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ORDERS OF THE DAY

FOR TUESDAY, November 24, 2020 – 9:00 A.M.

ORDER

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

Video Conference Meeting – IN-PERSON PARTICIPATION RESTRICTED

LUNCH WILL BE PROVIDED

NOTE FOR MEMBERS OF THE PUBLIC:

Please click the link below to watch the Council Meeting:

<https://www.facebook.com/ElginCountyAdmin/>

Accessible formats available upon request.

ELGIN COUNTY COUNCIL

MINUTES

November 10, 2020

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

Staff Present: Julie Gonyou, Chief Administrative Officer (in-person)
Jim Bundschuh, Director of Financial Services (electronic)
Stephen Gibson, County Solicitor (electronic)
Brian Lima, Director of Engineering Services (electronic)
Amy Thomson, Director of Human Resources (electronic)
Michele Harris, Director of Homes and Seniors Services (electronic)
Brian Masschaele, Director of Community and Cultural Services (electronic)
Natalie Marlowe, Library Coordinator (electronic)
Jeff Lawrence, Tree Commission/Weed Inspector (electronic)
Mike Hoogstra, Purchasing Coordinator (electronic)
Nancy Pasato, Manager of Planning (electronic)
Katherine Thompson, Supervisor of Legislative Services (in-person)
Carolyn Krahn, Legislative Services Coordinator (in-person)

1. CALL TO ORDER

Elgin County Council met this 10th day of November, 2020 in the Council Chambers, at the County Administration Building, St. Thomas at 9:00 a.m. with Warden Mennill in the chair. Some Councillors and staff participated electronically by video conference.

2. ADOPTION OF MINUTES

Moved by: Councillor Marks
Seconded by: Councillor Jones

RESOLVED THAT the minutes of the meeting held on October 27, 2020 be adopted.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

3. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None.

4. PRESENTING PETITIONS, PRESENTATIONS AND DELEGATIONS

4.1 StrategyCorp Inc. – Service Delivery Review Final Report

StrategyCorp Inc. presented the Service Delivery Review Final Report. The report identified over 110 different improvement initiatives that could enhance municipal shared services, improve internal operations, and support increased value-added activities.

Moved by: Councillor Martyn
Seconded by: Councillor Ketchabaw

RESOLVED THAT the Final Report of Elgin County’s Service Delivery Review submitted by StrategyCorp Inc. be received and filed for information; and,

THAT staff be directed to provide a follow-up report at the November 24th Council meeting with recommendations and a timeline for Council’s consideration.

5. COMMITTEE OF THE WHOLE

Moved by: Councillor Jones
Seconded by: Councillor McPhail

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

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

6. REPORTS OF COUNCIL, OUTSIDE BOARDS AND STAFF

6.1 Warden’s Activity Report (October) and COVID-19 Update – Warden Mennill

The Warden provided a high-level summary of the County’s response to the COVID-19 pandemic as well as a list of events he attended and organized on behalf of County Council.

Moved by: Councillor Marks
Seconded by: Councillor Jones

RESOLVED THAT the November 2nd, 2020, report titled, Warden’s Activity Report (October) and COVID-19 Update, submitted by the Warden, be received and filed for information.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		

Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

6.2 **Tree Commissioner/Weed Inspector Quarterly Report July – September 2020 – Tree Commissioner/Weed Inspector**

The Tree Commissioner/Weed Inspector provided a summary of activity related to the Elgin Woodlands Conservation By-Law for the period of July 1, 2020 to September 30, 2020 and weed inspection activity for the third quarter.

Moved by: Councillor Martyn
Seconded by: Councillor Jones

RESOLVED THAT the October 26th report titled, Tree Commissioner/Weed Inspector Quarterly Report July – September 2020, submitted by the Tree Commissioner/Weed Inspector be received and filed for information.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

6.3 **Physiotherapy Services at Elgin County Homes – Contract Award - Director of Homes and Seniors Services**

The Director of Homes and Seniors Services provided details regarding the Request for Proposal (RFP) for Physiotherapy Services at the County's three (3) Long-Term Care Homes.

Moved by: Councillor Marks
Seconded by: Councillor McPhail

RESOLVED THAT the contract for Physiotherapy Services at Elgin County Homes be awarded to Achieva Health for a three-year term; and,

THAT staff be authorized to extend the contract for an additional two-year term in accordance with section 7.6 of the Procurement Policy, subject to satisfactory performance during the initial three-year contract term; and,

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

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		

Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

6.4 **Attending Physician Agreements – Bobier Villa, Elgin Manor, and Terrace Lodge – Director of Homes and Seniors Services**

The Director of Homes and Seniors Services provided details regarding the Attending Physician agreement, which is a requirement of the Long-Term Care Homes Act (LTCHA), 2007 and Ontario Regulations 79/10, for the provision of medical services to the residents of Bobier Villa, Elgin Manor and Terrace Lodge.

Moved by: Councillor Jones
Seconded by: Councillor Ketchabaw

RESOLVED THAT the November 4th report titled, Homes – Attending Physician Agreements – Bobier Villa, Elgin Manor, and Terrace Lodge, submitted by the Director of Homes and Seniors Services be received and filed; and,

THAT Council approve, and authorize execution by specified representatives, the two (2) year agreement from October 26, 2020 to October 25, 2022 with Dr. Derek Vaughan for the provision of medical services to Bobier Villa and Elgin Manor; Dr. Michael Toth for Terrace Lodge; Dr. Ken Morrison for Elgin Manor; Dr. Edward Vivoda for Terrace Lodge; and Dr. Elsie Osagie for Terrace Lodge.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

6.5 **Specialized Physician Agreement – Neurotoxin (i.e. Botox, Dysport, Xeomin) for Spasticity Management – Bobier Villa, Elgin Manor, and Terrace Lodge – Director of Homes and Seniors Services**

The Director of Homes and Seniors Services provided details regarding the Specialized Physician agreement, which is a requirement of the Long-Term Care Homes Act (LTCHA), 2007 and Ontario Regulations 79/10, for the provision of specialized medical services to the residents of Bobier Villa, Elgin Manor and Terrace Lodge.

Moved by: Councillor Martyn
Seconded by: Councillor Jones

RESOLVED THAT the November 4th report titled, Homes – Specialized Physician Agreement – Neurotoxin (i.e. Botox, Dysport, Xeomin) for Spasticity Management – Bobier Villa, Elgin Manor, and Terrace Lodge, submitted by the Director of Homes and Seniors Services be received and filed; and,

THAT Council approve, and authorize execution by specified representatives, the one (1) year agreement from November 10, 2020 to November 9, 2021 with Dr.

Adam Kassam for the provision of specialized medical services (spasticity management) to Bobier Villa, Elgin Manor and Terrace Lodge.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

6.6 Final Plan of Subdivision Approval The Enclave Subdivision – Manager of Planning

The Manager of Planning presented a report advising County Council that final approval was given for a plan of subdivision in the Township of Southwold on October 20, 2020.

Moved by: Councillor Jones
Seconded by: Councillor McPhail

RESOLVED THAT the report titled “Final Plan of Subdivision Approval The Enclave Subdivision” from the Manager of Planning, dated November 10, 2020, be received and filed.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

6.7 Procurement Activity Report (July 1, 2020 to September 30, 2020) – Purchasing Coordinator

The Purchasing Coordinator presented a report regarding the details relevant to the exercise of delegated authority for all contracts awarded that exceed \$15,000, including amendments and renewals. The report covered the period from July 1, 2020 to September 30, 2020.

Moved by: Councillor Marks
Seconded by: Councillor Giguère

RESOLVED THAT the October 29th report titled, Procurement Activity Report (July 1, 2020 to September 30, 2020), submitted by the Purchasing Coordinator, be received and filed for information.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

6.8 Terrace Lodge Redevelopment – Construction Manager Tender Process – Purchasing Coordinator

The Purchasing Coordinator provided details regarding the tender process for obtaining sub-trade bids for the Redevelopment of Terrace Lodge has begun and this process is currently being managed by the County’s Architect, MMMC Architects and the County’s Construction Manager, D. Grant Construction Limited.

Moved by: Councillor Purcell
Seconded by: Councillor Ketchabaw

RESOLVED THAT the October 30th report titled, Terrace Lodge Redevelopment – Construction Manager Tender Process, submitted by the Purchasing Coordinator and Director of Financial Services, be received for information; and,

THAT the procurement policy exemptions noted in this report be approved for this Construction Manager tender process; and,

THAT the results of the tender process be reported to County Council, through the Terrace Lodge Building Committee for approval.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

6.9 Short-Line Rail – General Manager of Economic Development

The General Manager of Economic Development provided details regarding actions that are being taken by the South Central Ontario Region (SCOR), and the County of Elgin to alleviate negative economic impacts to the region as a result of the discontinuance of the Cayuga Railway Line.

Moved by: Councillor Ketchabaw
Seconded by: Councillor Jones

RESOLVED THAT the November 2nd report titled, Short-Line Rail, submitted by the General Manager of Economic Development, be received and filed for information.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

6.10 Director of Community and Cultural Services – Donation of Discarded Library Books to Area Prison Libraries

The Director of Community and Cultural Services provided details regarding a proposal from the Regional Librarian with the Ministry of the Solicitor General, Institutional Services, that the Elgin County Library donate discarded library materials for use in prison libraries within the Ministry’s western region.

