire Chiefs and/or CAOs.
- Ensures that certification and re-certification protocols and processes are maintained in accordance with the proper testing/authorizing agency.

As these discussions were happening, the County of Elgin's Quality Assurance Supervisor / Community Emergency Management Coordinator provided notice of his intent to retire (March 2018). Arrangements were made for CEMC support through a contract with the part-time Middlesex County CEMC. The position has been "gapped" to allow for a period of review and the contract position of CEMC has been supported by the CAO.

The vacancy created by this retirement has provided an opportunity to support the creation of a fire trainer without the need for increasing the total headcount of County operations. CEMC responsibilities, of which many are complementary to the fire training position, would be combined with this newly created role. Emergency Management training could be delivered to fire staff and municipal staff and the various emergency management control groups in a more efficient manner.

FUNDING:

Subject to Council's consent to proceed, it is recommended that County Council consider a "one rate payer" approach and the County cover 100% of the costs associated with the salary and benefits for this position. We would not seek a

proportionate share to cover the costs of the position proper. Instead, the costs associated with training when an external facilitator is brought in would be budgeted and paid for by lower-tiers on an as-needed basis.

As an alternative to fully funding this position, County Council may elect to recover a proportionate share of the salary and benefits for the fire training component of this position. Should this be the case, it is recommended that the County cover all costs associated with the position for year 1 which would allow partner municipalities to include this in their 2020 budgets. Regardless of whether we fully fund the position or seek reimbursement for the fire training portion of the position, it is further suggested that the CEMC portion be fully funded by the County in a similar fashion as funding for the Accessibility Co-ordinator.

The position description for the proposed County Fire Training Officer/Community Emergency Management Coordinator has been evaluated by Human Resources staff. Related personnel costs of this mid-level management position will be approximately \$95,000 and with Council's approval shall be included in the 2019 budget deliberations.

CONCLUSION:

The County is looking to assist local municipal partners by centralizing the requirements associated with ongoing and new education and training requirements for local firefighters. Combining training responsibilities with that of County CEMC will additionally foster greater collaboration and cooperation with local emergency services across the County thereby increasing collective preparedness in the event of a County emergency.

RECOMMENDATIONS:

THAT the position of Fire Trainer/Community Emergency Management Coordinator be approved by County Council; and;

THAT related personnel costs of approximately \$95,000 be included in the 2019 budget deliberations; and;

THAT County Council provide direction to staff regarding the preferred funding model for the position on a go-forward basis, commencing in 2020.

All of which is Respectfully Submitted

Julie Gonyou
Chief Administrative Officer

Rob Bryce
Director of Human Resources

FROM: Julie Gonyou, Chief Administrative Officer

DATE: December 5, 2018

SUBJECT: Elgin County School Board Proposal

BACKGROUND:

On November 27, 2018 County Council received a presentation from Heather Derks, former chair of the Pupil Accommodation Review Committee for Sparta Elementary School. Ms. Derks requested that County Council ask staff to report on the possibility of creating an Elgin County or regional board of education in an effort to protect the localized interests of Elgin County residents.

The purpose of this report is to share a copy of the presentation material from the delegation that Ms. Derks presented to County Council and to seek the support of current Council for this initiative including direction to arrange a meeting with MPP Yurek.

ANALYSIS:

Elgin County had its own school Board until 1997 when amalgamation took place and the Thames Valley District School Board (TVDSB) was formed. As our school system and society evolve and become more complex, there is a growing and widespread concern that we need to ensure that governance by school boards effectively responds to both provincial priorities and local contexts through enhanced community engagement, accountability and transparency.

According to the TVDSB website,¹ with a total of 160 schools, TVDSB is one of the largest public school boards in Ontario, serving an area that stretches more than 200 km and across more than 7,000 square kilometers. TVDSB is the amalgamation of the Elgin County Board of Education, the Board of Education for the City of London, Middlesex County Board of Education and the Oxford County Board of Education.

School boards occupy an interesting place in our society. In Ontario, they are under the jurisdiction of the provincial government, but board members are elected at the same time and for the same length of office as municipal officials. While school boards report to the Ministry of Education, they also have electoral responsibilities to the wards from which they are elected.

CONCLUSION:

The question moving forward is – should we consider advocating for a return of Boards to their former decision-making power? Will this protect local interests as it relates to school closures and program delivery? Will this initiative result in cost-savings and efficiencies?

¹ <https://www.tvdsb.ca/en/our-board/about-us.aspx> 144

For a shift of this magnitude to happen, it will be necessary to advocate for a top-to-bottom re-think of governance with a goal of having a plan in place that parents, teacher and education workers across Ontario could support. Forming an Elgin County School Board or smaller regional Board would be a significant policy reversal for this government to undo what their predecessors championed. The next logical step when considering this proposal is to have a conversation with MPP Yurek.

