

Elgin County Administration 2020 Operational Plan – Updated November 1, 2020



Strategic Priorities and Goals	Objectives	2020 Actions	Departmental Lead	Timelines	Objectives & Deliverables	Notes
<p>Serving Elgin</p> <p><i>To re-design how we respond to community need in a creative, sustainable way.</i></p>	<p>Ensuring alignment of current programs and services with community need</p>	<p>Conduct a municipal service delivery review (part I) and draft an action plan (part II)</p>	<p>Administrative Services</p>	<p>Interim-report completed mid-June 1, 2020</p> <p>Tentative completion date and posting of review of mid-September 2020</p> <p><i>Dates revised as a result of the pandemic to include: November 10, 2020 – Public Report and November 30, 2020 – Submission to Ministry of Municipal Affairs and Housing.</i></p>	<p>Elgin’s Municipal Service Delivery Review (SDR) to identify actions and directions that could result in a more efficient and effective service delivery is complete.</p> <p><i>NEXT STEPS: SDR Action Plan including staff recommendations, anticipated timelines and financial implications to be completed by December 31, 2020.</i></p>	<p>The SDR was delayed as a result of the pandemic.</p> <p>Transfer agreement with Ministry of Municipal Affairs and Housing (MMAH) executed.</p> <p>Interim report submitted and received by MMAH.</p> <p><i>Final report submission due November 30, 2020.</i></p>
		<p>Review the organizational structure</p>	<p>Human Resources</p>	<p>Ongoing - December 31, 2020</p>	<p>Departmental priorities include: Administration (Planning/Land Division), Engineering/Facilities Services and Economic Development. Succession planning will be ongoing throughout 2020.</p> <p><i>NEXT STEPS: A number of organizational changes and priorities are identified in the SDR and will be incorporated into the SDR Action Plan.</i></p>	
		<p>Identify opportunities to improve the customer experience (i.e. Land Division</p>	<p>Management Team</p>	<p>December 31, 2020</p>	<p>Complete a review of the Land Division Committee and application process following recruitment of Manager of Planning.</p>	<p>Link: Corporate Communications and Engagement Plans (<i>ongoing</i>)</p>

Strategic Priorities and Goals	Objectives	2020 Actions	Departmental Lead	Timelines	Objectives & Deliverables	Notes
		Committee application process)			<p>NEXT STEPS: Preliminary considerations presented to County Council in closed session on October 27, 2020. Follow-up information will be presented on November 10, 2020.</p> <p>Planning Department will move office location to first floor of Administration Building – co-located with Engineering and Facilities Services (December 2020).</p> <p>2-year contract Administrative Services position has been posted which will support administrative functions for both Planning and Engineering/Facilities Services.</p> <p>Several Improvements have been made in an effort to improve customer service.</p> <ul style="list-style-type: none"> - Improved communications with the Committee – regular process improvement discussions at the start of every LDC meeting - Location maps added to circulations - Planning point of contact with public (me) to provide feedback on inquiries/potential applications - Improved circulation and process with local municipalities - County & Malahide GIS working collaboratively to update parcel fabric to further improve accuracy of circulation process. - Continued improvement through regular feedback and dialogue 	

Strategic Priorities and Goals	Objectives	2020 Actions	Departmental Lead	Timelines	Objectives & Deliverables	Notes
	Exploring different ways of addressing community need	Work collaboratively with local municipal partners and stakeholders to address community need (i.e. shared multi-year accessibility plan, emergency management plan, County-wide infrastructure design standards)	Management Team	December 31, 2020	<p>Priorities: Ensure successful delivery of Fire Training/CEMC resource (resuming soon), Accessibility, Museums of Elgin Database, Engineering/Transportation Services (i.e. Phragmites), Healthy Communities Partnership, MTAG assessment review, etc.</p> <p>NEXT STEPS: NEW! Ongoing review of Shared Service Agreement "Pilot" project for the provision of Community Emergency Management Coordinator support to Municipality of West Elgin and Township of Southwold.</p>	<p>Fire Training Officer/CEMC has been preoccupied with Elgin's Declared State of Emergency and COVID-19 response efforts. It is anticipated that Fire Training work will commence in November 2020 if possible.</p> <p>Work on the County-wide joint Accessibility Plan has recently continued and will be ongoing throughout 2021. This work is ongoing.</p>
		Review best practices as per the service delivery review results	Management Team	December 31, 2020	<p>Focus on "modernization" of services – assess scalability of global innovative models of service from within and outside of the public sector.</p> <p>November 2020 note: Research in this area continues and the best-practices analysis included in the Service Delivery Review will inform Elgin's modernization initiatives.</p>	
		Explore shared services and other opportunities to partner with neighbouring/ regional municipalities (i.e. libraries, museums)	Management Team	December 31, 2020	<p>Work together with neighbours, Western Ontario Wardens Caucus and beyond municipal borders to leverage resources and work collaboratively to find efficiencies and opportunities for shared services.</p> <p>A number of shared services opportunities with local and neighbouring municipalities are included in the Service Delivery Review and will inform Elgin's work in this area.</p>	<p>Elgin confirmed municipal partner interest in the joint-Integrity Commissioner/Closed Meeting Investigator position. Contract for service renewed.</p>