Moved by: Councillor McPhail
Seconded by: Councillor Jones

RESOLVED THAT the Elgin County Library be authorized to donate discarded library books to the Ontario Ministry of the Solicitor General for use in local prison libraries subject to the terms and conditions contained in the November 10th, 2020 report from the Director of Community and Cultural Services.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

6.11 Victoria Street – Reduced Speed Zone and Community Safety Zone By-law Amendment – Director of Engineering Services

The Director of Engineering Services provided details regarding a request from the Municipality of Bayham for the establishment of another Community Safety Zone fronting 59 Victoria Street (CR50) within the community of Port Burwell. The Municipality also requested the posted speed limit be reduced from 50 km/h to 40 km/h within the established zone. The report presented the supporting by-law amendments to Council for their adoption.

Moved by: Councillor Ketchabaw
Seconded by: Councillor Purcell

RESOLVED THAT By-Law 20-55 “being a By-Law to amend By-Law No. 17-12 designating Community Safety Zones on County roads” and By-Law 20-56, a By-Law to “amend the schedule to By-Law No. 17-11 being a By-Law to authorize speed limits” be enacted; and,

THAT the OPP be circulated a copy of these by-laws; and,

THAT the Director of Engineering Services be directed to review past practices regarding the establishment of Community Safety Zones to determine if a by-law is recommended to extend the effective date of Community Safety Zones to the full calendar year.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

6.12 East Road Speed Limit – Director of Engineering Services

The Director of Engineering Services provided details regarding a request from the Municipality of Central Elgin Council to change the speed limit on East Road (CR23) to 50km/h.

Moved by: Councillor Purcell
Seconded by: Councillor Martyn

RESOLVED THAT staff be directed to prepare a by-law to reduce the speed limit on East Road (CR23) in the Municipality of Central Elgin to 50 km/h.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

6.13 2021 SWIFT Board Member Representation – Chief Administrative Officer

The Chief Administrative Officer presented SWIFT’s request that Elgin County Council either reappoint the current SWIFT representative to the SWIFT Board or nominate a member of Council for consideration as a Western Ontario Wardens Caucus (WOWC) member representative.

Moved by: Councillor McPhail

Seconded by: Councillor Jones

RESOLVED THAT Elgin County Council endorse Councillor Tom Marks' reappointment to the 2021 SWIFT Board of Directors for a two-year term ending at the 2023 AGM.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

6.14 **Elgin County Council Strategic Plan – Staff Action Plan Update – Chief Administrative Officer**

The Chief Administrative Officer provided Council with an updated Action Plan originally developed by staff in February/March 2020 to support Elgin County Council's Strategic Plan 2020-2022.

Moved by: Councillor Martyn
Seconded by: Councillor Ketchabaw

RESOLVED THAT the November 1st report titled, Elgin County Council Strategic Plan – Staff Action Plan Update, submitted by the Chief Administrative Officer be received and filed for information.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

6.15 **COVID-19 Emergency Team Planning – October Update – Chief Administrative Officer**

The Chief Administrative Officer provided Council with an update on the County's COVID-19 response.

Moved by: Councillor Marks
Seconded by: Councillor Jones

RESOLVED THAT the November 4th report titled, COVID-19 Emergency Team Planning – October Update, submitted by the Chief Administrative Officer, be received and filed for information.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

7. COUNCIL CORRESPONDENCE

7.1 Items for Information (Consent Agenda)

- 7.1.1 Norfolk County with a letter to Prime Minister Trudeau and Premier Ford regarding illicit cannabis operations.
- 7.1.2 Southwestern Public Health with a letter to residents of long-term care or retirement homes, and their families.
- 7.1.3 Western Ontario Wardens Caucus with their October newsletter.
- 7.1.4 The County of Elgin Homes and Seniors Services with their November 2020 newsletter.
- 7.1.5 St. Thomas Elgin Second Stage Housing with their Fall/Winter 2020 newsletter.

Moved by: Councillor Jones
Seconded by: Councillor Giguère

RESOLVED THAT Correspondence Items #1-5 be received and filed.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

8. OTHER BUSINESS

8.1 Statements/Inquiries by Members

None.

8.2 **Notice of Motion**

None.

8.3 **Matters of Urgency**

Moved by: Councillor Martyn
Seconded by: Councillor Jones

RESOLVED THAT Council consent to receive the report from the Director of Homes and Seniors Services regarding the Medical Director Agreements for Bobier Villa, Elgin Manor and Terrace Lodge.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

8.3.1 Homes – Medical Director Agreements – Bobier Villa, Elgin Manor and Terrace Lodge – Director of Homes and Seniors Services

The Director of Homes and Seniors Services presented a report regarding the Medical Director Agreements for Bobier Villa, Elgin Manor, and Terrace Lodge.

Moved by: Councillor McPhail
Seconded by: Councillor Marks

RESOLVED THAT the report titled: “Homes – Medical Director Agreements – Bobier Villa, Elgin Manor and Terrace Lodge” dated November 9, 2020 be received and filed; and,

THAT Council approve, and authorize execution by specified representatives, the two (2) year agreement from October 26, 2020 to October 25, 2022 with Dr. Derek Vaughan for the provision of Medical Director Services to Bobier Villa and Elgin Manor; and, with Dr. Michael Toth for the provision of Medical Director Services to Terrace Lodge.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

9. CLOSED MEETING ITEMS

Moved by: Councillor Jones
Seconded by: Councillor Martyn

RESOLVED THAT we do now proceed into closed meeting session in accordance with the Municipal Act to discuss the following 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 – Ford St. Thomas Assembly Plant.

In-Camera Item #2

(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 – Medavie EMS Elgin Ontario (MEMSEO) Contract Renewal.

In-Camera Item #3

(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 – Elgin 9-1-1 Primary-Public Safety Answering Point.

In-Camera Item #4

(b) personal matters about an identifiable individual, including municipal or local board employees; (d) labour relations or employee negotiations – HR Update (verbal).

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

10. RECESS

Council recessed at 10:20 a.m. and reconvened at 10:31 a.m.

11. MOTION TO RISE AND REPORT

Moved by: Councillor Ketchabaw
Seconded by: Councillor Jones

RESOLVED THAT we do now rise and report.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		

Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

In-Camera Item #1 – Ford St. Thomas Assembly Plant

Moved by: Councillor Jones
Seconded by: Councillor Martyn

RESOLVED THAT the report from the General Manager of Economic Development be received and that staff proceed as directed.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

In-Camera Item #2 – Medavie EMS Elgin Ontario (MEMSEO) Contract Renewal

Moved by: Councillor McPhail
Seconded by: Councillor Marks

RESOLVED THAT the report from the Chief Administrative Officer be received and that staff proceed as directed.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

In-Camera Item #3 – Elgin 9-1-1 Primary-Public Safety Answering Point

Moved by: Councillor Jones
Seconded by: Councillor Martyn

RESOLVED THAT the report from the Chief Administrative Officer be received and that staff proceed as directed.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

In-Camera Item #4 – HR Update (verbal)

Moved by: Councillor Ketchabaw

Seconded by: Councillor Marks

RESOLVED THAT the Chief Administrative Officer proceed as directed.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

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

Moved by: Councillor Jones

Seconded by: Councillor Martyn

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

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

13. CONSIDERATION OF BY-LAWS

13.1 By-law 20-55 – Designating Community Safety Zones On County Roads

BEING a By-Law to Amend By-Law No. 17-12 Designating Community Safety Zones on County Roads.

Moved by: Councillor Marks
Seconded by: Councillor McPhail

RESOLVED THAT By-Law No. 20-55 be now read a first, second and third time and finally passed.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

13.2 By-law 20-56 – Authorize Speed Limits

BEING a By-Law to Amend the Schedule to By-Law No. 17-11 Being a By-Law to Authorize Speed Limits.

Moved by: Councillor Jones
Seconded by: Councillor Martyn

RESOLVED THAT By-Law No. 20-56 be now read a first, second and third time and finally passed.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

13.3 By-Law 20-57 – 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 November 10, 2020 Meeting.

Moved by: Councillor Marks
Seconded by: Councillor Jones

RESOLVED THAT By-Law No. 20-57 be now read a first, second and third time and finally passed.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

14. ADJOURNMENT

Moved by: Councillor Marks
Seconded by: Councillor McPhail

RESOLVED THAT we do now adjourn at 11:35 a.m. to meet again on November 24, 2020 at 9:00 a.m.

Recorded Vote

		Yes	No	Abstain
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Central Elgin	Tom Marks	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Malahide	Warden Dave Mennill	Yes		
		9	0	0

- Motion Carried.

Julie Gonyou,
Chief Administrative Officer.

Dave Mennill,
Warden.