RECOMMENDATION:

THAT the Chief Administrative Officer be directed to request a meeting with MPP Jeff Yurek and the 2019 Warden to discuss this initiative.

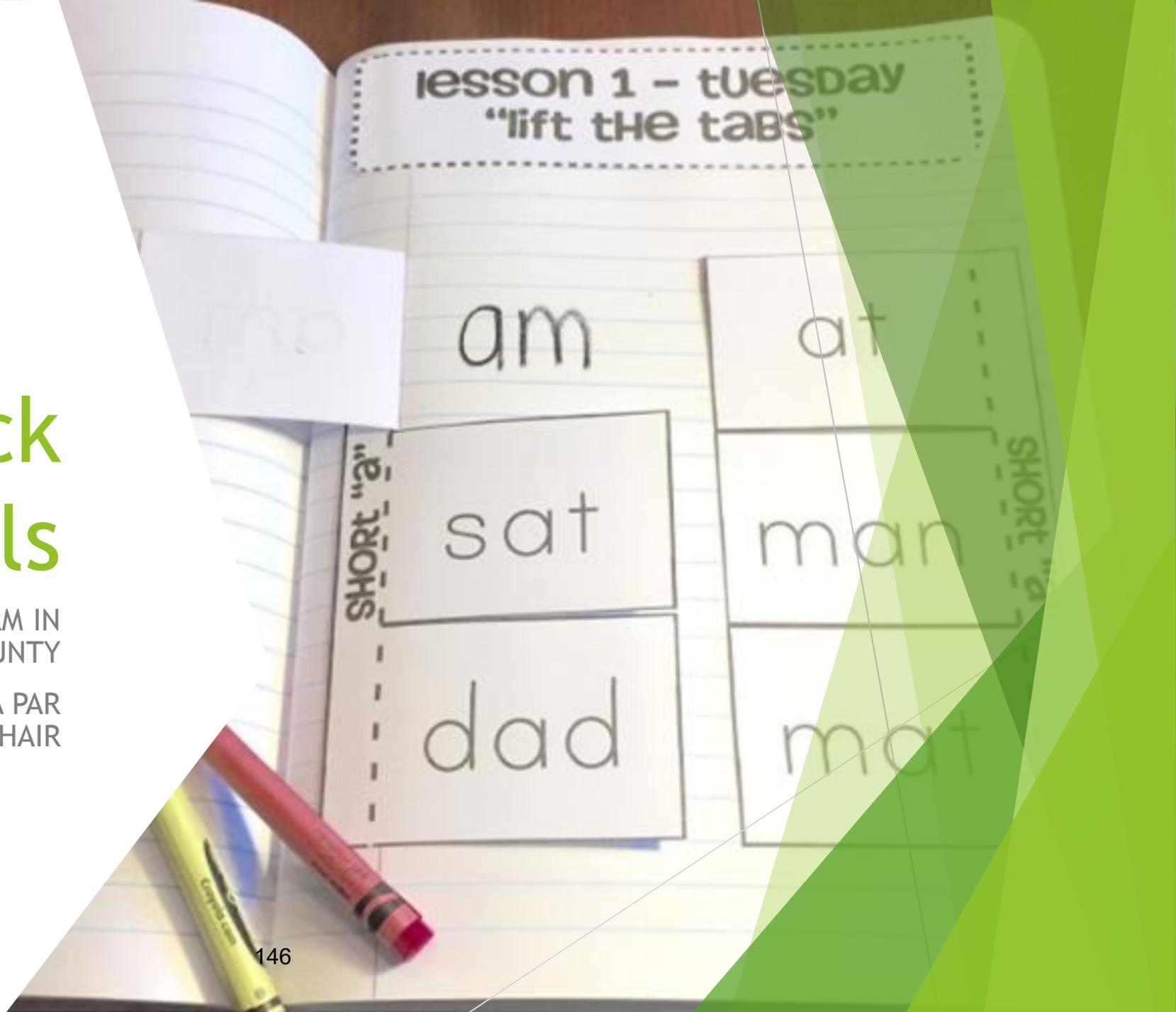
All of which is Respectfully Submitted

Julie Gonyou
Chief Administrative Officer

Taking Back the Schools

ENVISIONING SCHOOL BOARD REFORM IN
ELGIN COUNTY

BY HEATHER DERKS, SPARTA PAR
COMMITTEE CHAIR



Purpose of Delegation

- ▶ I am seeking County Council's support to investigate the possibility of an Elgin County or regional Board of Education to protect our local interests



BEFORE AMALGAMATION

- ▶ Until 1997, Elgin county managed its own school system. Through careful scrutiny of provincial grant opportunities, buildings were routinely maintained with virtually all costs recouped.
- ▶ Academic excellence was a priority, in fact, standards for French and Music were higher than they are today.
- ▶ According to documents contained in the Archives, the guiding philosophy was a real motivation to take excellent care of the tangible assets while focusing on delivering quality education to the children of Elgin.



Elgin County Board of Education ...

