

## ELGIN COUNTY COUNCIL

### MINUTES

**February 11, 2020**

Council Present: Warden Dave Mennill  
Deputy Warden Duncan McPhail  
Councillor Bob Purcell  
Councillor Grant Jones  
Councillor Sally Martyn  
Councillor Tom Marks  
Councillor Mary French  
Councillor Dominique Giguère  
Councillor Ed Ketchabaw

Staff Present: Julie Gonyou, Chief Administrative Officer  
Brian Lima, Director of Engineering Services  
Jim Bundschuh, Director of Financial Services  
Amy Thomson, Director of Human Resources  
Brian Masschaele, Director of Community & Cultural Services  
Michele Harris, Director of Homes and Seniors Services  
Alan Smith, General Manager of Economic Development  
Stephen Gibson, County Solicitor  
Steve Evans, Manager of Planning  
Mike Hoogstra, Purchasing Coordinator (report only)

#### 1. CALL TO ORDER

Elgin County Council met this 11<sup>th</sup> day of February, 2020 in the Council Chambers, at the County Administration Building, St. Thomas at 9:00 a.m. with Warden Mennill in the chair.

#### 2. ADOPTION OF MINUTES

Moved by: Councillor Marks  
Seconded by: Councillor Martyn

Resolved that the minutes of the meeting held on January 28, 2020 be adopted.

- Motion Carried.

#### 3. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None.

#### 4. PRESENTING PETITIONS, PRESENTATIONS AND DELEGATIONS

##### 4.1 Clearbeach Resources Inc. – Stephen Brown-Okruhlik

Stephen Brown-Okruhlik of Clearbeach Resources Inc. presented a brief of documents which included an excerpt from Section 394 of the Municipal Act, 2001; Ontario Regulation 584/06; Draft form of Road User Agreement tendered by Elgin County Council; and *MacDonald v. North Norfolk*, [1992] M.J. No. 567 and provided an overview of their concerns with respect to the user fees imposed by Elgin County through the County's Road User Agreement.

Moved by: Councillor Jones  
Seconded by: Councillor Purcell

Resolved that the presentation from Stephen Brown-Okruhlik, Clearbeach Resources Inc. be received and filed.

- Motion Carried.

**5. COMMITTEE OF THE WHOLE**

Moved by: Councillor French  
Seconded by: Councillor Giguère

Resolved that we do now move into Committee of the Whole Council.

- Motion Carried.

**MATTER OF URGENCY**

A Motion submitted by Councillor Purcell as a Matter of Urgency was considered by County Council. Pursuant to Council’s Procedural By-Law 19-41, consent from the majority of Members was required to consider this Motion, followed by consent from the Warden for a change in order to permit the motion to be considered during the discussion of the Staff report titled “Disposition of Property – Municipality of Dutton Dunwich”.

- Motion Carried.

**6. REPORTS OF COUNCIL, OUTSIDE BOARDS AND STAFF**

**6.1 Disposition of Property – Municipality of Dutton Dunwich – Chief Administrative Officer**

The Chief Administrative Officer presented details regarding the Dutton and District Lions Non-Profit Housing Inc. request of land adjacent to Elgin’s Bobier Villa Long Term Care Home and Elgin’s Dutton Emergency Medical Services Ambulance Base.

**Motion Submitted by Councillor Purcell**

Moved by: Councillor Purcell  
Seconded by: Councillor McPhail

Elgin County Council declare surplus and donate or make available for Sale to the Municipality of Dutton Dunwich; the land requested; on Bobier Villa Site, by the Dutton & District Lions Club Non-Profit Housing Corp. for their proposed Senior’s affordable housing complex; and that a final decision be made once a mutually acceptable transfer of lands is negotiated; and that this will be the County’s only contribution to this project and the Lions will assume full responsibility for all related funding/financing; construction; operation and future maintenance.

[as amended]

**Recorded Vote**

		<b>Yes</b>	<b>No</b>
West Elgin	Duncan McPhail		No
Dutton Dunwich	Bob Purcell	Yes	
Central Elgin	Sally Martyn	Yes	
Central Elgin	Tom Marks		No
Southwold	Grant Jones		No
Aylmer	Mary French		No
Malahide	Dominique Giguère		No
Bayham	Ed Ketchabaw		No
Malahide	Warden Dave Mennill		No
		2	7

- Motion Defeated.

Moved by: Councillor Jones  
Seconded by: Councillor Giguère

Whereas Elgin County Council acknowledges the request from the Dutton and District Lions Non-Profit Housing Inc., and congratulates the work of the Dutton and District Lions Non-Profit Housing Inc. on their successful operation of two senior apartments in Dutton; and,

Whereas Elgin County Council acknowledges the need for affordable seniors housing/rental units in Elgin County while at the same time recognizes the need for additional Long-Term Care beds; and,

Whereas when considering anticipated demands on Long-Term Care in Elgin County, along with innate operational inefficiencies associated with a 57-bed Long-Term Care Home when compared to the Ministry recommended 96-bed Home, the property requested by the Dutton and District Non-Profit Housing Inc. does not meet the County's definition of "surplus to the County's needs", as there is a likelihood of a required expansion to the number of beds.