REPORTS OF COUNCIL AND STAFF

November 24, 2020

Council Reports – ATTACHED

Councillor Marks – Annual Council Committee Update: Connectivity Committee

Councillor French and Councillor Martyn – Annual Council Committee Update – Community Safety and Well-Being Advisory Committee and Coordinating Committee

Councillor Jones – Annual Council Committee Update – Environmental Advisory Committee Update

Councillor Jones – Annual Council Committee Update – Health Recruitment Partnership Update

Councillor Ketchabaw – Annual Council Committee Update – Rural Initiatives and Planning Advisory Committee

Councillor Giguère – Annual Council Committee Update – Terrace Lodge Redevelopment Fundraising Committee

Councillor Purcell – Terrace Lodge Redevelopment November 2020 Update

Warden Mennill – Annual Council Committee Update – Budget Committee

Staff Reports – ATTACHED

Manager of Planning – Elgin Natural Heritage Systems Study – Information Report

General Manager of Economic Development – South Central Ontario Region: Membership

Director of Financial Services – October 2020 Financial Update

Director of Engineering Services – Community Safety Zones

Director of Engineering Services – Reduced Speed Zone Consolidating By-Law

Director of Engineering Services – COVID-19 Fall Preparedness Plan – Infection Prevention and Control Capital Funding for Long-Term Care Homes

Director of Engineering Services – Long-Term Care Minor Capital Program

Chief Administrative Officer – Council Home Internet

Chief Administrative Officer – Warden's Election 2021

Chief Administrative Officer – Service Delivery Review – Staff Report and Preliminary Recommendations

Chief Administrative Officer – Nominations for the Ontario Good Roads Association Board of Directors

Chief Administrative Officer – Council and Committee – Draft Meeting Schedule 2021



REPORT TO COUNTY COUNCIL

FROM: Councillor Tom Marks

DATE: November 11, 2020

SUBJECT: Annual Council Committee Update:
Connectivity Committee

RECOMMENDATION:

THAT the November 11, 2020, report titled, Annual Council Committee Update: Connectivity Committee, submitted by Councillor Tom Marks, be received and filed.

INTRODUCTION:

Pursuant to Council's By-Law 19-41, being a By-law "To Define the Mandate and Meeting Procedures for Committees Established by the Corporation of the County of Elgin", reports shall be delivered to Elgin County Council on an as-needed basis and at least once per year. The purpose of this report is to provide Council with an update on the activities of the Connectivity Committee.

DISCUSSION:

Background:

The need to increase high-speed internet connectivity throughout Elgin County was identified as a key priority in Elgin County Council's Strategic Plan 2020-2022. The goal of the Committee is to identify high-speed internet solutions for Elgin County's rural residents and organizations and champion high-speed internet across the County. In 2020, the Committee met on September 9, 2020; September 24, 2020; October 8, 2020, October 22, 2020, November 5, 2020, and November 18, 2020.

Council appointed the following Members to serve on the Connectivity Committee:

- Councillor Tom Marks (Chair)
- Councillor Dominique Giguère (Vice Chair)
- Justin Pennings
- Joshua Kiirya
- Shawn Southern
- Mike Andrews
- Warden Dave Mennill

Committee Mandate:

The Connectivity Committee is an Advisory Committee which reports to Council. The Committee has no binding decision-making authority.

The Connectivity Committee's mandate is to:

- Identify broadband and internet initiatives;
- Champion high-speed connectivity across the County;
- Interface with and consult with stakeholders;
- Provide feedback and input into policy development, as required;
- Encourage investments that will provide higher connectivity speeds within Elgin County;
- Create an environment that facilitates open, competitive and innovative services and applications;
- Maximize the efficient investment of both public and private sector funding to improve connectivity throughout Elgin County;
- Develop tools to assist with attraction of broadband infrastructure investments;
- Work with local municipal partners, schools and health sector throughout Elgin to improve research, innovation and education capabilities in the County;
- Engage public and private sector stakeholders to investigate opportunities for partnerships that promote Broadband development and access for residents, businesses and institutions;
- Investigate infrastructure investment priorities; and
- Review and refine specific goals, outcomes and timelines for short-term and medium-term priorities.

Committee Accomplishments:

The Committee meets twice a month and has accomplished the following:

- Developed a Committee Action Plan (attached);
- Launched a public survey to gather more information from end-users about Elgin's connectivity challenges and consented to a communications plan prepared by staff;
- Launched an Internet Service Provider (ISP) survey to gather information from providers about what challenges exist with respect to connecting residents with internet services. This survey targeted ISPs who currently provide service in Elgin County;
- Reviewed a literature review compiled by library staff which profiled five (5) communities in Ontario and Alberta that have successfully implemented rural broadband internet projects

- Received delegations from SWIFT Network and Independent Telecommunications Providers Association; and
- Surveyed Elgin’s Local Municipal Partners to gather information regarding connectivity in their respective municipalities.

Next Steps:

- Elgin County’s Connectivity Committee will be hosting an Internet Forum on December 3, 2020;
- Continue to explore the feasibility of installing conduit in road allowances with Elgin’s Director of Engineering Services;
- Continue to explore sources of funding and possible partnerships/government programs;
- Continue to review information from partner agencies (School Boards, Chamber of Commerce, Southwestern Public Health, etc.);
- Government outreach (ongoing – senior levels of government);
- Continue to engage stakeholders and the community;
- Determine what a “Made in Elgin” solution might look like, following identification of problem areas and potential solutions; and
- Share recommendations with County Council for approval.

FINANCIAL IMPLICATIONS:

None.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth.	<input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future.
<input checked="" type="checkbox"/> Exploring different ways of addressing community need.	<input type="checkbox"/> Fostering a healthy environment.	<input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.
<input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input checked="" type="checkbox"/> Enhancing quality of place.	

**LOCAL MUNICIPAL PARTNER IMPACT:**

None.

COMMUNICATION REQUIREMENTS:

None.

CONCLUSION:

This enthusiastic Committee has “hit the ground running” and has already met six (6) times since it was established in late August. The Committee is advancing quickly through the data gathering phase and will soon start working closely with ISPs to identify problem areas and potential solutions. The Committee looks forward to being able to present a plan for improved internet services in Elgin County as soon as possible.

Attachment: Committee Action Plan

All of which is Respectfully Submitted

Councillor Tom Marks

Chair, Connectivity Committee

Connectivity Committee – Work Plan – Meeting #5 Update (November 19, 2020)

	Actions	WHAT DO WE WANT TO KNOW?	HOW?	Notes/Updates
<p>Conduct an Environmental Scan</p>	<p>Conduct a literature review to identify what other rural communities have done to address connectivity challenges and issues (i.e. best practices, emerging practices, lessons learned, etc.)</p>	<p>Lessons learned</p> <ul style="list-style-type: none"> • What has worked well? • What has not worked well? <p>Who did they work with to make it happen?</p> <p>What made the business case work for building rural fibre?</p>	<p>Utilize Reference Librarian Support from Community and Cultural Services</p> <p>Timeline: 2 weeks for preliminary research; 2 weeks for analysis.</p> <p>Ongoing</p>	<p>Literature Review completed by Community and Cultural Services – presented to Committee October 22, 2020 (attached).</p> <p>Staff have contacted communities in Literature Review seeking additional information as requested by the Committee. An update will be provided at meeting 6.</p> <p>Research to identify best practices will be ongoing.</p>
	<p>Meet with the Independent Telecommunications Providers Association</p>	<p>Lessons learned</p> <ul style="list-style-type: none"> • What has worked well? • What has not worked well? <p>Who did they work with to make it happen?</p> <p>What made the business case work for building rural fibre?</p>	<p>Mike Andrews to facilitate connection</p> <p>Delegation to committee</p> <p>Timeline: Meeting 4 or 5 subject to availability of the group</p>	<p>Mike Andrews facilitated connection.</p> <p>The Executive Director of the Independent Telecommunications Providers Association will attend Connectivity Committee Meeting #5 (November 5, 2020).</p>

Connectivity Committee – Work Plan – Meeting #5 Update (November 19, 2020)

	Talk to other communities who have successfully implemented connectivity solutions	<p>How did they make the business case to internet service providers?</p> <p>What did they do to make the business case work?</p> <p>Lessons learned</p> <ul style="list-style-type: none"> • What has worked well? • What has not worked well? <p>Who did they work with to make it happen?</p>	<p>Following the literature review (communities to be identified in literature review).</p> <p>Timeline: 4-6 weeks after literature review, dependent on community partner availability (COVID/resourcing concerns)</p>	<p>It is anticipated that an update will be provided to the Committee at Meetings #5 & 6.</p> <p>Collection of additional information as requested by the Committee is ongoing. It is anticipated that an update will be available at meeting #6.</p>
Gather Existing Data	SOURCE	WHAT DO WE WANT TO KNOW?	HOW?	
	Gather existing data that can help to inform the development of a connectivity strategy in Elgin. Contact the following organizations to access their data:			
	A. Thames Valley District School Board	<p>How many students do not have access to internet at home?</p> <p>Are there particular locations where students don't have access to the internet?</p>	<p>Jim will connect with the TVDSB and report back to committee.</p> <p>Timeline: Meeting #5</p>	Update was provided at meeting #5 on November 5 th , 2020.

Connectivity Committee – Work Plan – Meeting #5 Update (November 19, 2020)

	B. SWIFT	<p>What does connectivity currently look like in Elgin?</p> <p>Where have you identified gaps?</p>	Discussion with Barry Field	SWIFT is available as a resource as needed.
	C. Current Providers	<p>What does connectivity currently look like in Elgin?</p> <p>Where have you identified gaps?</p> <p>Would you be willing to have a one on one discussion with Committee Chair?</p>	<p>Survey – draft completed by the committee</p> <p>Timeline: Meeting #4 – distribution following meeting by email invitation</p>	An ISP Survey as approved by the Committee on October 22, 2020 was sent to ISP providers in Elgin with a letter from the Chair requesting participation. Results to be presented at meeting #6.
	D. OMAFRA	<p>Are you aware of any areas that are not being served? Where?</p> <p>Are you aware of any areas that are underserved? Where?</p>	<p>Jim will connect with OMAFRA and report back to committee.</p> <p>Timeline: Meeting #5</p>	Update was provided at Meeting #5.
	E. Chamber of Commerce	<p>Are you aware of any areas that are not being served? Where?</p> <p>Are you aware of any areas that are underserved? Where?</p>	<p>Alan Smith will connect with the Chamber of Commerce (Aylmer and St. Thomas) and report back.</p> <p>Timeline: Meeting #5</p>	Update was provided at Meeting #5.
	F. Public Health	<p>Are you aware of any areas that are not being served? Where?</p>	<p>Katherine will connect with Public Health and report back.</p>	Update was provided at Meeting #5.