Strategic Priorities and Goals	Objectives	2020 Actions	Departmental Lead	Timelines	Objectives & Deliverables	Notes
					Discussions with neighbouring municipalities including Chatham-Kent, Middlesex County and the City of St. Thomas for shared service opportunities is ongoing and will continue into 2021.	
	Engaging with our community and other stakeholders	Improve corporate communications and engagement (*); develop a community engagement strategy and corporate communication plan.	Administrative Services	December 31, 2020	<p>Key priorities include:</p> <ul style="list-style-type: none"> • develop, coordinate, deliver and evaluate corporate communications and public relations strategies that advance the goals, priorities and policies of Elgin County Council and County services. • Engage Local Municipal Partners and staff by assessing pitfalls and opportunities as they pertain to internal/external communications. • Creating a clear avenue for public feedback, involvement in public information sessions, and project-specific communications including construction/Community Safety and Well-Being and Economic Development/Tourism. <p>NEXT STEPS: Corporate communications temporarily shifted focus to COVID-19. It is anticipated that project and policy work in this area will resume by the end of 2020.</p>	<p>Corporate Communications and Engagement Coordinator position will be posted in the coming weeks.</p> <p>Other priorities include creating a clear avenue for public feedback, involvement in public information sessions, and project-specific communications planning including construction/Community Safety and Well-Being Plan and Economic Development/Tourism.</p>
		Provide input into and participate in current provincial modernization initiatives (i.e. Elgin Ontario Health Team, Emergency Health Services, Public	Administrative Services, Financial Services	December 31, 2020	<p>Be leaders in the Provincial Offences Administration – Part III transfers (Spring 2020);</p> <p>NEXT STEPS: Memorandum of agreement for Part III transfers signed and submitted to Ministry of Attorney General (MAG). Dialogue with MAG continues.</p>	Following a suspension of activities during a 6-month period of the pandemic, Ontario Health Team work resumed in early September 2020 and has involved the Chief Administrative Officer

Strategic Priorities and Goals	Objectives	2020 Actions	Departmental Lead	Timelines	Objectives & Deliverables	Notes
		Health modernization, Part III transfer)			<p>Ontario Health Team participation in application preparation.</p> <p>Participate in local, regional and provincial-led conversations re: Municipal Modernization Initiatives.</p> <p>NEXT STEPS: Meeting held with Provincial Health Advisor (April 2020); Ministry of Municipal Affairs and Housing has indicated that consultation will resume in the coming months.</p>	and Director of Homes and Senior Services.
Growing Elgin <i>To be the place where people want to live, work, and play.</i>	Planning for and facilitating commercial, industrial, residential, and agricultural growth	Develop a workforce strategy for existing staff that includes: <ul style="list-style-type: none"> a. Employee engagement and wellness strategy b. Robust Health and Safety Program c. Leadership Training d. Management Team Development 	Human Resources	<p>August 31, 2020</p> <p>Timeline adjusted as a result of the pandemic – efforts are ongoing.</p>	<p>Develop current complement of staff.</p> <p>NEXT STEPS: Initiatives to support enhanced corporate training will be included in the 2021 Draft Operating Budget.</p> <p>Evaluate and support the activities of the Social and Events Committee.</p> <p>NEXT STEPS: Social and Events Committee work was suspended from April – September. Committee focus has shifted to planning for the Corporate Christmas Party. Golf Tournament and other social activities were cancelled as a result of the pandemic.</p> <p>NEXT STEPS: Corporate wellness initiatives and staff engagement has been a focus during the pandemic and will continue into 2021. Staff development opportunities have shifted to online forums and have been limited as a result of the pandemic.</p>	Link: Corporate Communications and Engagement
		e. Health human resources strategy, with a	Human Resources,	December 31, 2020	Focus on Long Term Care Homes recruitment and retention strategies, claims management, provide Council with options regarding benefits provider.	Plan for leadership vacancies (cross-training).