Therefore, be it resolved that the County deny the request for conveyance of approximately 3.8 acres of County-owned land adjacent to Bobier Villa Long Term Care Home.

- Motion Carried.

6.2 **Elgin-St. Thomas Health Recruitment Partnership Committee – Councillor Jones**

Councillor Jones presented the report regarding the County's financial commitment to the Elgin-St. Thomas Health Recruitment Partnership (HRP).

Moved by: Councillor Marks  
Seconded by: Councillor Purcell

Resolved that the report from Councillor Grant Jones titled "Health Recruitment Partnership Committee – Budget Update" dated February 3, 2020 be received and filed; and, that Elgin County Council provide direction that \$57,000 in funding for the Elgin-St. Thomas Health Recruitment Partnership Committee be included as part of Elgin County's 2020 Budget.

- Motion Carried.

6.3 **Quarterly Information Report – Contract Awards October 1, 2019 to December 31, 2019 – Purchasing Coordinator**

The Purchasing Coordinator presented the information report containing the details relevant to the exercise of delegated authority for all contracts awarded that exceed \$15,000 including amendments and renewals to be prepared and reported to Council. The report covers the period from October 1, 2019 to December 31, 2019.

Moved by: Councillor Marks  
Seconded by: Councillor Ketchabaw

Resolved that the report titled "Quarterly Information Report - Contract Awards, October 1, 2019 to December 31, 2019" dated January 29, 2020 be received and filed.

- Motion Carried.

6.4 **Procurement Policy Revisions and Electronic Bidding – Purchasing Coordinator**

The Purchasing Coordinator presented proposed revisions to the County's Procurement Policy which also includes the introduction of electronic bidding. The current policy was last updated in June 2013.

Moved by: Councillor Purcell  
Seconded by: Councillor Ketchabaw

Resolved that the Director of Finance and Purchasing Coordinator be directed to provide an overview presentation to County Council at its meeting on March 10, 2020 which details the proposed electronic bidding process; and that staff provide additional information with respect to the bidding platform proposed by staff, along with options for Council's consideration; and finally, that, in the interest of accountability and transparency, that the Director of Community and Cultural Services/Privacy Officer be directed to provide a report for Council's consideration which contemplates the disclosure of proponent scores and Council's discretion in this regard.

- Motion Carried.

6.5 **2020 Budget Committee Meeting #3 Package – Director of Financial Services**

The Director of Financial Services presented the 2020 Budget Committee Meeting #3 Package. The presentation included a review of tax ratios and tax increase/service levels/debt.

Moved by: Councillor Jones  
Seconded by: Councillor Ketchabaw

Resolved that the farm tax ratio remain at 23% to take some pressure off of the residential tax class; and, that the optional 75% reduction in the Small-Scale On-Farm Business Sub-Class tax ratio be approved; and, that all other property tax ratios remain at historical levels.

- Motion Carried.

Moved by: Councillor Martyn  
Seconded by: Councillor Ketchabaw

Resolved that the County's ten-year operating plan maintain service with a tax increase on the average property of 3.6% through 2029, a 2020 levy of \$37,275,000 (2.4% or \$37 on the average home) and \$35 million of debt repaid by 2032; and, that an overall 2020 operating budget net income of \$9,401,000 be approved, being the net result of the carry-forward operating project spend of \$138,000 and a 2020 base operating net income of \$9,539,000; and, that the 2020 ten-year capital plan of \$199,158,000 with a 2020 capital budget of \$26,039,000 be approved.

- Motion Carried.

Moved by: Councillor Purcell  
Seconded by: Councillor Giguère

Resolved that the Corporation of the County of Elgin 2020 Operating and Capital Budgets be approved as presented and that the necessary By-Law be prepared for enactment at the March 10, 2020 meeting of County Council.

- Motion Carried.

6.6 **Parking By-Law Consolidation – Director of Engineering Services**

The Director of Engineering Services presented the report seeking to consolidate the amendments and incorporate additional revisions into a new Parking By-Law.

Moved by: Councillor French  
Seconded by: Councillor Jones

Resolved that By-Law 16-11 be repealed; and, that By-Law 20-05, being a By-Law for the regulation of traffic, be approved.

- Motion Carried.

6.7 **Contract Award – Imperial Road Port Bruce Bridge Replacement Contract No. 2019-42 – Director of Engineering Services**

The Director of Engineering Services presented the report regarding the results of the recent tender award for the Imperial Road Port Bruce Bridge Replacement project in the Township of Malahide.

Moved by: Councillor Purcell  
Seconded by: Councillor Martyn

Resolved that additional capital project funds as identified in the proposed 2020 Budget in the amount of \$2,600,000 be approved; and, that Hayman Construction Inc. be selected for the Imperial Road Port Bruce Bridge Replacement Project, Contract No. 2019-42 at a total price of \$5,089,821.94 inclusive of a \$250,000 contingency allowance and exclusive of H.S.T.; and, that the Warden and Chief Administrative Officer be directed and authorized to sign the contract.

- Motion Carried.

6.8 **Homes – Communication at End-of-Life Education Fund – Director of Homes and Seniors Services**

The Director of Homes and Seniors Services presented the report regarding the Ontario Centre for Learning, Research and Innovation in Long-Term Care (CLRI) helping the long-term care sector in Ontario deliver communication at end-of-life training funded by the Ontario Ministry of Health and the Ontario Ministry of Long-Term Care's Communication at End-of Life Education in Long-Term Care (LTC) Fund (CEoL Fund).