Connectivity Committee – Work Plan – Meeting #5 Update (November 19, 2020)

		Are you aware of any areas that are underserved? Where?	Timeline: Meeting #5	
Engage Stakeholders	Stakeholder	What we need to know	How	
	A. End Users (businesses/homeowners)	Where do you live? What do you have now? What is the speed? What do you pay for it? What do you need? What are you willing to contribute to the solution?	Survey – online and paper, distribution plan to include local municipal partners and Elgin’s libraries Online – social media, County website, LMP websites Press Release and paid advertisements in local media outlets. Timeline for survey: Week #4 Virtual Input Session	Survey completed October 15, 2020. Communications/Distribution Plan attached for Committee Review (October 22, 2020). The Survey has closed and staff will provide a summary of the results at the meeting held on November 19 th .
	B. Local Municipal Partners	What are you doing? Where are the underserved areas?	Local Administrators to discuss strategy. CAO will report back Week #4. County Councillors	Preliminary feedback has been gathered. A fulsome report was provided to the Committee at Meeting #5.

Connectivity Committee – Work Plan – Meeting #5 Update (November 19, 2020)

		<p>What are you willing to contribute to the solution?</p> <p>Are you undertaking any infrastructure projects/road work that we could leverage to install fibre?</p>		
	<p>C. Neighbouring Municipalities</p> <ul style="list-style-type: none"> • Chatham-Kent 	<p>What have you done?</p> <p>What has worked well?</p> <p>What has not worked well?</p>	<p>Warden to Warden</p> <p>IT Manager to IT Manager</p> <p>Engineer to Engineer</p> <p>This will be ongoing.</p>	<p>Information from Chatham-Kent will be included in the follow up to the Literature Review to be presented at Meeting #6.</p>
	<p>D. Potential Infrastructure Partners</p> <ul style="list-style-type: none"> • Elgin County – Engineering Services • LMPs • Utilities 	<p>Are you undertaking any infrastructure projects/road work that we could leverage to install fibre?</p> <p>What are you willing to contribute to the solution?</p>	<p>Staff to connect with potential infrastructure partners and provide updates when available.</p> <p>Engineering Services to provide financial information regarding infrastructure opportunities (conduit).</p> <p>This will be ongoing.</p>	<p>A report from the Director of Engineering Services was included in the November 5th, 2020 (meeting #5) agenda package.</p>

Connectivity Committee – Work Plan – Meeting #5 Update (November 19, 2020)

	E. Thames Valley District School Board	<p>How many students do not have access to internet at home?</p> <p>Are there particular locations where students don't have access to the internet?</p> <p>What are the current costs of rural internet, and do they prevent access?</p> <p>What are you willing to contribute to the solution?</p>	<p>Gather existing data Timeline: Week #5</p> <p>If needed, consider survey.</p>	Information was presented at Meeting #5.
	F. Current Internet Providers and small providers	<p>What can you do to improve connectivity? What are you willing to contribute? What do you need to achieve the last mile?</p> <p>How can we work together to implement solutions? How can we make the business case work to build rural fibre?</p> <p>Can you share with us any user complaints regarding rural internet access?</p> <p>Have you conducted a cost benefit analysis for building rural fibre? If yes, can you share that information with us?</p>	<p>Internet Forum (Committee to set date in November 2020.)</p> <p>Survey – following meeting #4</p> <p>One on one interviews with interested ISPs, following the survey and forum.</p>	<p>The Committee selected December 3rd, 2020 as a date for the Internet Forum. A framework for the virtual event was approved by the Committee at the October 22, 2020 meeting.</p> <p>Planning for this event is on-going.</p> <p>After the results were received from the ISP Survey, staff reached out to ISPs who indicated they would be willing to participate in the Internet Forum.</p>

Connectivity Committee – Work Plan – Meeting #5 Update (November 19, 2020)

	G. SWIFT	<p>What are your current plans? What is your ultimate goal?</p> <p>Where are the gaps?</p> <p>What are the challenges?</p> <p>Where are you going, and how can we help?</p> <p>What are your timelines?</p>	Interview with Barry Field	Presentation from Barry Field received by Committee at Meeting #3.
Identify Short-Term Solutions	WHAT DO WE NEED TO KNOW?	HOW?	SOLUTIONS	
	<p>Where are the problem areas?</p> <p>What are the potential solutions?</p>	End User Survey/Existing Data	Wireless Point to point access	To be completed following analysis of end-user feedback received through survey.
Explore Funding Opportunities	FUNDING OPPORTUNITIES	CONTACT	HOW	
	<p>County</p> <ul style="list-style-type: none"> Loans - Infrastructure Ontario 	Director of Financial Services	Director of Finance to report back with options and opportunities.	Preliminary information was presented to the Committee at Meeting #5.
	Provincial Government	MPP	Warden, Chairman and CAO to meet with MPP Yurek.	A meeting has been arranged with Minister Yurek for October 30. The Chair will

Connectivity Committee – Work Plan – Meeting #5 Update (November 19, 2020)

			Timeline: October 2020	provide a verbal update at meeting #6.
	Federal Government	MP	Warden, Chairman, and CAO to meet with MP Vecchio. Timeline: October 2020	A meeting has been arranged for with MP Vecchio for November 12. The Chair will provide a verbal update at meeting #6.
	CRTC		Staff to provide an overview of program and available funding	Preliminary information was presented to the Committee at Meeting #5.
	Canada Infrastructure Bank		Director of Finance to report back with options and opportunities.	Preliminary information was presented to the Committee at Meeting #5.
Identify the Role of the County	<p>What is missing?</p> <p>Seek County Council support for a Made in Elgin solution for connectivity challenges.</p> <p>The role of the County is to support the Committee (staff).</p>			Ongoing
Risks	<p>Capacity (staff/COVID)</p> <p>Managing Committee, public, and stakeholder expectations (communication)</p> <p>Required processes and Council consent may take time (public procurement process etc.)</p>			Ongoing



REPORT TO COUNTY COUNCIL

FROM: Councillor Mary French

Councillor Sally Martyn

DATE: November 10, 2020

SUBJECT: Annual Council Committee Update:
Community Safety and Well-Being Advisory Committee
and Coordinating Committee

RECOMMENDATION:

THAT the November 10, 2020 report titled, Annual Council Committee Update: Community Safety and Well-Being Advisory Committee and Coordinating Committee, submitted by Councillor French and Councillor Martyn, be received and filed.

INTRODUCTION:

Pursuant to Council's By-Law 19-41, being a By-law "To Define the Mandate and Meeting Procedures for Committees Established by the Corporation of the County of Elgin", reports shall be delivered to Elgin County Council on an as-needed basis. The purpose of this report is to provide Council with an update on the activities of the Community Safety and Well-Being Advisory Committee and Coordinating Committee.

The Safer Ontario Act, 2018, requires that Ontario's municipalities prepare and adopt a Community Safety and Well-Being (CSWB) Plan. Elgin County is working together with the Town of Aylmer and the City of St. Thomas to develop a joint CSWB Plan.

The County of Elgin has been designated to lead a collaborative planning process with two committees established by County Council, including the CSWB Coordinating Committee and CSWB Advisory Committee.

Coordinating Committee Membership:

Wendell Graves, City Manager – City of St. Thomas
Mayor Joe Preston, City of St. Thomas
Councillor Steve Peters, City of St. Thomas
Chief Chris Herridge, St. Thomas Police Service
Jenny Reynaert, Chief Administrative Officer – Town of Aylmer

Councillor Mary French – Mayor, Town of Aylmer
 Chief Zvonko Horvat – Aylmer Police Services
 Councillor Sally Martyn – Councillor, County of Elgin
 Julie Gonyou, Chief Administrative Officer – County of Elgin
 Acting Inspector Mike Butler, Ontario Provincial Police (OPP) Elgin Detachment
 Carolyn Krahn, Committee Support – Elgin County Legislative Services Coordinator

Advisory Committee Membership:

The Advisory Committee brings various sectors' perspectives together to provide strategic advice and direction to the municipality on the development of the CSWB Plan.

The Advisory Committee will be comprised of members who are identified to reflect a wide range of relevant knowledge, expertise and experience with cross-sectoral representation. Members act in an advisory capacity to the Coordinating Committee, specific to the mandate of Bill 175, as it relates to the development of Elgin-Aylmer-St. Thomas' Community Safety and Well-Being Plan. The Advisory Committee includes representatives from local health agencies (including Local Health Integration Network), mental and physical health agencies, educational services, social services, custodial care of children and/or youth, police services, as well as a number of other services and agencies.