Strategic Priorities and Goals	Objectives	2020 Actions	Departmental Lead	Timelines	Objectives & Deliverables	Notes
		focus on recruitment and retention	Homes, Economic Development		<p>NEXT STEPS: Following an intense period of HR COVID-19 response efforts, planning to support recruitment and retention strategies has recently resumed.</p> <p>Next Steps: HR, Director of Homes and Seniors Services and Administrators meeting monthly effective September 2020. Application submitted to Personal Support Worker ROS initiative (\$5000 grant for new hires – successful in obtaining 1 per Home). RecruitRight software implementation November 2020; additional contact with Colleges/Universities – increase in onsite student placements; staff education underway to improve culture, communication and teamwork at all 3 Homes – initiated October 2020 and will continue into 2021.</p>	<p>Succession planning and planning for back-up positions to support key leadership positions is ongoing. Preliminary report presented to Council on October 27, 2020.</p> <p>Currently exploring video to promote working at 3 LTCHs; updates to website; job posting enhancements (branding); and exploring a Grow Your Own PSW program.</p>
		f. Local labour/workforce gap analysis	Economic Development	September 30, 2020 (ongoing)	<p>Supplement existing workforce data with information obtained from the business community and Community Improvement Plan recipients to assess recruitment challenges in Elgin County.</p> <p>NEXT STEPS: Two surveys have been issued to the Business Community with content specific to their needs/concerns during the pandemic. The results of these two surveys provided direction and action items for the Elgin-St. Thomas Economic Resiliency and Recovery Taskforce.</p> <p>An Employer Needs Assessment for Recovery will be released soon (Elgin Middlesex Oxford</p>	<p>Report presented to Council in July 2020 highlighting Elgin's involvement with the Elgin Middlesex Oxford Workforce Planning and Development Board to address employer needs and skill gaps, due to COVID-19.</p>

Strategic Priorities and Goals	Objectives	2020 Actions	Departmental Lead	Timelines	Objectives & Deliverables	Notes
					Workforce Planning and Development Board). Additionally, an employment scenario analysis is currently being undertaken by the group, with a completion date of late 2020/early 2021.	
		g. Develop new community and professional partners and allies (i.e. involvement in Low German Networking Committee)	Community Services	December 31, 2020	Provide County Council with a list of current community and professional partners and allies. NEXT STEPS: work is ongoing, it is anticipated that a list of current community and professional partners and allies will be presented to County Council by the end of 2020. This report will include an assessment of whether current and proposed community and professional partners and allies aligns with Strategic Plan and Operational Plan.	
		Work with local municipal partners to identify serviceable industrial land and opportunities to facilitate and promote development (i.e. Ford property, St. Thomas airport, job site challenge)	Management Team	December 31, 2020	Find solutions to address infrastructure gaps that exist which are limiting development. NEXT STEPS: Continue to support the efforts of the Connectivity Committee. Explore opportunities for Local Municipal Partners to leverage the County's capacity for debt/loan program. NEXT STEPS: Preliminary discussions will commence in November 2020.	Connectivity Committee meets bi-weekly.
		Explore how to link agri-business producers and buyers	Economic Development	November 30, 2020 Timeline revised to 2021.	Investigate and provide options (March 2020) to County Council regarding a "Made in Elgin" local food campaign. NEXT STEPS: Focus will be on a Farm to Buyer events (dependent on status of COVID-19). To support this event and other options, a Business	The department is promoting Support Elgin and buying local. The business directory was enhanced to reflect this. There will be a mapping component included and will constitute a "Made in Elgin"