The Next Generation of Citizen

Maintaining the physical structures of the buildings was conducted as asset management. It was a guiding philosophy that having core services like schools kept rural communities viable.

In much the same way, providing a stable, quality learning environment to the county's children to promote academic achievement was seen as an investment in the county's future citizenship. Quality Education was seen as a key building block in the development of productive adults.



 **Elgin County Archives** [+ Follow](#)

Children start kindergarten at Scott Street School, St. Thomas, 1966

Reference No.: C8 Sh3 B1 F8 15

PRO

Province Introduces Bill 104, the Fewer School Boards Act

Announced during “Mega Week,” in January 1997 amongst multiple other government shake-ups, Bill 104, *The Fewer School Boards Act*, removed the Education Portfolio from county governance, transferring the responsibility to regional school boards. For Elgin, that meant Amalgamation into TVDSB. This legislation was strongly opposed, resulting in the largest teacher’s strike in North American History from Oct. 27 to Nov. 7, 1997



1997 Teachers go on Strike to Protest Changes

Seen as a Cost-Saving Measure



Combining education governance into larger, regional boards was part of the provincial government's attempt to deal with the budgetary constraints of the day. The pendulum had swung in this direction and the province was trying to promote good fiscal management. In this aspect, the *Fewer School Boards Act* made sense.

Many Changes resulted from Mega Week:

- ▶ TVDSB was formed to manage the Education Resources of Oxford, Elgin, Middlesex, and London



- ▶ Other Services like Land Ambulance, care homes, roads, and libraries became the responsibility of the counties





**MINISTRY OF EDUCATION
PUPIL ACCOMMODATION REVIEW GUIDELINE**

March 2015

Then Came the 2015 PARG

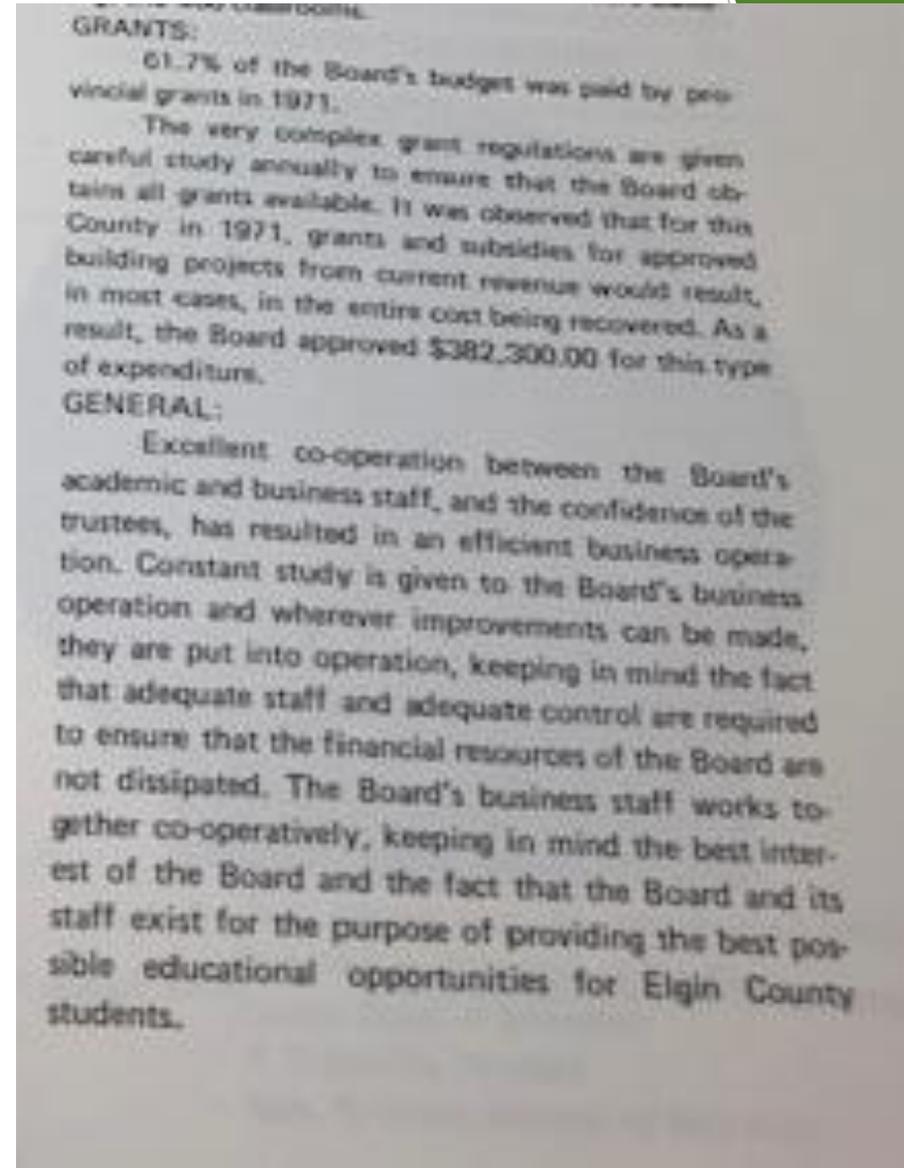
The 2015 Pupil Accommodation Review Guidelines removed consideration of the value of the school to the community from closure decisions and weakened the role of Municipal councils. Additional changes included a shorter timeline and a strictly regimented schedule of meetings that parent groups were expected to present at but trustees need not attend.