BACKGROUND:

The CSWB Plan, once developed, will identify priority risk factors as well as threats to safety and well-being and outline strategies and actions to improve safety and well-being for our community. The plan is guided by the Province's Community Safety and Well-Being Framework.

By bringing together a number of sectors and engaging our municipal partners and residents, we will increase our understanding of local risk factors, ensuring those in need of help are receiving the appropriate response from the providers best suited to support them.

Insights and ideas shared by community members will inform the content of the plan and help identify any potential gaps. Input will help build the strategies and actions for the plan.

DISCUSSION:

Objectives:

The general responsibilities of the Coordinating Committee include:

- Directs and responds to the work of the Advisory Committee;
- Participates on the Advisory Committee (ad hoc);
- Plans community engagement sessions (ad hoc);
- Ensures the Advisory Committee recommendations are reviewed and evaluated;
- Builds on and/or establishes strong working partnerships with community members and organizations that can facilitate and enable effective community safety and well-being planning;
- Assesses and determines from the information and data sources what the data will be used for, what is public facing and what is for internal use only;
- Ensures the plan is made publicly available; and
- Reports back to the respective Council(s) and advocating for support for the Plan.

The Advisory Committee, with support of the Coordinating Committee:

- Facilitates and enable community engagement and consultation sessions;
- Acts as a resource for the Coordinating Committee;
- Provides data and information from their own agencies and organizations pertaining to priority risk factors, vulnerable groups and protective factors to reduce those risks;
- Ensures the engagement and creation of opportunities for involvement of people within Elgin County, Town of Aylmer and City of St. Thomas including culturally diverse populations;
- Works in collaboration with the Coordinating Committee in developing the focal points of the emerging community safety and well-being plan based on available data, evidence, community information and feedback, as well as core community capacity to address those factors; and
- Helps the Coordinating Committee develop a plan for implementing the goals, directions and protective factors isolated in the Community Safety and Well-Being Plan for Elgin-Aylmer and St. Thomas.

HIGHLIGHTS:

- Coordinating Committee met on July 23, 2020
- Advisory Committee completed a “data walk” on October 7, 2020
- CSWB webpage development: <https://www.elgincounty.ca/cswb/>
- CSWB email created to collect feedback: cswb@elgin.ca
- Phase 1: Project Planning and Onboarding Completed (email/video)
- Phase 2: Research and Asset Mapping – data collection and analysis of key highlights completed and inventory of existing planning tables.

- Phase 3: Community Engagement (Advisory Committee survey), online discussion forum, online survey for the general public and interviews with key stakeholders.

FINANCIAL IMPLICATIONS:

None.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth.	<input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future.
<input checked="" type="checkbox"/> Exploring different ways of addressing community need.	<input type="checkbox"/> Fostering a healthy environment.	<input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.
<input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input checked="" type="checkbox"/> Enhancing quality of place.	

LOCAL MUNICIPAL PARTNER IMPACT:

None.

COMMUNICATION REQUIREMENTS:

None.

CONCLUSION:

Elgin County Council engaged a consultant, Jennifer Kirkham, Mischevious Cat Productions Inc., to support this critical CSWB planning process for Elgin County, The City of St. Thomas and the Town of Aylmer. Jennifer has done an incredible job working closely with both the Steering Committee and Advisory Committee to to



incorporate virtual platforms and find new ways of engaging the community and service agencies in this process as a result of the pandemic. While changes to the Committee's original plans for engagement have changed, which resulted in some delays in plan development, the Committee is thrilled with the community's level of engagement and anticipates that a draft plan will be ready for Council's review in early 2021.

All of which is Respectfully Submitted

Councillor Mary French

Councillor Sally Martyn



REPORT TO COUNTY COUNCIL

FROM: Councillor Grant Jones

DATE: November 16, 2020

SUBJECT: Annual Council Committee Update:
Environmental Advisory Committee

RECOMMENDATION:

THAT the Annual Council Committee Update: Environmental Advisory Committee report from Councillor Grant Jones, dated November 16, 2020, be received and filed.

INTRODUCTION:

Pursuant to Council's By-Law 19-41, being a By-law "To Define the Mandate and Meeting Procedures for Committees Established by the Corporation of the County of Elgin", reports shall be delivered to Elgin County Council on an as-needed basis and at least once per year. The purpose of this report is to provide Council with an update on the activities of the Environmental Advisory Committee.

DISCUSSION:

Background:

Fostering a healthy environment is a strategic priority of County Council as contained within its 2020-2022 Strategic Plan. An action associated with this strategic priority was to create and Environmental Advisory Committee.

In 2020, the Committee met on October 7, 2020 and November 3, 2020; with plans to meet on December 2, 2020.

Council appointed the following Members to serve on the Environmental Advisory Committee:

- Councillor Grant Jones
(Chair)
- Kim Smale (Vice Chair)
- Warden Mennill
- Councillor Sally Martyn
- Primrose Kisuule
- Michaela Lenz
- Robert Braam
- Sarah Emons
- Ray Price

Committee Mandate:

The Environmental Advisory Committee provides input, advice and makes recommendations on environmental matters affecting the County of Elgin.

The Advisory Committee is responsible for the following:

- To serve as an advisory, resource and information support group to the Rural Initiatives and Planning Advisory Committee, Municipal Council and its Committees as required, and to the citizenry to encourage and promote sustainable programs and functions such as: Waste reduction, reuse and recycling programs; Water and energy conservation measures; and Climate change mitigation.
- To investigate such other aspects of environmental concern as may be suggested by County Council, its other Committees, or civic administration.
- To initiate and/or receive submissions and/or delegations regarding any environmental concerns and to report with recommendations to the Rural Initiatives and Planning Advisory Committee and/or County Council when appropriate.

Committee Accomplishments:

The Committee meets approximately once (1) a month and has accomplished the following:

- Council established an Environmental Advisory Committee and approved Terms of Reference;
- Recruited and appointed six (6) members to serve on the Committee;
- Completed a Committee Orientation Session;
- Elected a Chair and Vice Chair; and,
- Participated in a brainstorming meeting to identify objectives and potential action items.

Next Steps:

- The Committee will prioritize objectives and develop an action plan for 2021.

FINANCIAL IMPLICATIONS:

None.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need. <input checked="" type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input checked="" type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place.	<input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:

None.

COMMUNICATION REQUIREMENTS:

None.

CONCLUSION:

The establishment of an Environmental Advisory Committee is a step towards fostering a healthy environment – a strategic priority as identified in Council’s 2020-2022 Strategic Plan. A diverse Committee of knowledgeable and passionate individuals has begun the process of developing a plan for 2021.



All of which is Respectfully Submitted

Councillor Grant Jones
Chair, Environmental Advisory
Committee





REPORT TO COUNTY COUNCIL

FROM: Councillor Grant Jones

DATE: November 11, 2020

SUBJECT: Annual Council Committee Update: Health Recruitment Partnership Committee

RECOMMENDATION:

THAT the Annual Council Committee Update: Health Recruitment Partnership report from Councillor Grant Jones, dated November 11, 2020, be received and filed.

INTRODUCTION:

The purpose of this report is to provide Council with an update on the activities of the Health Recruitment Partnership Committee throughout 2020.

DISCUSSION:

Background:

Elgin County approved a continued investment of \$57,000 (2020) to support the Elgin-St. Thomas Health Recruitment Partnership (HRP). Elgin County and the City of St. Thomas work collaboratively to meet the needs of local residents and fill any “gaps” in health services that exist in the community.

Committee Mandate:

In response to growing local demand for primary physicians in the community, the HRP was formed as a joint County-City initiative in 2007 to develop activities with the goal of attracting new Family Physicians to the area, as well as offering new physicians support as they integrate in the community.

The Committee was originally launched as a two-year pilot project, but worked so well that the County has been providing funding for the program since inception. The

Committee’s work seems to improve the overall health and well-being of the community and helps alleviate pressure on the St. Thomas-Elgin General Hospital, and Emergency Medical Services. In addition to supporting the salary of a part-time Health Recruiter, funding from the County and the City supports scholarships for up to five (5) local St. Thomas and/or County residents who are enrolled in a Canadian medical school with an emphasis placed on the pursuit of a career in family medicine.

Remaining funds are utilized to support new physicians as they set up their practice through a loan program – a loan that is forgiven after a four (4) year commitment to service in Elgin-St. Thomas is completed.

At the present time, there are 52 family physicians in Elgin County.

Between 2015-2019, 21 new physicians have been recruited – 10 of whom replaced retiring physicians.

Committee Accomplishments:

Committee meetings have recently resumed following a 7 month break during the pandemic.

FINANCIAL IMPLICATIONS:

None.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need. <input checked="" type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders. 	<ul style="list-style-type: none"> <input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input checked="" type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place. 	<ul style="list-style-type: none"> <input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:

None.

COMMUNICATION REQUIREMENTS:

None.

CONCLUSION:

Council receives great value for its investment in this important and successful initiative.

All of which is Respectfully Submitted

Councillor Grant Jones
Health Recruitment Partnership
Committee



REPORT TO COUNTY COUNCIL

FROM: Councillor Ed Ketchabaw

DATE: November 11, 2020

SUBJECT: Annual Council Committee Update: Rural Initiatives and Planning Advisory Committee

RECOMMENDATION:

THAT the Annual Council Committee Update: Rural Initiatives and Planning Advisory Committee report from Councillor Ed Ketchabaw, dated November 11, 2020, be received and filed.