Strategic Priorities and Goals	Objectives	2020 Actions	Departmental Lead	Timelines	Objectives & Deliverables	Notes
					Retention and Expansion survey for the agricultural sector will be conducted in 2021.	campaign to support the local business community due to COVID-19 (depends on status of pandemic). Event will provide opportunities for local farmers to promote their products in the culinary industry as well as other farmgate opportunities. Other options and alternatives will also be explored.
		Complete a five-year review of the Official Plan	Administrative Services	Ongoing	<p>Manager of Planning to provide Council with an overview of legislative requirements and proposed timeline.</p> <ul style="list-style-type: none"> - Staff are undertaking an introductory report on the OP review which will set out timelines, tentative scope and communications/public engagement – expected by years end 2020 - OP review requires budgetary considerations (consultant needed to conduct updated population projections, employment information and land needs) that will need to be addressed over the next month – all included in the draft 2021 budget - The OP Review could also consider a Transportation Master Plan recommendation to be completed Q2/Q3 of 2021 and subject to 2021 budget approval. 	
		Evaluate the Community	Economic Development	November 30, 2020	General Manager to develop a survey and seek Council approval (April 2020); present a program	Current program ends at the end of 2020. Council will be

Strategic Priorities and Goals	Objectives	2020 Actions	Departmental Lead	Timelines	Objectives & Deliverables	Notes
		Improvement Program (CIP) and present options to Council		Timeline revised to December 2020.	<p>evaluation (October 2020); present options for Council's consideration including future investment in the Community Improvement Program (November 2020).</p> <p>NEXT STEPS: Meeting will be held with County CAO; all local municipal partner CAOs and Management Team to explore changes to the Elgincentives Program. Other next steps/progress report will be provided to Council in December 2020.</p>	<p>required to provide direction, including whether there will be continued investment in this program in advance of the 2021 budget deliberations.</p> <p>Draft analysis will be reviewed by the County CAOs and Management Team in November 2020 and possible changes and enhancements will be discussed. Analysis and recommendations will be presented to Council in December 2020.</p>
	Fostering a healthy environment	Create a staff working group to develop an annual plan that identifies ways to reduce the County's environmental footprint	Management Team	June 1, 2020 Committee efforts are ongoing.	<p>Establish staff working group by June 1, 2020; report suggestions and group activities to Council in December 2020.</p> <p>Council directed that a Council Committee be established.</p> <p>Management Team to draft Terms of Reference for the working group (March 2020);</p> <p>NEXT STEPS: Staff support provided to Council's Environmental Committee on an ongoing basis.</p>	Elgin County Council established an Environmental Committee in August 2020.
		Review the Woodlands conservation by-law	Administrative Services (Tree Commissioner)	May 30, 2020 September 2020 and ongoing	<p>NEXT STEPS: Options for engagement related to the Natural Heritage Strategy presented to Council November 10, 2020.</p>	<p>Renew agreement for back-up with Middlesex County and review agreement with Kettle Creek Conservation Authority. (By Year End)</p> <p>Note: Woodlands Conservation By-Law</p>

Strategic Priorities and Goals	Objectives	2020 Actions	Departmental Lead	Timelines	Objectives & Deliverables	Notes
						Housekeeping Amendments underway. Will be presented to County Council by year end. Opportunities for community engagement will be considered as part of the Official Plan Review and recommendations will be presented to Council.
		Assess roadside environments	Engineering Services	March 30, 2020	<p>Evaluation of Road Maintenance Agreement regarding roadsides. Deliver a phragmites program.</p> <p>Report presented to County Council in April 2020.</p> <p>NEXT STEPS: All other work in this area is on-going.</p> <p>Continued annual program to be administered by County staff in collaboration with municipal partners.</p>	
		Develop a Community Safety and Well-Being (CSWB) Plan	Administrative Services	December 31, 2020	<p>Lead the CSWB development process on behalf of Elgin, Local Municipal Partners and the City of St. Thomas.</p> <p>NEXT STEPS & PROGRESS REPORT: Work is ongoing. Extensive stakeholder engagement has been underway throughout the process and Steering and Advisory Committee work to support the development of a CSWB Plan is ongoing.</p>	Timelines for completion likely to be extended by the Solicitor General, date has not yet been determined.
		Update the Cycling Master Plan	Engineering Services	December 31, 2020	NEXT STEPS: work is ongoing, preliminary report presented to County Council in April 2020.	Using OTM Cycling Manual