The changes resulted in a sweep of unprecedented school closures in the rural ridings including 4 in Elgin County.

A Very Urban-Centric Philosophy

► The 2016-17 Review undertaken by the TVDSB in Elgin County consisted of a very narrow consideration of the impacts viewed from a very urban model of economy of scale.

► *This is a far cry from the Elgin Board's mindset of care of resources and prioritizing quality education as investment in the community's future citizens*



From the Elgin Board of Ed Annual Report for 1971

Division of Services Exists

From a municipal planning perspective, School Boards have become an example of extreme silo-ism, in which closure decisions happen in a ‘tower’ of reasoning that exists completely separate and apart from the on-the-ground planning of the other public services.

If the County was to take back the provision of education services, it wouldn’t have to worry about decisions coming down from within the silo negatively impacting other, more comprehensive municipal planning initiatives.

A more holistic approach to planning could be adopted.



Regional,
urban school
board
manages one
service

County of Elgin
manages remainder
of services¹⁵⁵

Despite provincial policy stating that the school board ought to listen to municipal councils, the various resolutions, written submissions, and personal delegations at public meetings during the PAR process made by so many members of Council in which you noted that the closures being proposed would result in considerable negative socio-economic impact to your respective municipalities or county initiatives were largely ignored by the school board.

County council asks for reconsideration on the closing of three county schools



By Laura Broadley

[More from By Laura Broadley](#)

Published on: July 11, 2017 | Last Updated: July 11, 2017 12:35 PM EDT

Name/Organization	Key Message
Marcus Ryan	New Sarum, Sparta, and Springfield should not close.
Mayor Dave Mennill, Township of Malahide	<p>Mayor Dave Mennill will be presenting the Malahide Township Council's concerns with respect to the proposal to close the Springfield Public School. His presentation will emphasize the importance of schools as hubs in communities, the economic benefits of schools and the connection to residential development,</p> <p>the social impacts of dislocating students and transferring them to other schools, the unique programs offered in rural schools, such as environmental programs; and requests that any accommodation review be cognizant of these broader impacts and not just be focused on the bottom line. He will further request that the Board of Trustees not proceed with the recommendation to close the Springfield Public School.</p>

FROM EPAR01 PUBLIC DELEGATION AGENDA MAY 2017

Complete Communities Model of Municipal Planning

Returning the management of education resources back to the county can be seen as the logical outcome of the “Complete Communities” philosophy, a phenomenon which is emerging and widely gaining popularity as a logical, sustainable, and progressive approach to municipal planning in Ontario.