Moved by: Councillor Ketchabaw  
Seconded by: Councillor Giguère

Resolved that the report titled "Homes – Communication at End-of-Life Education Fund" dated February 4, 2020 be received and filed.

- Motion Carried.

6.9 **Homes – Personal Support Worker Education Fund for Long-Term Care – Director of Homes and Seniors Services**

The Director of Homes and Senior Services presented the report regarding the Personal Support Worker Education Fund for Long-Term Care (LTC) for the Excellence in Resident-Centred Care (ERCC) training program.

Moved by: Councillor Martyn  
Seconded by: Councillor French

Resolved that the report titled "Homes – Personal Support Worker Education Fund for Long-Term Care" dated February 4, 2020 be received and filed.

- Motion Carried.

6.10 **Homes – Long-Term Care Home Service Accountability Agreement (L-SAA) – Schedule E – Director of Homes and Seniors Services**

The Director of the Homes and Senior Services presented the South West Local Health Integration Network (SWLHIN) Long-Term Care Home Service Accountability Agreement (L-SAA) Schedule E – Form of Compliance Declaration for the Homes. This is an annual reporting requirement and the reporting period is from January 1, 2019 – December 31, 2019.

Moved by: Councillor Purcell  
Seconded by: Councillor Jones

Resolved that the report titled “Homes - Long-Term Care Home Service Accountability Agreement (L-SAA) – Schedule E” dated February 4, 2020 be received and filed; and, that Council authorize the Chief Administrative Officer (CAO) and Warden to sign the “Long-Term Care Home Service Accountability Agreement – Schedule E” for the Homes for January 1, 2019 – December 31, 2019.

- Motion Carried.

6.11 **Regional Economic Development Initiatives – Chief Administrative Officer**

The Chief Administrative Officer presented the report regarding review a request received from South Central Ontario Region Economic Development Corporation (SCOR) for an annual membership fee of \$25,000 (full partnership) and a request for \$20,000 in additional funding to support the Elgin-St. Thomas Small Business Enterprise Centre (SBEC).

Moved by: Councillor Marks  
Seconded by: Councillor Ketchabaw

Whereas Elgin County Council remains focused on its ability to afford new discretionary membership fees and escalating costs for non-legislated services in relation to all other financial challenges facing the County; and

Whereas Elgin County Council’s strategic planning process focused on ensuring alignment of current programs and services with community need, exploring different ways of addressing community need, enhancing quality of place and planning for and facilitating commercial, industrial, residential and agricultural growth.

Therefore, be it resolved that Elgin County Council fund a one-time investment of \$25,000 for Membership in South Central Ontario Region Economic Development Corporation (SCOR), a one-time funding commitment requiring renewal following an evaluation of activities and accomplishments by County Council as part of its 2021 Budget Deliberations; and, that the General Manager of Economic Development for Elgin County be directed to present a report in March 2020 which provides Elgin County Council with recommendations including level of Staff/Council involvement as well as the metrics that will be used to measure the value of Council’s investment in SCOR over a 10-month period; and, the General Manager of Economic Development for Elgin County be directed to provide a report in November 2020 which includes Council-approved metrics to support Council’s decision to reinvest in SCOR as part of its 2021 Budget Deliberations.

- Motion Withdrawn.

Moved by: Councillor Purcell  
Seconded by: Councillor Jones

Resolved that County Council defer consideration of full membership to South Central Ontario Region Economic Development Corporation (SCOR) and the request from the Elgin-St. Thomas Small Business Enterprise Centre (SBEC) for an increase in funding in the amount of \$20,000 until July 2020 or upon completion of the Elgin County Municipal Service Delivery Review; and that the Warden be directed to send a letter to SCOR and SBEC with notice of this decision.

- Motion Carried.

Council recessed at 12:15 p.m. and reconvened at 12:47 p.m.

6.12 **Service Delivery Review RFP – Consultant Project Award – Chief Administrative Officer**

The Chief Administrative Officer presented the report providing project an anticipated schedule and background information regarding Elgin County’s Municipal Service Delivery Review, along with details on the Request for Proposal

(RFP) recently issued by the County and seeks Council's approval to award the contract for a third-party consultant to complete a Service Delivery Review.

Moved by: Councillor Marks  
Seconded by: Councillor Jones

Resolved that the the provision of consulting services associated with the Municipal Service Delivery Review be awarded to Strategy Corp. Inc. in the amount of \$189,985.00 (excluding HST) to be funded using \$125,000 Municipal Modernization Funding recently received from the Government of Ontario, and the remainder to be funded using the one-time Service Efficiency Funding received from the Government of Ontario in 2019; and, that the Warden and Chief Administrative Officer be authorized to sign the supporting agreement.

- Motion Carried.

6.13 **Town of Aylmer – Support for Affordable Housing – Chief Administrative Officer**

The Chief Administrative Officer presented a report responding to a request received from the Town of Aylmer seeking support of Walter Ostojic & Sons Ltd. In their development of the second building on Brown Street in Aylmer as a Seniors Affordable Housing Project.