INTRODUCTION:

Pursuant to Council's By-Law 19-41, being a By-law "To Define the Mandate and Meeting Procedures for Committees Established by the Corporation of the County of Elgin", reports shall be delivered to Elgin County Council on an as-needed basis and at least once per year. The purpose of this report is to provide Council with an update on the activities of the Rural Initiatives and Planning Advisory Committee throughout 2020, with a focus on the recently revised Community Grant Program.

DISCUSSION:

Background:

The Rural Initiatives Committee doubles as the "Rural Initiatives and Planning Advisory Committee" and was combined in 2016 in response to Bill 73 and changes to Development Charges Act and the Planning Act which requires that all upper-tier and single-tier levels of municipal government establishes a Planning Advisory Committee. It is anticipated that the Committee will support the Official Plan Review process and provide ongoing support to the Planning Department on an as-needed basis.

In 2020, the Committee met on February 28, 2020, March 10, 2020; May 12, 2020; June 23, 2020; June 30, 2020; July 22, 2020, and August 26, 2020.

Council appointed the following Councillors to serve on the RIPA Committee:

- Councillor Ed Ketchabaw (Chair)
- Councillor Dominique Giguère
- Councillor Sally Martyn
- Warden Dave Mennill

It is noted that a member of the Elgin Federation of Agriculture is invited to participate on the RIPA Committee as a citizen appointee.

Committee Mandate:

The RIPA Committee's mandate is to:

- To promote the viability of agriculture and rural affairs in the County and throughout the Province;
- To examine issues such as, but not limited to: the challenges of the global economy on local agricultural practices; the viability of schools in rural communities; and, alternative sources of economic development in rural areas;
- To develop goals and objectives to improve and promote rural life;
- To demonstrate County Council's commitment to delivering services to rural communities by recommending a budget to Council that will accomplish identified goals;
- To act as a Planning Advisory Committee by providing information, perspective and recommendations to County Council on broad planning matters that may have an effect on the County and/or its local municipalities, as required from time to time;
- To review from time to time the provisions of the Official Plan and related policy, and recommend to Council general amendments thereto which would be in the best interests of the County of Elgin (this would include 5-year reviews of the Official Plan);
- To advise County Council on general planning and development issues of Council and/or local municipal significance; to report to County Council on proposed land use policy changes as introduced by the Province of Ontario; and
- To review and report on specific aspect(s) of a submitted application.

In 2019, the RIPA Committee reviewed the Elgin Natural Heritage Systems Study and in July/August 2020, the Committee overhauled the Community Grants Program.

Covid-19 Impact:

The COVID-19 global pandemic has created unprecedented challenges that have caused organizations to quickly change direction in order to adjust to the new realities of public safety and physical distancing requirements. Community service providers and festival and event organizers have had to significantly change the methods they utilize



to provide their services to the community and in many cases have had to cancel their initiatives and events. The pandemic changed the way in which the RIPA Committee allocated grant funding in 2020.

Simultaneously, the RIPA Committee reviewed the process in which funds are allocated and developed a new, Council-approved, Community Grant Program that was launched in September 2020. This revised program was designed to better suit the needs of the community and aligns with the priorities of Council's Strategic Plan for 2020-2022. Previous grant applicants were notified of the new application process and timelines and were invited to view a video detailing the revised process.

The Committee made the decision to support Community Service organizations who submitted requests for funding to support adjustments to their programming as a result of the pandemic. These organizations shifted services to virtual platforms and developed new and creative ways of delivering services to their target populations. On June 23, 2020, the Committee decided unilaterally not to provide financial support to festivals and events that had been cancelled.

2020 Grant Allocations:

County Council, as part of its 2020 budget process, approved a budget of \$61,871 for the 2020 Grant and Festival Events Partnership Program. At its meeting on March 10, 2020, the Committee reviewed applications for grants from 14 community organizations totaling \$82,980. The RIPA Committee's preliminary recommendations made at this meeting were subsequently adjusted due to COVID-19. At its meeting on April 14, 2020, Elgin County Council approved funding for the following organizations through the Elgin County 2020 Grant and Festival Partnership Program, as recommended by the RIPA Committee: Tillsonburg and District Multi-Service Centre - \$4780, Quad County Support Services - \$2000, and Second Stage Housing - \$13400. These organizations urgently needed funding to support their services through the pandemic.

Eat2Learn also submitted a revised grant proposal. With the closure of schools, this organization partnered with several local food banks and assisted families who need food at this time. Elgin County Council granted \$6250 in funding to Eat2Learn and \$150 in funding to support tourism signage for the Aylmer-Malahide Museum through the 2020 Elgin County Tourism Directional Signage Grant Program. On July 14, 2020, County Council granted \$3000 in funding to the STEAM Centre and \$2000 to the Elgin 4-H Association to help support the development of online learning.

New Community Grant Program:

The Community Grant Program invests in both established and emerging community programs that meet identified community need, build capacity and support Elgin County's Strategic Plan 2020-2022. Through this program, organizations and services can apply for supplementary funds to strengthen their responsiveness, effectiveness and resilience. There are two (2) funding streams, each with their own application package: 1.) Community Services and 2.) Festivals and Events. Organizations can submit one application per year. Council reviewed and approved the new Community Grant Program in August 2020.

Applications for the first round of 2021 Community Grant Program allocations were due November 10, 2020. The Committee will review applications shortly and will make recommendations to Council at its meeting on December 10, 2020.

HIGHLIGHTS:

The RIPA Committee's accomplishments include:

- Allocation of \$31,580 to 7 local services/groups
- Revised and modernized Community Grant Program

FINANCIAL IMPLICATIONS:

None.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need. <input checked="" type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place.	<input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

**LOCAL MUNICIPAL PARTNER IMPACT:**

None.

COMMUNICATION REQUIREMENTS:

None.

CONCLUSION:

The Committee is looking forward to reviewing the 2021 Community Grant Program applications and participating in the Official Plan Review in 2021.

All of which is Respectfully Submitted

Councillor Ed Ketchabaw

Chair, Rural Initiatives and Planning
Advisory Committee



REPORT TO COUNTY COUNCIL

FROM: Bob Purcell, Terrace Lodge Redevelopment Steering Committee Chair

DATE: November 24, 2020

SUBJECT: Terrace Lodge Redevelopment November 2020 Update

RECOMMENDATION:

THAT the November 24, 2020, report titled, Terrace Lodge Redevelopment November 2020 Update, submitted by the Terrace Lodge Redevelopment Steering Committee Chair, be received and filed for information.

INTRODUCTION:

The purpose of this report is to provide Council with an update on the status of the Terrace Lodge Redevelopment project.

BACKGROUND:

At the August 18, 2020 Council meeting, Council approved the addition of \$1.2 million to address opportunities/issues identified as a result of the pandemic bringing the total project cost to \$33.8 million. With the added funding, the redevelopment team incorporated improvements to the building design that respond to lessons learned from COVID-19. These recent Infection and Prevention Control (IPAC) features include the addition of designated oxygen storage rooms, the expansion of staff locker rooms and the addition of a staff shower, and a significant increase in resident dining space. The Dining Room in each home area was almost doubled in size, in order to allow sufficient space for physical distancing. The budget add also allows for construction COVID-19 cleaning protocols, and the project phasing was adjusted in order to delay the need for access to the existing resident home areas for the first 12 months of construction.

DISCUSSION:

Bids on this project are scheduled to close in early December, and the Construction Manager will make a budget recommendation to the Steering Committee before Christmas. Construction is expected to begin on site in mid to late January 2021 with the first of three phases. The phasing is designed to allow all 100 residents remain at Terrace Lodge throughout construction. Phase 1, which will last approximately 16 months, will involve the construction of the addition. This phase will require minimal access to the existing home in the first 12 months of construction and will not require any resident relocation. Phase 2, which will last approximately 8 months, will involve the renovation of the existing lower and upper north home areas. During this phase, residents from the affected home areas will be relocated to the new addition. Phase 3, which will last approximately 8 months, will involve the renovation of the existing lower and upper south home areas. During this phase, residents from the affected home areas will be relocated to the new addition and the renovated north home areas. Although some residents will be required to share bedrooms and washrooms during Phase 2 and Phase 3, fewer residents will be required to share accommodations during construction than are currently sharing in the existing building. Renovations within the building core and basement, including the Main Kitchen, will also occur throughout Phases 2 and 3.

The Fundraising Committee will be holding a Campaign Kick-Off on December 1, 2020 at 10:00am. The event will be held outdoors with appropriate social distancing being observed. The focal point of the event will be a newly constructed campaign awareness sign. This date was selected to take advantage of the Christmas season to ensure a robust start to the campaign.

FINANCIAL IMPLICATIONS:

None.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need. <input checked="" type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders. 	<ul style="list-style-type: none"> <input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input checked="" type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input checked="" type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

Additional Comments:

LOCAL MUNICIPAL PARTNER IMPACT:

None

COMMUNICATION REQUIREMENTS:

A media release will be made for the Campaign Kick-Off.

CONCLUSION:

The Steering Committee is excited to see the beginning of construction of the project in January 2021 and will be providing Council with a financial update based on the tenders received at the first meeting in January.