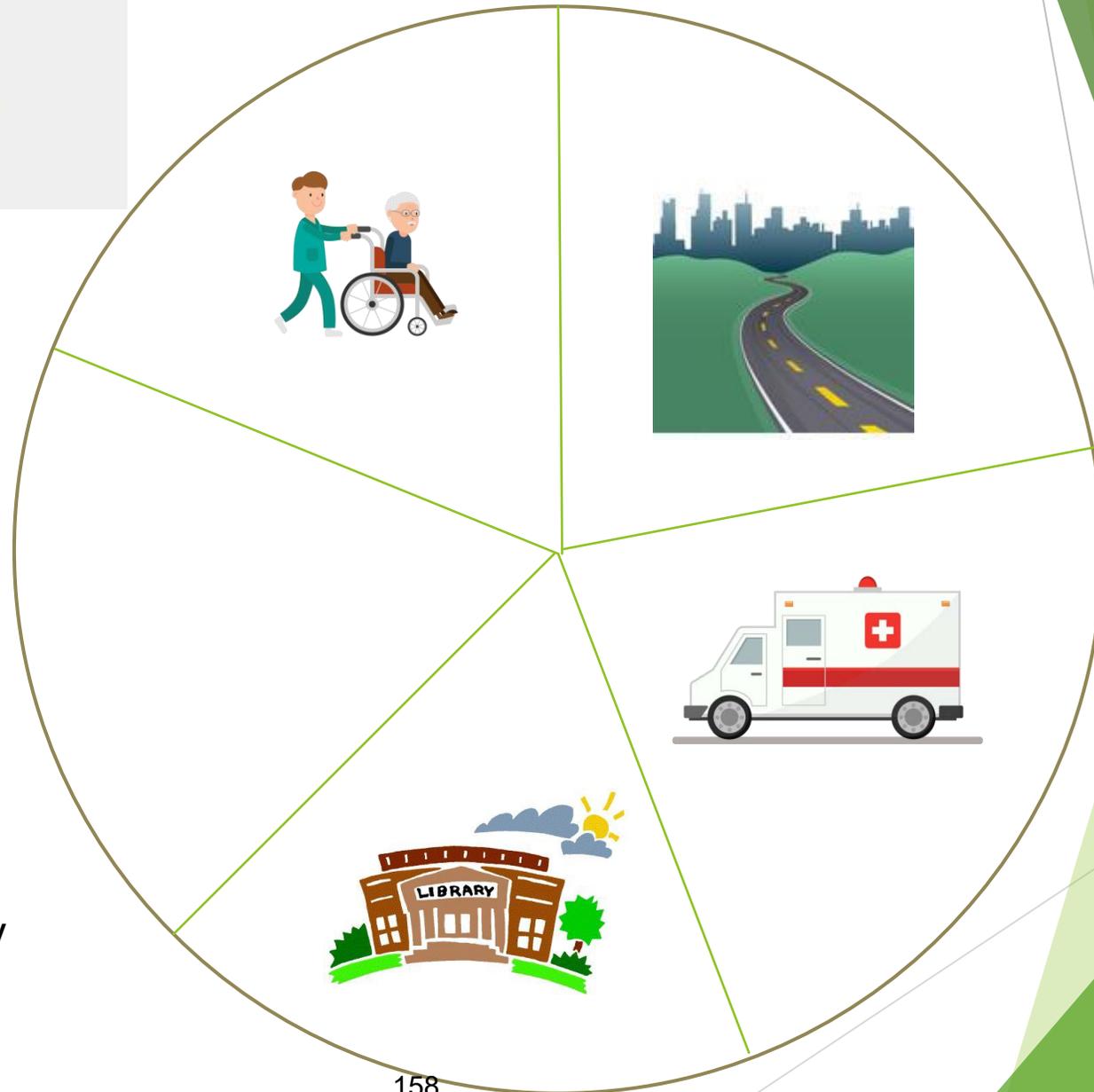
From smartgrowthontario.ca: “Complete communities meet people’s needs for daily living throughout an entire lifetime by providing convenient access to an appropriate mix of jobs, local services, a full range of housing, and community infrastructure including affordable housing, schools, recreation and open space for their residents.”



ElginCounty
Progressive by Nature



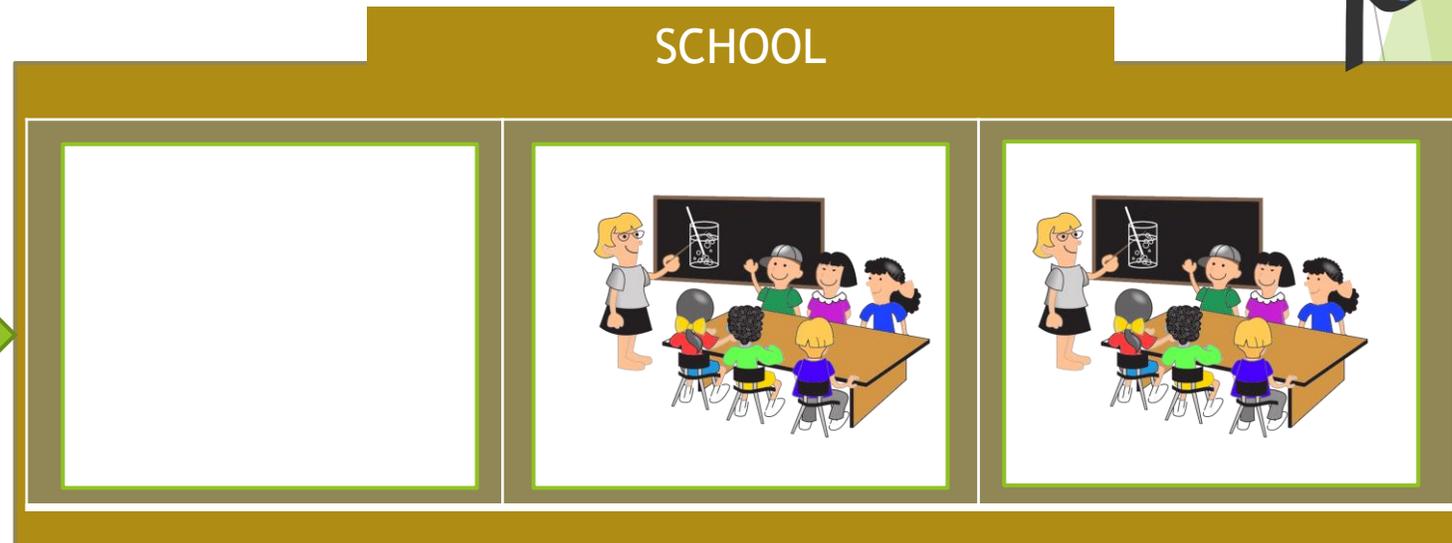
Returning the provision of schools to the county portfolio seems like a natural progression of the Complete Communities Philosophy



Potential for Joint Use Arrangements

If the County were to regain control of its education assets, space that was not being used for teaching within school buildings could be viewed not as a detriment, but as an asset for its potential to house other services such as libraries or childcare. Many examples of this type of shared arrangement within other services have proven cost-effective and beneficial to residents.