Moved by: Councillor Martyn  
Seconded by: Councillor Purcell

Resolved that the report from the Chief Administrative Officer, entitled "Town of Aylmer – Support for Affordable Housing" dated February 4, 2020 be received and filed; and that the Warden be directed to send a letter of support to Honourable Steve Clark, Minister of Municipal Affairs and Housing in support of Walter Ostojic & Sons Ltd. in their development of the second building on Brown Street in Aylmer as an Affordable Housing Project.

- Motion Carried.

6.14 **Elgin Natural Heritage Systems Study – Next Steps – Chief Administrative Officer**

The Chief Administrative Officer presented a report summarizing feedback received from County Council with respect to the Elgin Natural Heritage Systems Study and identifying next steps for Council's consideration.

Moved by: Councillor Purcell  
Seconded by: Councillor Giguère

Resolved that the Council of the County of Elgin receives the report entitled "Elgin Natural Heritage Systems Study" from the Chief Administrative Officer, dated January 31, 2020 for information; and that in light of anticipated amendments to the Provincial Policy Statement, it is recommended that Council take no further action on the Elgin Natural Heritage Systems Study until additional direction/clarity is received from the Province of Ontario through a revised Provincial Policy Statement; and that the Manager of Planning be directed to provide Council with a report in June/July 2020 detailing the proposed amendments to the Provincial Policy Statement, if available, and proposed next steps regarding the Elgin Natural Heritage Systems Study.

- Motion Carried.

## 7. COUNCIL CORRESPONDENCE

### 7.1 **Items for Consideration (Consent Agenda)**

1. Josh Brick, Director of Legislative Services/Clerk of the Town of Aylmer with a letter requesting that Council accept the notice of resolution regarding the Land Division Committee recommendation.
2. Ron Fox, President of the Port Glasgow Yacht Club with a Port Glasgow Marina – A Case for Action requesting assistance from both the Federal and Provincial Governments to make the needed improvements to ensure Port Glasgow Marina remains a safe go to recreational destination.

Item #1

Moved by: Councillor Ketchabaw  
Seconded by: Councillor French

Resolved that Elgin County Council hereby appoints Jack van Kasteren as the Town of Aylmer Representative to the Elgin Land Division Committee and that Council direct staff to prepare the necessary amendments to the Appointment By-Law for consideration at the March 10, 2020 meeting of County Council.

- Motion Carried.

Item #2

Moved by: Councillor McPhail  
Seconded by: Councillor Purcell

Resolved that Elgin County Council provide a letter of support for the Port Glasgow Yacht Club – Port Glasgow Marina's request for assistance from the Federal and Provincial Governments.

- Motion Carried.

7.2 **Items for Information (Consent Agenda)**

1. Warden Mennill with a letter to Mayor Preston, City of St. Thomas regarding the County of Elgin's Municipal Service Delivery Review (SDR).
2. Partnering for a Stronger Ontario – Association of Municipalities of Ontario 2020 Pre-budget Submission
3. Applications Being Accepted for Southwestern Integrated Fibre Technology (SWIFT) Non-Governmental Board of Directors
4. The Honourable Todd Smith, Minister of Children Community and Social Services with a letter regarding Ontario's Poverty Reduction Strategy survey.
5. Western Ontario Wardens' Caucus (WOWC) January 2020 Newsletter
6. Association of Municipalities of January 31<sup>st</sup> Board Highlights
7. 2020 Ontario Farmland Forum
8. Southwestern Integrated Fibre Technology (SWIFT) Project Update for Western Ontario Wardens' Caucus (WOWC)

Moved by: Councillor Jones  
Seconded by: Councillor French

Resolved that Correspondence Items #1-8 be received and filed.

- Motion Carried.



**8. OTHER BUSINESS**

**8.1 Statements/Inquiries by Members**

Councillor McPhail requested that page numbers be included in the Council agenda.

**8.2 Notice of Motion**

None.

**8.3 Matters of Urgency**

The Director of Homes and Senior Services provided an update on the Novel Coronavirus received from the AdvantAge Ontario Bulletin (attached).

Moved By: Councillor Jones  
Seconded By: Councillor McPhail

Resolved that the report titled "Homes – Novel Coronavirus – Long-Term Care Home Infection Prevention and Control Measures" dated February 11, 2020 be received and filed.

- Motion Carried.

**9. CLOSED MEETING ITEMS**

Moved by: Councillor Purcell  
Seconded by: Councillor French

Resolved 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**

*(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 – Lease Agreement Amendment – Parking Spaces*

**In-Camera Item #2**

*(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 – Solicitor-Client Privilege and Potential Litigation*

- Motion Carried.

**10. RECESS**

None.

**11. MOTION TO RISE AND REPORT**

Moved by: Councillor McPhail  
Seconded by: Councillor Giguère

Resolved that we do now rise and report.

- Motion Carried.

In-Camera Item #1 – Lease Agreement Amendment – Parking Spaces

Moved by: Councillor Purcell  
Seconded by: Councillor Ketchabaw

Resolved that the Warden and Chief Administrative Officer be authorized to amend the current Graham, Scott, Enns LLP Lease Agreement, specifically section: [1.2 Definitions, (K) Premises] to include a total of 30 allocated parking spaces within the parking lot at the Elgin County Administration Building, located at 450 Sunset Drive, St. Thomas.