Strategic Priorities and Goals	Objectives	2020 Actions	Departmental Lead	Timelines	Objectives & Deliverables	Notes
					Subject to 2021 budget approval, completion of County Transportation Master Plan in 2021 will also include a focus on updating the County's Cycle Master Plan.	
	Enhancing quality of place	Work with local municipal partners and local businesses to identify opportunities to enhance the overall Elgin experience	Economic Development	December 31, 2020	Review Sponsorships/Grants programs NEXT STEPS: Rural Initiatives and Planning Advisory Committee (RIPA Committee) revised the Community Grant Program (launched September 2020).	
		Support local municipal partners in their efforts to create affordable housing	Administrative Services	December 31, 2020	NEXT STEPS: It is anticipated that municipalities will switch focus back to affordable housing in the coming weeks. Currently the OP contains policies on affordable housing and Planning would like to initiate a Housing Affordability Study in the coming years budget consideration in 2022.	Link to County Official Plan review and Economic Development Dept.
		Explore private partnerships, inter-municipal strategies, and other options for a county-wide transit solution	Administrative Services	December 31, 2020	Regional Transit Pilot (next steps) NEXT STEPS: CAO to request an update from City Manager. Explore options for funding/feasibility	Link to Economic Development Dept.

Strategic Priorities and Goals	Objectives	2020 Actions	Departmental Lead	Timelines	Objectives & Deliverables	Notes
		Develop a business case with private providers to ensure wider access to reliable, affordable internet	Administrative Services	December 31, 2020	<p>Connect with businesses to identify gaps in service and opportunities for joint ventures.</p> <p>Host Local Internet Summit – December 2020.</p> <p>NEXT STEPS: Continue to support Council’s Connectivity Committee in their efforts to resolve Elgin’s connectivity challenges.</p> <p>NEXT STEPS: Opportunities to advocate for additional funding and to support local telecommunication providers in their applications for government funding will be presented to County Council.</p>	<p>SWIFT investment</p> <p>Link to Economic Development Dept.</p>
		Establish a local Economic Development Committee as a committee of County Council	Administrative Services	<p>July 1, 2020</p> <p>December 2020 and 2021</p>	<p>NEXT STEPS: Seek Council’s direction following SDR and provide follow-up information and alternatives if needed.</p>	
Investing in Elgin <i>To make responsible financial decisions.</i>		Terrace Lodge Redevelopment	Building Working Group	<p>Summer 2020</p> <p>Efforts are ongoing</p> <p>Breaking Ground and Campaign launch milestones tentatively</p>	<p>Link to Terrace Lodge Fundraising Committee.</p> <p>NEXT STEPS: Support Building Committee’s event to “Break Ground” December 2020 and Fundraising Committee’s campaign launch. Updated operational plan submission (October 2020) incorporating approved Infection Prevention and</p>	

Strategic Priorities and Goals	Objectives	2020 Actions	Departmental Lead	Timelines	Objectives & Deliverables	Notes
				scheduled for December 2020.	<p>Control changes (enhanced dining, oxygen storage, negative pressure capabilities, locker rooms, etc.).</p> <p>NEXT STEPS: Determine if Road Sign allowed by MTO for Fundraising Committee; Finalize tool for tracking pledges and donations; Develop process for collecting cash/cheque donations from Committee; Develop process to accept direct deposit e-transfers.</p>	
		Undertake a corporate facility condition assessment	Engineering Services	December 31, 2020	<p>Complete a Facility Condition Assessment as an extension of the Asset Management Plan.</p> <p>NEXT STEPS: Draft Facility Condition Assessment / Asset Management Plan anticipated to be presented before and requiring endorsement by Council in December or January.</p>	Leverage the expertise of the TL Project Manager/Owner Rep.
		Implement GIS service provision to all County departments, with the opportunity to support local municipal partners and agencies	Engineering Services	April 30, 2020	<p>May 2020 update: GIS Coordinator hired. County Engineer continues to explore opportunities to work collaboratively with local municipal partners with respect to GIS services.</p> <p>Phase 1 – Implementation of updated GIS Enterprise Licence ESRI software to be undertaken Q1 2021 in collaboration with Malahide staff and County IT.</p> <p>Phase 2 – Re-establishment of Elgin Mapping GIS Working Group in 2021 to seek interest in expanded service product provisions (i.e. asset inventory data collector, computerized maintenance management system, etc.)</p>	