This is the “HUB” model of rural economic development, bringing partners together in a symbiotic financial arrangement while increasing public access to services. This model can also reduce carbon footprint. One building is being heated and lighted, but the services provided are doubled. Any energy efficient upgrades like geothermal or solar benefit multiple services. CAO Julie Gonyou has the skills to make this model a success.



Demonstrated Efficiencies



The return of education governance to the county would not be without challenges. It would be a significant policy reversal for the government. It could also create a ripple effect across the province that might be complicated by the movement that is afoot to combine Catholic and Provincial Education.

In order to make it work, Elgin must be able to **demonstrate efficiencies** to the Province. Thankfully we have the keen business sense of our CAO to help with this.

Province Receptive to Change

- ▶ A very good operational model of the Elgin County Board of Education exists in the Archives, but a new model of operating schools as a department of the county could be considered.
- ▶ Timing-wise, the provincial government wants to reduce the size of government and is hinting at education reform.
- ▶ Because school board senior executives are paid on average between \$20,000-\$40,000 higher than their county and municipal counterparts, significant savings could be realized. This could be attractive to the province.

A Challenge for our Tax Base

The widespread removal of 4 of our single community rural schools by TVDSB during the EPAR01 review has negatively impacted the ability of these otherwise complete communities to attract the kind of residents who are willing to pay a little more in property taxes in return for the excellent quality of life our rural communities offer. The threat of an impending school closure makes our communities less attractive to new residents with young families, harming the ability of these communities to generate needed tax revenue to provide services. This is the opposite of the distributed economic development model.



New Grant Programs offer Additional Advantages

Conversely, if a return of the education portfolio to the county were to be considered, the previous Elgin County Board of Ed's ethos of investing in routine maintenance of the buildings and carefully studying provincial and federal grant opportunities to recoup costs could be a part of that. Investing in quality education for our children could once again be seen as an investment in the next generation of productive citizens of our county. The motivation to KEEP rural schools in our complete communities so that they can continue to attract young families would allow county staff to carefully study the ever-changing fabric of provincial and federal grant opportunities for efficiencies, such use of green energy grants to replace aging boilers with energy efficient upgrades



Education Advisory Committee

Education Advisory Committees at the upper or lower tier could be formed similar to those currently operating in North Middlesex and Zorra Townships. The already strong network of PTA's, Home and School Associations and School Council executives could participate in the decision-making process.

This group could also run an annual fundraiser, gala, or benefit to help offset some of the costs.



**Ontario
Rural
Education
Symposium**
Saturday
November 25
2017
9:00 am – 2:00 pm

Embryo Zorra
Community
Centre

355644 35th Line
Embryo, Ontario

SAVE THE DATE
RURAL EDUCATION SYMPOSIUM
GROWING INNOVATION...LEARN LOCAL

Sponsored by: Zorra Local School Committee

Plan to join the rural school conversation by attending.

The focus for the symposium:

- ✓ Foster a shared vision for rural schools in Ontario,
- ✓ Facilitate dialogue locally and provincially related to small and rural schools,
- ✓ Promote the strengths of rural community schools.

FREE REGISTRATION

eventbrite.ca/ontario-rural-education-symposium-tickets

Please Visit our Website:
Onruraleducation.com

Contact Us:
onruraleducation@gmail.com

Conclusion

In conclusion, I'd like to take a moment to thank you for your years of service to Elgin County Council. I urge you to please consider engaging your CAO to investigate whether the return of the education portfolio to County authority is possible, and to bring that report to the incoming council.



CORRESPONDENCE – December 13, 2018

Item for Information (Consent Agenda) – (Attached)

1. Ontario Plowman's Association IPM Scholarship Website Publicity
2. Ministry of Municipal Affairs and Housing re: Planning Act Concerns
3. Western Ontario Wardens' Caucus November 2018 Monthly Newsletter

Ontario Plowmen's Association - Home

 plowingmatch.org/



This year's Lambton International Plowing Match '91 Trust Fund scholarship recipients were named during the Brigden Fair in October. From left, fund trustee Bill Bilton, recipient Jessica Kennedy, recipient Clayton Shaw and fund trustee Bryan Boyle. Scholarship recipient Megan McGrail wasn't able to attend. Photo by Paul Morden, *The Sarnia Observer*

IPM leaves 'living legacy' in communities

Event proceeds used to create scholarships, grants

It's been more than a quarter-century since the International Plowing Match (IPM) was held in Lambton County, Ontario but the event's success continues to benefit the community. And Lambton isn't alone –several IPM-funded grants and scholarships are offered throughout the province.