- Motion Carried.

In-Camera Item #2 – Solicitor-Client Privilege and Potential Litigation

Moved by: Councillor Marks  
Seconded by: Councillor Jones

Resolved that the County Solicitor proceed as directed.

- Motion Carried.

**12. MOTION TO ADOPT RECOMMENDATIONS FROM THE COMMITTEE OF THE WHOLE**

Moved by: Councillor French  
Seconded by: Councillor Jones

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

- Motion Carried.

**13. CONSIDERATION OF BY-LAWS**

**13.1 By-law 20-05 – Parking Consolidation**

BEING a Consolidated By-law for the Regulation of Traffic Including Parking on County Roads.

Moved by: Councillor French  
Seconded by: Councillor Jones

Resolved that By-Law No. 20-05 be now read a first, second and third time and finally passed.

- Motion Carried.

**13.2 By-law 20-06 – Confirming all Actions and Proceedings**

BEING a By-law to Confirm Proceedings of the Municipal Council of the Corporation of the County of Elgin at the February 11, 2020 Meeting.

Moved by: Councillor Purcell  
Seconded by: Councillor McPhail

Resolved that By-Law No. 20-06 be now read a first, second and third time and finally passed.

- Motion Carried.

**14. ADJOURNMENT**

Moved by: Councillor Marks  
Seconded by: Councillor French

Resolved that we do now adjourn at 2:24 p.m. to meet again on March 10, 2020 at the County Administration Building Council Chambers at 9:00 a.m.

- Motion Carried.

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Julie Gonyou,  
Chief Administrative Officer.

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Dave Mennill,  
Warden.

# Service Delivery Review for the Corporation of the County of Elgin



Presentation to Elgin County Council

February 11, 2020

*Chief Administrative Officer*

# Province's Review of Regional Governance

- ▶ October's conclusion of this review made it clear that Ontario will not force change.
- ▶ Local voluntary initiatives, including intermunicipal service agreements are subjects of on-going conversation.
- ▶ 2019 Fall Economic Statement reiterated that Ontario still has ambitious targets for cost reductions that will undoubtedly impact transfer payments.
- ▶ Efforts at continuous improvement are taking place constantly in Elgin County, but the need to offset new provincial cuts has increased pressure to find efficiency, to reduce the need for increased taxes or reduced levels of service.

# Service Delivery Review

- ▶ As part of their Strategic Planning Process, several Councillors expressed an interest in undertaking a Municipal Services Review in the near future. A Municipal Services Review is an evaluation process in which municipal service(s) are systematically reviewed to determine the most appropriate way to provide services.
- ▶ Municipal Services Reviews are time and resource-intensive exercises and may involve sensitive issues.
- ▶ Council must be fully committed to the process, give staff clear direction and support the process in its entirety.

# Overview

- ▶ Elgin County has attempted to balance access to services and financial realities to provide the best possible value to the public.
- ▶ Over the past two years, it has become increasingly apparent that the County is facing a number of pressures that will impact services moving forward:
  - ▶ Operations are impacted by a lack of capacity;
  - ▶ Provincial funding to municipalities will be reduced as part of a larger cost reduction and modernization initiative (instability in structure and governance due to unilateral provincial initiatives);
  - ▶ The gap between public expectations for service delivery and available revenue tools.

# Available Funding

- ▶ The province is making up to \$125 million available through 2022-23 to help 405 small and rural municipalities conduct new service delivery reviews, implement recommendations from previous reviews and undertake a range of projects, such as IT solutions or process improvements, to achieve cost savings and efficiencies.
- ▶ On November 12, 2019, Assistant Deputy Minister of Municipal Affairs and Housing, Marcia Wallace, sent a letter to Municipal Administrators (attached) which provides additional information about Ontario's new *Municipal Modernization Program Fund* and advised that the first intake was open.
- ▶ As part of the application process, the CAO was required to advise our regional Municipal Services Office of Elgin County's intention to apply no later than November 22, 2019. Notice was sent to the Ministry office by the CAO on November 16, 2019 and confirmation was received from the Ministry office on the same date.
- ▶ Up to \$200,000 is available for approved projects and only third-party service provider fees will be eligible.



# Available Funding

- ▶ Elgin County received \$125,000 in funding through the *Municipal Modernization Program Fund*.
- ▶ In 2019, Elgin County was one of 405 small and rural municipalities who received one-time funding (*Improving Service Delivery and Efficiency Funding*) to improve service delivery and efficiency. Elgin County received \$725,000 in support of Ontario's commitment to reduce the cost of government.
- ▶ It was recommended to Council on November 26, 2019 that these funds be reserved until after the Municipal Services Review - it is anticipated that there may be some costs associated with the recommendations.
- ▶ It is recommended that the *Improving Service Delivery and Efficiency Funding* be used to augment the *Municipal Modernization Program Fund* to support the County's Service Delivery Review.

# Background – Decision Making

November 26, 2019

WHEREAS Elgin County Council is committed to making informed, strategic choices about how municipal services are delivered; and WHEREAS Elgin County Council wishes to examine how to improve services and assess service levels in the face of competing priorities and/or decreasing revenues and reduce costs; and WHEREAS Elgin County Council wishes to set priorities and, where possible, reduce the cost of delivery while maintaining or improving services and service levels;

Therefore, be it resolved ...