All of which is Respectfully Submitted

Approved for Submission

Bob Purcell
Terrace Lodge Redevelopment Steering
Committee Chair

Julie Gonyou
Chief Administrative Officer





REPORT TO COUNTY COUNCIL

FROM: Councillor Dominique Giguère

DATE: November 13, 2020

SUBJECT: Annual Council Committee Update: Terrace Lodge Redevelopment Fundraising Committee

RECOMMENDATION:

THAT the Annual Council Committee Update: Terrace Lodge Redevelopment Fundraising Committee report from Councillor Dominique Giguère, dated November 13, 2020, be received and filed.

INTRODUCTION:

Pursuant to Council's By-Law 19-41, being a By-law "To Define the Mandate and Meeting Procedures for Committees Established by the Corporation of the County of Elgin", reports shall be delivered to Elgin County Council on an as-needed basis and at least once per year. The purpose of this report is to provide Council with an update on the activities of the Terrace Lodge Redevelopment Fundraising Committee.

DISCUSSION:

Background:

The County of Elgin is in the process of redeveloping the Terrace Lodge Long-Term Care Home. This redevelopment is being led by the Terrace Lodge Redevelopment Steering Committee. Raising funds for service enhancements that will directly support quality of life for Terrace Lodge residents has been delegated to the Terrace Lodge Redevelopment Fundraising Committee – a Sub-Committee of the Steering Committee. These value-added enhancements will ensure that Terrace Lodge Residents have "the comforts of home" in the newly redeveloped facility.

In 2020, the Committee met on January 8, 2020; February 12, 2020; March 11, 2020, June 25, 2020, August 24, 2020, September 28, 2020, October 26, 2020 and November 23, 2020.

Council appointed the following Members to serve on the Terrace Lodge Redevelopment Fundraising Committee:

- Councillor Dominique Giguère (Chair)
- Pete Barbour
- Jamie Chapman
- Fiona Wynn
- Ruth Anne Perrin
- Kay Haines
- Jim Jenkins
- Muriel Carrel
- Richard Kisuule

Committee Mandate:

The Terrace Lodge Redevelopment Fundraising Committee is a Sub-Committee of the Terrace Lodge Redevelopment Steering Committee. The mandate of the Committee is to assist the Terrace Lodge Redevelopment Project Steering Committee to meet its project targets, including working with staff and volunteers to recommend goals and objectives of the fundraising initiatives:

- Recommend and draft a Fundraising Plan and Fundraising Target that supports and encourages community engagement with Terrace Lodge Redevelopment Project both the short and long-term, for approval by the Terrace Lodge Redevelopment Steering Committee;
- Support the staff and volunteers to identify, research, solicit, foster and steward major prospect and donors so as to build a pipeline of project specific support;
- Assist with the development and cultivation of mutually supportive fundraising partnerships with local community groups and organizations;
- Monitor and evaluate progress in meeting fundraising targets and return on investment;
- Oversee the formation/review of policies and procedures associated with fundraising activities so that they are conducted in accordance with County of Elgin Policies;
- Create and recommend fundraising policies that ensure that fundraising best practices are maintained and that committee's program is donor-centric;
- Promote and support fundraising events/activities by attending, volunteering and/or giving monetary/in-kind assistance to the level that committee members are able;
- Review and recommend levels of sponsorship recognition and

evaluate methods of donor recognition and stewardship opportunities so that all donations of time and money are recognized appropriately.

Committee Accomplishments:

The Committee meets approximately once (1) a month (with a short COVID-19 related hiatus between April and June) and has accomplished the following:

- Developed a campaign strategy and approach, along with targets, timelines, and budget; This proposal was approved by the Steering Committee in March 2020
- Developed a prioritized list of over 200 needed items and determined the 3-year campaign target at \$650,000 to cover all items;
- Recruited additional members for appointment by County Council;
- Developed an online catalogue of the aforementioned donation items including online donation forms;
- Developed a process for credit card, PayPal, cash and cheque donations;
- Through a partnership with the Aylmer Express, developed a full campaign branding strategy, including logo and tagline;
- Developed key messaging and a 'Case for Support' document;
- Set a date for a campaign launch (December 1, 2020); and,
- Began to identify community partners and donors.

Next Steps:

- Elgin County's Terrace Lodge Redevelopment Fundraising Committee will host a Campaign Launch on December 1, 2020 (outdoors, by invitation);
- The Committee will launch a marketing campaign in support of the 3-year fundraising campaign
- Continue to explore potential donors and community partnerships; and,
- Continue to explore creative fundraising opportunities as COVID-19 circumstances permit.

FINANCIAL IMPLICATIONS:

None.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth.	<input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future.
<input checked="" type="checkbox"/> Exploring different ways of addressing community need.	<input type="checkbox"/> Fostering a healthy environment.	<input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.
<input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input checked="" type="checkbox"/> Enhancing quality of place.	

LOCAL MUNICIPAL PARTNER IMPACT:

None.

COMMUNICATION REQUIREMENTS:

None.

CONCLUSION:

Despite the challenges of COVID-19 the Committee has been able to meet eight (8) times, exceeding its mandated six (6) annual meetings. These meetings have been exceptionally productive as the Committee prepares for the launch of the fundraising campaign on December 1, 2020. The input of knowledgeable Committee Members has been invaluable throughout this process and the Committee is excited to be launching the campaign after months of detailed planning.

All of which is Respectfully Submitted

Councillor Dominique Giguère

Chair, Terrace Lodge Redevelopment
Fundraising Committee



REPORT TO COUNTY COUNCIL

FROM: Warden Dave Mennill

DATE: November 10, 2020

SUBJECT: Annual Council Committee Update: Budget Committee

RECOMMENDATION:

THAT the Annual Council Committee Update: Budget Committee report from Warden Dave Mennill, dated November 10, 2020, be received and filed.

INTRODUCTION:

Pursuant to Council's By-Law 19-41, being a By-law "To Define the Mandate and Meeting Procedures for Committees Established by the Corporation of the County of Elgin", reports shall be delivered to Elgin County Council on an as-needed basis. The purpose of this report is to provide Council with an annual update on the activities of the Budget Committee, specifically the Committee's focus on the 2021 Budget review process.

DISCUSSION:

Background:

The following Councillors form the Budget Committee:

- Warden
- Councillor Mary French
- Councillor Dominique Giguère
- Councillor Ed Ketchabaw

Committee Objectives:

The Budget Committee:

- Reviews and assesses budget principles, allocations and related financials, providing advice to the Chief Administrative Officer and Director of Finance on the annual budget;
- Receives presentations from each department, as required, on financial matters;
- Evaluates the budgetary implications of proposals for new and substantially revised programs and services in advance of Council's budget deliberations.

2020-2021 FOCUS:

The Budget Committee is committed to focusing on continuous improvement through its comprehensive review of the 2021 Operating and Capital Budgets, as well as long-range budget plans.

The attached document "Investing in our Community": Budget Review and Approval Stages summarizes the Committee's goals and how County staff will support the Committee. This document identifies key dates for Budget Meetings and the ways the Committee will engage the public to ensure enhanced transparency and accountability.

Highlights:

The Budget Committee is committed to:

1. Reviewing the goals of the Budget Committee and establishing key dates for meetings and activities.
2. Being accountable and transparent. All budget documents will be available in accessible formats and use easy-to-understand language for public consumption.
3. Engaging the public in the budget review process.
4. Aligning the 2021 Capital and Operating Budgets with Elgin County's 2020-2022 Strategic Plan and the 2020 Municipal Service Delivery Review.
5. Undertaking a complete review of all budget materials to ensure prudent appropriation of funds.

The Committee has revamped the 2021 Budget process in an effort to improve accountability and transparency by encouraging public access and participation in the budget process. This aligns with Council's 2020-2022 Strategic Plan and ensures the Committee is developing a budget that is responsive to the needs of our community, is delivering high-quality services and promoting the efficient use of public resources.

Key Accomplishments:

The Committee held meetings on January 14, 2020; January 29, 2020, October 27, 2020 and November 9, 2020.

The Budget Committee has undertaken the following initiatives in 2020:

- Reviewed and approved guiding principles for the 2021 Budget process and provided feedback for improvements to the 2020 Budget process;
- Developed an educational Budget Video (<https://www.elgincounty.ca/budgetcommittee/>) to help increase our community's awareness about the budget process;
- Created a dedicated webpage to ensure our community can easily find information about the County's budget, budget process, and ways they can participate in the budget review. <https://www.elgincounty.ca/budgetcommittee/>
- Live-streamed all budget meetings and ensured all meeting agendas and minutes are easy to find on the website <https://www.elgincounty.ca/budgetcommittee/>
- Launched an online survey to gather information about the priorities of residents (attached).
- Approved a new template for departmental budget review process including the following: enhanced explanation of services provided, expenditures, financial position, variances over previous years and priority areas (including options for the Committee); and
- Critically analyzed and reviewed first-round of departmental presentations, identifying opportunities for efficiencies and ensuring alignment with Council's Strategic Plan 2020-2022 (November 9, 2020).