"We wanted something that would be lasting, renewable and has an impact," explains Bryan Boyle, who was on the IPM 1991 executive committee and serves as a trustee for the Lambton International Plowing Match '91 Trust Fund scholarship program. "Over 27 years, we've now given away more than the principal and we still have all the principal."

The trust was launched using \$103,000 in IPM proceeds (profits are always distributed within the host community, as directed by the local executive committee). Interest earned on that investment is awarded annually to three second-year, post-secondary students from Lambton County.

By disbursing only the interest, the scholarship is designed to continue "indefinitely", notes Boyle.

The precise amount of the scholarship fluctuates based on interest rates, but through the years, \$139,400 has been handed out to 103 students (average of \$1,353 each).

"The youth is the future of our community," Boyle continues, noting the scholarship evaluation criteria is "heavily weighted to those who are active in our community."

Using a portion of profits from the 2005 and 2013 IPMs held in Perth County (about \$100,000 in all), a community fund there supports environmental projects impacting farms. The Stratford Perth Community Fund's International Plowing Match (IPM) Fund has handed out about \$2,000 every year since 2006 using interest earned.

"If we ever have the Plowing Match again, we'll probably put some more money toward that," says Bert Vorstenbosch Sr., who served as a vice-chair for IPM 2005 and was chair during 2013. He's also on the nominations committee for the Stratford Perth Community Fund.

"It keeps (memories of) the IPMs alive and it's a project that keeps on giving," he says of the grant.

A community grant is also available in Waterloo Region, where the IPM was held in 1995 and 2012 - both times in North Dumfries Township. The grant, administered by Kitchener Waterloo Community Foundation, was seeded with about \$250,000 and \$40,000 from the respective IPMs.

Grants are awarded annually to projects that focus on agriculture, health and/or education. Funds come from the interest earned on the principal, minus an inflationary increase.

"We recognized that to make one of these Matches successful we had to involve every age group in our community and so we wanted the results of their effort to be perpetuated in perpetuity so it would respond to the needs of the community into the future," explains Reg Cressman, who chaired the 1995 IPM.

"We wanted a living legacy."

Following the 2012 IPM, a \$40,000 contribution was also made to the Cambridge and North Dumfries Community Foundation, which operates a similar grant specific to initiatives in North Dumfries.

Like in Lambton, IPM officials in Elgin County established a scholarship following the event in 2010, but they took a different approach. They put aside \$50,000 to be handed out to second-year post-secondary students from Elgin during a 10-year period.

Each year \$5,000 is made available for two or more students.

"It is a tangible legacy of a real successful event that generated a lot of goodwill in our community," says Brian Masschaele, Director of Community and Cultural Services for the County of Elgin, which administers the scholarship. "It's an opportunity to invest back in our youth in the most vital sector of our economy in the hopes that they will continue to reside here and pursue a career in agriculture here in Elgin County."

Recipients must be actively involved in the local agricultural community and must share their ideas to strengthen the industry in the area.

Though there are several examples of establishing scholarships and long-lasting community grants, most of the time IPM proceeds are distributed to community organizations, agencies and initiatives in the form of one-off donations. Hospitals, service groups and local charities are among the most common recipients.

- by Richard Vivian

Just in time for Christmas ...

Advance tickets for IPM 2019 available online, by phone, by mail and in person

Looking for the perfect gift to put under the tree? What could be better than tickets for the 2019 International Plowing Match and Rural Expo – available now.

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister

777 Bay Street, 17th Floor
Toronto ON M5G 2E5
Tel.: 416 585-7000

**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre

777, rue Bay, 17^e étage
Toronto ON M5G 2E5
Tél. : 416 585-7000



NOV 29 2018

RECEIVED

18-1129

DEC 05 2018

Julie Gonyou
Chief Administrative Officer
County of Elgin
450 Sunset Drive
St. Thomas ON N5R 5V1

**COUNTY OF ELGIN
ADMINISTRATIVE SERVICES**

Dear Julie Gonyou:

Thank you for your letter regarding your concerns with section 50 of the *Planning Act*.

The provincial government knows how important it is to have an efficient development approvals system. We are undertaking review of Ontario's planning system, including the *Planning Act*, Provincial Policy Statement and other associated legislation and regulations, to support economic development, increase housing supply and reduce red tape.

I appreciate hearing your specific concerns regarding section 50 of the *Planning Act*. Your suggestions will be carefully considered as part of our work to deliver on these important commitments to streamline the development approvals system.

If you would like to discuss this matter further, Jae Truesdell, my Senior Policy Advisor – Planning, Zoning & Development, is available to speak to you. You can reach him by telephone at 416-585-6842 or by email at Jae.Truesdell@ontario.ca to arrange a time that is mutually convenient.