THAT Elgin County Council conduct a Municipal Services Review to identify actions and directions that could result in a more efficient and effective service delivery, organizational and operation arrangements and associated savings; and THAT the CAO be directed to finalize and issue a Request for Proposal for a Service Delivery Review no later than mid-December 2019; and THAT the Chief Administrative Officer be directed to submit an Expression of Interest Form and applicable supporting documentation to the Municipal Modernization Program no later than December 6, 2019; and THAT the \$725,000 in funding received from the Province of Ontario through the *Improving Service Delivery and Efficiency Funding* be reserved for future use related to the Community Safety and Well-Being planning process and actions resulting from the recommendations of the Municipal Services Review or service efficiencies recommended by staff prior to the completion of the Municipal Services Review; and further THAT the report titled “Municipal Modernization Program - 2020 Service Review” from the Chief Administrative Officer, dated November 16, 2019 be received and filed.

# Background – Decision Making Continued

- Council directed that the CAO apply for the Municipal Modernization Program funding by the December 6, 2019 deadline on November 26, 2019.
- Draft RFP reviewed by Council on November 26, 2019.
- Request for Proposal issued December 4, 2019.
- Expression of Interest to the Province of Ontario's *Municipal Modernization Program Fund* submitted on December 6, 2019.
- Funding approval - January 20, 2020 (\$125k)

# Project Structure

- ▶ Two distinct parts:
  - ▶ Part A - Shared Services/Resource Delivery Review: comprised of services/resources that are currently shared between the County and all or some municipalities;
  - ▶ Part B - County Operations and Community/Human Services Review: comprised of a review of County operations that are not part of the Shared Services/Resource Delivery Review, including Long Term Care.

# Goals and Objectives

- ▶ The project's goals and objectives for Part A and Part B include:
  - ▶ Lower costs while maintaining service access;
  - ▶ Improve service efficiency and effectiveness;
  - ▶ Streamline and modernize service delivery;
  - ▶ Determine clear lines of accountability and responsibilities;
  - ▶ Ensure long-term financial sustainability; and
  - ▶ Maximize public value.

# RFP Overview

- ▶ Seeking a third-party consultant to undertake a Service Delivery Review (SDR).
  - ▶ Must understand municipal dynamics and current pressures faced by municipalities;
  - ▶ Must have significant experience working collaboratively with Ontario's municipal sector including direct experience completing SDRs;
    - ▶ Previous experience in identification and engagement, research methods, data collection and analysis, report writing and design; and
    - ▶ Project team - relevant experience and skills of staff assigned/appropriate allocation of staff time and resources corresponding to project tasks, deliverables and budget.
  - ▶ Demonstrated comprehension of the project intent, scope and challenges;
  - ▶ Project Management - work plan, timelines, milestones and deliverables.

# Timing

- ▶ **There is a need to start immediately!**
- ▶ Once a proponent is selected by County Council, the proponent, along with the CAO will revise and confirm the detailed project plan, including milestones and activity dates during the first week of the project.
- ▶ Any expected deviations from the planned timelines will be discussed, and, when possible, an acceptable course of action will be developed and communicated to Council.
- ▶ The final report must be submitted to the Ministry, our partner municipalities and Council by June 1, 2020.

# Project Plan

- ▶ It is anticipated that a project plan recommended by the CAO and the consultant will be confirmed by County Council at its meeting on March 10, 2020.
- ▶ Council will confirm their expectations through a project charter.
- ▶ Chief Administrative Officer will oversee this project and will closely monitor cost control/quality assurance throughout the project.
- ▶ The Chief Administrative Officer will be responsible for reporting to County Council, and with direction, to municipal partners.



# Approach – Part A (Shared Services)

- ▶ Project Initiation (3 weeks – approx. Feb. 13 – March 5, 2020)
  - ▶ Kick off meetings with CAOs
  - ▶ Confirm services for review
  - ▶ Develop Part A project plan/communications plan
  - ▶ Identify Key Stakeholders
- ▶ Detailed Service Inventory (3 weeks – approx. Feb. 13 – March 5, 2020)
  - ▶ Data review
  - ▶ Interview Councils and staff from County and local municipalities
  - ▶ Hold workshops/focus groups
  - ▶ Benchmarking (profile development)
- ▶ Development of Opportunities (est. April 26 – May 29, 2020)
  - ▶ Development of initiatives/high-impact opportunities
  - ▶ Draft final report to CAO group – gather feedback
  - ▶ Present findings to Council

# Local Municipal Partners

- ▶ Opportunity for all CAOs in Elgin to participate in a working group.
- ▶ Preliminary meeting will be held with CAOs as soon as possible to review:
  - ▶ Methodology;
  - ▶ Identify Shared Services;
  - ▶ Confirm Scope of Work;
  - ▶ Detailed Work Plan;
  - ▶ Project Schedule

# City of St. Thomas

- ▶ Warden Mennill/CAO presentation to the City on February 10, 2020
- ▶ General interest in participating in Elgin's Service Delivery Review - shared services between County and City exist.
- ▶ Opportunities to participate in Service Delivery Review will be discussed with City Manager and reported to County Council on March 10, 2020 as part of the project charter.