Strategic Priorities and Goals	Objectives	2020 Actions	Departmental Lead	Timelines	Objectives & Deliverables	Notes
		Construct a new Port Bruce bridge	Engineering Services	December 31, 2020	Imperial Road Port Bruce Replacement construction progress is on-going and is anticipated to be substantially completed years end.	
		Rehabilitate the King George VI lift bridge	Engineering Services	May 31, 2021	NEXT STEPS: Brian – Project continues to progress on schedule and is contractually stipulated to be completed by May 31, 2021.	
		Leverage technology to streamline and enhance service delivery, including: a. Explore the implementation of artificial intelligence facility management software	Management Team Engineering Services	December 31, 2020 April 30, 2021	Consider: Agenda/meeting software; HR/Recruitment software; intranet, records management software, Artificial Intelligence. Facilities Management exploring potential phased implementation of Johnson Controls' Enterprise Management (JEM) equipment module cloud hosted software license, first as part of the TL Redevelopment Project.	
		b. Complete an information technology strategy	Financial Services	June 30, 2020	Equipment replacement schedule still outstanding. NEXT STEPS: Conduct IT Strategy Workshop with consulting company (March 2020) and Chief Administrative Officer to further develop the Service Delivery Review Plan.	
		Plan for vacant space at 450 Sunset and	Administrative Services	September 1, 2020	Assess internal and partner needs for space (including storage)	Work has begun.

Strategic Priorities and Goals	Objectives	2020 Actions	Departmental Lead	Timelines	Objectives & Deliverables	Notes
		other corporate facilities			Awaiting completion of Engineering Services / Planning office suite renovations to realize new third floor suite available for lease opportunity in 2021.	
		Conduct a corporate policy review	Administrative Services	December 31, 2020	Inventory and categorize all corporate/departmental policies. Develop a schedule for review. NEXT STEPS: Work has commenced and will be ongoing throughout 2021.	
		Seek sources of revenue and funding to support and enhance programs, services, and infrastructure	Management Team	December 31, 2020	NEXT STEPS: staff continue to focus on general sources of funding/revenue as well as any COVID-19 relief funding that is currently available or anticipated. Investigate alternative debt amortization schedules.	
		Modernize the budget process and financial reporting to enhance accountability and transparency	Administrative Services/Financial Services	June 30, 2020 (adjusted to August 2020) First Budget Meeting to review goals and priorities took place October 27, 2020.	Debrief with the Budget Committee. NEXT STEPS: Budget Committee feedback informed a new budget review process. Revisions include enhanced public engagement and general improvements to accountability and transparency. Adjust the budget documents as Council approves Service Delivery Review initiatives.	
	Delivering mandated programs and	Further develop and implement the Asset Management Plan	Engineering Services, Financial Services	December 31, 2020	Draft Facility Condition Assessment / Asset Management Plan anticipated to be presented	

Strategic Priorities and Goals	Objectives	2020 Actions	Departmental Lead	Timelines	Objectives & Deliverables	Notes
	services efficiently and effectively				before and requiring endorsement by Council in December or January.	
		Implement opportunities for savings as identified in the service delivery review and other areas (i.e. employee benefits, claims management)	Management Team	June 1 to December 31, 2020 Revised to November 10 to December 31, 2020	NEXT STEPS: Staff will review the recommendations presented in the SDR and provide Council with recommendations and a suggested timeline for any actions in 2020 and beyond.	
		Create a ten-year Master Plan for Emergency Medical Services	Administrative Services	November 1, 2020	NEXT STEPS: It is recommended that this be deferred for consideration in 2021 once Provincial Modernization Initiatives and consultation resume.	
		Implement best practice guidelines through the Best Practice Spotlight Organization (BPSO) at long-term care homes	Homes	March 31, 2020 and ongoing Revised to September 2020 to December 31, 2020.	Next Steps: BPSO project work monthly meetings resumed September 2020. Training of staff virtually continues: Best Practice Guidelines Coordinator highly supportive and understanding of COVID related challenges – gap analysis and policy work completed in preparation of rollout of project work.	