Once again, thank you for bringing your concerns to our attention. Please accept my best wishes.

Sincerely,

A handwritten signature in black ink, appearing to read "Steve Clark".

Steve Clark
Minister



[Click to view this email in a browser](#)



WOWC UPDATE

Western Ontario Wardens' Caucus

Monthly Newsletter

November 2018

www.wowc.ca

Western Region Workforce Forum

Less than a month away...Register now!



Thursday, December 13, 2018
10 am - 3 pm
Stoneridge Inn - London, ON



Join the Western Ontario Wardens' Caucus and Workforce Planning West for the first Western Region Workforce Forum. This one day forum on Thursday December 13th at the Stoneridge Inn, London brings stakeholders from across Western Ontario together to build solutions to our current workforce issues.

Keynote speaker Dr. Ryan Gibson will provide a snapshot of rural immigration in the Canadian context and concrete examples of how rural communities have adopted welcoming community strategies, both in terms of new immigrants and also new residents.

Workforce best practices from across the region will be showcased including; immigration tool kits, regional collaboration, online labour force attraction, a WAR strategy and resident attraction. Also hear from employers on how they are finding innovative solutions to their workforce issues.

To register and for the day's agenda [click here](#)



Regional Forum Rural Newcomer Integration

Bruce, Grey, Huron, Perth and Wellington Counties have partnered to host an employer focused forum to share best practices in expanding your workforce through newcomer attraction and retention strategies to help solve labour issues. Keynote Lionel Laroche.

Friday, November 30

Blue Mountain Resort

\$40 Registration

Meaford

[Learn More](#)



Value-Added Opportunities Workshop

Looking to Turn Your Value-Added Idea into Reality?

North Middlesex and OMAFRA are hosting a Exploring Value-Added Opportunities Workshop for farm and rural entrepreneurs.

Tuesday, December 4

Fall Economic Statement 2018

Investing in middle class jobs



Across the country, a strong and growing middle class is driving economic growth—creating new jobs and opportunities for people to succeed. Thanks to the hard work of Canadians, and supportive investments by the Government in people and in communities, Canada's economy is strong and growing, the unemployment rate is at its lowest level in 40 years, wages are rising at their fastest rate in eight years, business investment is recovering and the employment rate of working-age Canadians is at its highest level today than ever before in Canada's history.

Canada's economy is strong and growing. At 3 per cent, Canada had the strongest economic growth of all the Group of Seven (G7) countries in 2017, and is expected to stay near the top this year and next.

Canadians have created more than half a million new full-time jobs in the last three years, helping to push the unemployment rate to its lowest level in 40 years.

So far in 2018, wages are growing at their fastest pace in eight years.

Canada's strong economy today makes it possible for the Government to continue investing in the middle class, laying a solid foundation for future generations. The Government is making future-focused investments in people, communities, and the economy while carefully managing deficits and protecting long-term fiscal sustainability.

For more information click [here](#)

Southwestern Ontario Development Fund

Now accepting applications

Parkhill

[Learn More](#)



How will you engage your new municipal council on agricultural issues?

Join us for a webinar exploring how municipalities can communicate the importance and significance of the local agri-food community.

Examples include familiarization tours, infographics, forums and more.

Please bring your stories to share!

Thursday December 6

[Learn More](#)

Type Title Here



Registration Now Open

The 62nd Annual EDCO Annual Conference and Showcase Powershifting Economic Development: Gearing Up For Change

January 29-31, 2019!

Sheraton Centre Toronto

[Learn More](#)



2018 WOWC meetings

Annual General Meeting
January 18 2019
Oxford County



The Southwestern Ontario Development Fund gives money to businesses, municipalities and not-for-profit organizations for economic development in southwestern Ontario.

The fund supports projects that; create jobs, encourage innovation, collaboration and cluster development and attract private sector investment.

Successful projects need to:

- align with the fund's goals of investment attraction and job creation
- provide economic benefits (create jobs, contribute to the region or develop the sector)
- be achievable (i.e. applicants need to have the necessary financing, project management structure and experience to implement the project)

For full program details click [here](#)

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Please make sure to share this newsletter with your municipalities and partners. The more people in the region we are able to get connected the better!

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Contact Us | Phone: 226-374-6654 | kburns@elgin.ca

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County of Elgin
450 Sunset Drive
St Thomas, Ontario n5r5v1
CA

[Read](#) the VerticalResponse marketing policy.



CLOSED MEETING AGENDA

December 13, 2018

Staff Reports:

- 1) Director of Human Resources - *Municipal Act Section 239.2 (b) personal matters about an identifiable individual, including municipal or local board employees; (d) labour relations or employee negotiations* – ONA Arbitration Update (verbal)
- 2) Director of Human Resources - *Municipal Act Section 239.2 (b) personal matters about an identifiable individual, including municipal or local board employees; (d) labour relations or employee negotiations* – ONA Labour Relation Matters (attached)