# Approach - Part B (County Operations & Community/Human Services Review)

- ▶ Project Initiation (estimated to begin March 5 - for 7 weeks)
  - ▶ Kick off meetings with Service Review Team
  - ▶ Confirm services for review
  - ▶ Develop project plan and communications plan
  - ▶ Identify key stakeholders
- ▶ Detailed Service Inventory (estimated to begin March 5 - for 7 weeks)
  - ▶ Data review
  - ▶ Survey providers
  - ▶ Hold workshops/focus groups
  - ▶ Benchmarking (profile development)
- ▶ Development of Opportunities (est. April 26 - May 29, 2020)
  - ▶ Development of initiatives/high-impact opportunities
  - ▶ Draft final report to Service Review Team - gather feedback
  - ▶ Present findings to Council

# Commitment - Staff Resources

- ▶ Council's commitment to this very important and substantial initiative will involve significant resources from Management Team, and in particular, the Chief Administrative Officer until June 1, 2020.
  - ▶ Once a proponent is selected by Council, we will share information with respect to the time commitment of local municipal partners.
- ▶ When combined with regular work and the Community Safety and Well-Being initiative, this will be an extraordinarily busy time which may result in delays in progress and reporting on other non-urgent items.

▶ Questions/Comments?



## REPORT TO COUNTY COUNCIL

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FROM: Michele Harris, Director of Homes and Seniors Services

DATE: February 11, 2020

SUBJECT: Homes – Novel Coronavirus – Long-Term Care Home Infection Prevention and Control Measures

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### **RECOMMENDATIONS:**

THAT the report titled “Homes – Novel Coronavirus – Long-Term Care Home Infection Prevention and Control Measures” dated February 11, 2020 be received and filed.

### **INTRODUCTION:**

The World Health Organization (WHO) announced the identification of a new (or novel) coronavirus (2019-nCov) in China on January 10, 2020.

### **DISCUSSION:**

The County of Elgin Long-Term Care Homes (LTCHs) have been in regular contact with Southwestern Public Health to ensure appropriate Infection Prevention and Control (IPAC) measures are in place to support the safety and well-being of the residents, staff and visitors of the Homes. Although the risk in long-term care is low, the Homes are implementing all recommendations, applicable to LTC, under the guidance of the Ministry of Health and Public Health to support best practices related to IPAC.

The following measures and actions have been implemented:

- Participation in teleconferences for updates on IPAC measures for LTCHs – i.e. AdvantAge Ontario
- Implementation of IPAC measures from the January 31, 2020 Ministry of Health “Novel Coronavirus (2019-nCoV) Fact Guidance for Long-Term Care” document
- Screening (passive) for staff, volunteers and visitors
- Active screening for resident admissions and re-admissions of returning residents
- Signage reminders for residents and visitors to perform hand hygiene, sneeze/cough into their elbow, etc.
- Review of IPAC policies including IPAC policy 6.0 Acute Respiratory Infection (ARI)
- Refresher education for all staff – personal protective equipment, hand hygiene, ARI policy, etc.
- Heightened surveillance to quickly detect respiratory infections
- Communication on the Homes website, internal memos, staff meetings, etc.
- Ensure supplies of alcohol-based hand rub, PPE’s, etc. are on hand and readily available

**CONCLUSION:**

The County of Elgin Homes will continue to review updated information and implement IPAC measures applicable to LTCHs to support resident, staff and visitor safety and well-being.

All of which is Respectfully Submitted

Approved for Submission

Michele Harris  
Director of Homes and Seniors Services

Julie Gonyou  
Chief Administrative Officer





February 11, 2020

For immediate release

## Measured and Affordable Tax Increase Delivered in County Budget

**COUNTY OF ELGIN** – At their meeting on February 11, 2020, Elgin County Councillors approved a \$65,594,000 operating cost budget and a \$37,275,000 levy. The levy represents a tax increase of 3.6% on an average property (equating to approximately \$37 on an average home). While County Council had previously planned on a levy increase at the rate of inflation, recent financial impacts could have resulted in a double-digit tax increase in 2020. Council instead developed a plan that minimizes the 2020 levy increase through the use of reserves and leveraging debt, allowing for reasonable measured tax increases over the next ten years.

The 2020 Budget includes significant infrastructure renewal investments and addresses the priorities Council established in its recent Strategic Planning process. Elgin's Chief Administrative Officer Julie Gonyou pointed out that "As the needs of our community evolve, so must our approach to how we create the financial plan to produce the best possible outcomes that Council has directed. Change is coming, and Elgin staff are up for the challenge."

The County has faced a number of additional pressures including significant Provincial policy changes placing pressure on municipal finances and above inflation increases in a variety of service areas. The financial impacts identified over the past year facing Elgin County include ongoing provincial funding reductions of \$1.3 million (Public Health, Long-Term Care and Child Care), service enhancements of \$0.2 million that are needed in critical areas (ambulance), increased infrastructure funding needs identified in the Corporate Asset Management Plan (\$47-million incrementally for the next ten years only partially offset by government grants) and other external factors that are driving costs above the normal rate of inflation. If these problems were solely addressed in 2020, without the benefit of a long-term plan, the magnitude of financial pressure would require double digit tax increases. Council has chosen to use reserves and debt in the short-term to avoid such a large increase in 2020 taxes and will use measured tax increases over the next ten years to achieve long-term financial stability.

"I want to recognize my Council colleagues and, in particular, the Budget Committee, for their work finalizing a budget that ensures financial sustainability," said Warden Dave Mennill, "I am confident that we responsibly managed our taxpayers' hard-earned dollars, while at the same time safeguarding investments for the quality public services that our families, businesses and citizen rely on each day." Mennill went on to say, "The businesses, citizens and visitors in Elgin can confidently rely on this budget to create a financially sustainable County, today and into the future."

In 2020, Council continues to support residents and businesses throughout Elgin County by advancing work started in previous budget cycles, such as the Terrace Lodge Long Term Care Home redevelopment. Shovels for this project are anticipated to be in the ground this Summer.

Council will be investing a further \$200 million over the next ten years to maintain the condition of roads and bridges at the lowest life-cycle costs, which includes:

- Major road reconstruction will take place in the Village of Sparta along Sparta Line and Quaker Road during the Spring months
- The King George VI Lift Bridge in Port will undergo significant rehabilitation from April 2020-May 2021. This project will cost almost \$6.5 million
- Wonderland Road reconstruction, planned for Spring and Summer 2020, will see an investment of over \$5 million

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- The Port Bruce Bridge will be replaced in 2020 with a permanent structure. That project will cost approximately \$5 million
- The County will contribute \$340,000 towards its share of the St. George Street Bridge Rehabilitation project in 2020 in partnership with the City of St. Thomas
- In 2020, the Meeks Bridge Replacement and Centennial/Elm Intersection Improvements Municipal Class Environmental Assessments will be undertaken
- In 2021, the Village of Rodney will be fully reconstructed to the tune of approximately \$3.7 million
- In 2027, Heritage Line in Straffordville is slated for reconstruction, resulting in a \$3.6 million investment. As well, County Roads 52, 40 and 49 in Springfield are also set for reconstruction at a cost of \$2.7 million

Through Council's priorities, there are a number of exciting projects on the go, but they can only be achieved through responsible fiscal management. With a dedicated team and focused approach, Elgin will continue to build on our successes and will look to leading practices to drive efficiencies, address raising costs and modernize services. The County's commitment to open, accountable and transparent government will remain a priority as the County's Municipal Service Delivery Review is completed in the first quarter of 2020 - an effort that the Warden says will "secure greater efficiencies and ensure Council maximizes every dollar we are entrusted to manage by the residents of Elgin County."

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February 11, 2020

For immediate release

## **StrategyCorp Inc. to lead Elgin County's Service Delivery Review**

**COUNTY OF ELGIN** – As part of their commitment to fiscal responsibility, transparency, accountability and responsiveness to community needs, County of Elgin Councillors at their meeting February 11, approved StrategyCorp Inc. to move ahead with a Service Delivery Review.

In 2019, County Councillors directed staff to apply for funding under the Ontario Government's Municipal Modernization Fund to undertake a Service Delivery Review (SDR) to find ways to make municipal services more efficient and effective. Through the Municipal Modernization Fund, the County was the recipient of \$125,000 to offset the cost of an independent third-party reviewer.

A Request for Proposal was released in January 2020, and Warden Mennill is pleased to announce StrategyCorp Inc. as the successful consultant. The total cost to complete the project is \$189,985 (excluding HST) and StrategyCorp Inc is expected to deliver a final report by June 15, 2020. StrategyCorp Inc. has undertaken numerous Service Delivery Reviews, having completed one with the Town of Aylmer in 2016. In December 2019, StrategyCorp Inc. completed a Service Delivery Review for the Town of Newmarket that resulted in an estimated \$2.6-million in direct savings, and nearly \$4-million in productivity and cost avoidance that the Town could achieve on an annual basis, while not reducing staff or service levels. Their firm has served over 100 municipalities over the past five (5) years alone.

The Service Delivery Review will consider Shared Services currently delivered and received by the County as well as consideration of internal operations and community services, including the County's ten (10) Libraries and three (3) Long Term Care Homes.

The County has attempted to balance access to services and financial realities to provide the best possible value to the public. However, over the past two years it has become apparent that the County is facing two distinct pressures that will impact services moving forward: Operations are impacted by a lack of capacity; and provincial funding to municipalities will be reduced as part of a larger cost reduction and modernization initiative.

The consultant will assess and recommend opportunities to be more efficient and effective in the sustainable delivery of municipal services and ensure long-term financial sustainability of programs and services by identifying opportunities to:

- Improve services and outcomes
- Meet new or increased demand from customers for services
- Improve service delivery mechanisms/processes and identify alternate service delivery options

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- Maintain existing service levels in the face of competing priorities or decreasing revenues
- Reduce costs and/or improve non-taxation revenues

In January 2020, the Ontario Government announced funding to support 27 joint projects that will help over 130 small and rural municipalities find more efficient ways to operate and serve their residents.

Steve Clark, Minister of Municipal Affairs and Housing, announced the funding during the annual Rural Ontario Municipal Association conference in Toronto in January.

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