Next Steps:

The Committee will:

- Continue to review new programs and initiatives presented by each County Department and work closely with the Chief Administrative Officer and Director of Finance to find efficiencies and identify priorities for the draft 2021 Budget;
- Review sources of funding and application of Efficiency Funding (\$725K) and Safe Restart Funding (\$1.3M) as part of the 2021 Draft Budget for Council's consideration; and
- Work with the Chief Administrative Officer and Director of Finance to incorporate Council-approved priorities identified through the Municipal Service Delivery Review into the 2021 Draft Budget for Council's consideration;
- As the County is limited by the amount of resources available, the Committee will recommend which projects and services have the highest priority and greatest impact on the community incorporating feedback received through the 2021 Budget Survey (closes November 18, 2020) and by ensuring alignment with Council's Strategic Plan 2020-2022 and Council's Action Plan; and

- The Committee will ensure information about the County's Budget is available on an ongoing basis – both to Council and the Community. This will include a public report and Budget Highlights document following Council's approval of the Budget; and
- Following the Committee's review of the 2021 Budget, the Committee will meet and review the process and suggest improvements to the 2022 Budget review schedule, community engagement and Council review process.

FINANCIAL IMPLICATIONS:

None.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need. <input checked="" type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place.	<input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:

None.

COMMUNICATION REQUIREMENTS:

None.

CONCLUSION:

The Budget Committee's focus on identifying efficiencies, incorporating a long-term perspective, establishing linkages to broad organizational goals, and promoting effective



communication with the community will inevitably make Council's review of the 2021 Budget less daunting.

The Budget Committee will continue to thoroughly review, debate and change the Draft Operating and Capital Budgets and long-range plans, and in January/February 2021, the Committee will present a Draft Budget to Elgin County Council for review and approval.

ATTACHMENT:

- 1. Elgin County 2021 Budget “Investing in our Community”: Budget Review and Approval Stages**
- 2. Budget Survey**

All of which is Respectfully Submitted

Dave Mennill

Warden

Elgin County 2021 Budget “Investing in our Community”

2021 Budget Review and Approval Stages

The Elgin County Budget Committee is committed to focusing on continuous improvement through its comprehensive review of the 2021 Operating and Capital Budgets and long-range budget plans. This review requires staff to set goals based on future plans for process and operational improvements, rather than creating budgets based on the previous year’s budget.

The Budget Committee is committed to:

1. Reviewing the goals of the Budget Committee and establishing key dates for meetings and activities.
2. Being accountable and transparent. All budget documents will be available in accessible formats and use easy-to-understand language for public consumption.
3. Engaging the public in the budget review process.
4. Aligning the 2021 Capital and Operating Budgets with Elgin County’s 2020-2022 Strategic Plan and the 2020 Municipal Service Delivery Review.
5. Undertaking a complete review of all budget materials to ensure prudent appropriation of funds.

This will be supported by staff in the following ways:

1. Preparing and promoting budget materials in the following ways:
 - a. Publishing materials to engage and inform Committee Members and the public.
 - b. Ensuring accessible formats are available.
 - c. Educating the public on the County’s budget (2-min video: Municipal Budgeting 101).
 - d. Surveying the public at the beginning and end of the process. (Part 1 – What do you want to see in the budget process? Part 2 – Have we met your expectations?)
 - e. Promoting meeting dates and opportunities for public engagement.
 - f. Developing a 2021 Budget Toolkit to increase public awareness (including expenditures and a 2021 overview of key investments).
 - g. Develop a communications plan and talking notes for staff and Council to champion the completed budget.
2. Planning and review of materials, including:
 - a. Preparing departmental budgets, strategies and priorities; providing explanation of expenditures as required to explain variances (changes over previous year) through a review of past performance (overspend/underspend).
 - b. Identifying priority areas and opportunities for improvement (proceed as-is/change/stop) as part of a County-wide approach, rather than a departmental specific approach; presenting options to achieve the best possible outcome.

3. Preparing agendas and providing the public with as much notice as possible for Committee meetings and targeted approval date(s), for example:

Date	Budget Activity
Oct 27, 2020	Steering Meeting: Timeline review, Department Template review
Nov 10, 2020	Steering Meeting: Department reviews
To Be Determined (if needed)	Steering Meeting: Second Department reviews (presentations will include Committee feedback)
Dec 8, 2020	Steering Meeting: Consolidated budget review (Operating and Capital)
Jan 12, 2021	Council Meeting: Budget overview Steering Meeting: Follow up from Council actionable items, tax rate discussion
January 26, 2021	Steering Meeting: Review final details of Capital and Operating ten-year plans, set proposed tax rates
February 9, 2021	Council Meeting: Approval of Operating and Capital budgets and tax rates

Elgin County 2021 Budget Survey

INTRODUCTION

Elgin County's budget is a key policy and planning document that outlines the County's priorities for services, programs and infrastructure. Setting the budget is a balancing act between competing priorities – providing the high level of services that residents deserve and expect as compared to what we can afford.

Elgin County Council's Budget Committee wants to hear from you! We would like to understand your priorities for the 2021 budget and ask that you complete a brief survey. The Budget Committee will incorporate input from County residents and businesses into the recommendations they make to County Council about what services, programs and infrastructure projects should be included in the budget.

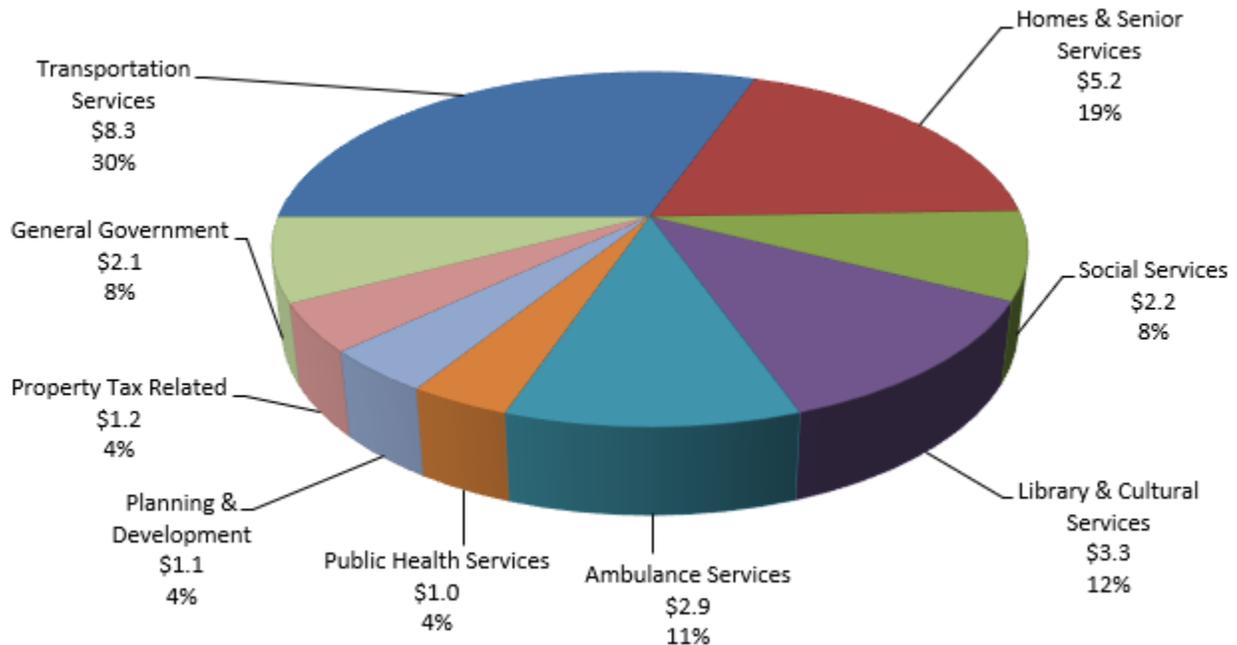
COUNTY BUDGET BACKGROUND

Elgin County's seven (7) partner municipalities (Town of Aylmer, Municipality of Bayham, Municipality of Central Elgin, Municipality of Dutton Dunwich, Township of Malahide, Township of Southwold and Municipality of West Elgin) collect property taxes from property owners, farms and businesses within the municipality. These taxes are collected for the services and programs delivered locally by your municipality, Elgin County and School Boards. Elgin County is a two-tier government, which means that the local municipality provides different services to those provided by the County.

Some of the Services provided by the County include:

- Transportation Services: Road, bridge and infrastructure maintenance
- General Government, Administrative Services and Economic Development and Tourism
- Property Tax Related Services (includes costs associated with Municipal Property Assessment Corporation (MPAC))
- Planning, Development & Land Division
- Public Health Services (funding provided to Southwestern Public Health)
- Emergency Medical Services (Ambulance)
- Library & Cultural Services (includes 10 branch Libraries, Elgin Heritage Centre and Archives)
- Social Services (funding provided to the City of St. Thomas who delivers this service on our behalf)
- Long-Term Care Homes and Seniors Services (Elgin Manor, Bobier Villa, Terrace Lodge)

EXPENSES (2019)



As you can see, the County is responsible for providing a wide variety of services. The chart above has been included to show how your property taxes are spent at the County level. Since 2020 has been an unusual year because of the pandemic, this information shows your investment in 2019.

Note: Public Health and Property Tax payments are mandatory.

Please return the completed survey to the location you picked it up, to the Elgin County Administration Building, or to any Elgin County Library branch.

SURVEY

1. What Municipality do you live in?
 - Town of Aylmer
 - Municipality of Bayham
 - Municipality of Central Elgin
 - Municipality of Dutton Dunwich
 - Township of Southwold
 - Municipality of West Elgin
 - Township of Malahide
 - I do not live in Elgin County

2. How important are Transportation Services (Roads, Bridges and Infrastructure Maintenance) to you and your family?

- One of the most important services
- Very important
- Somewhat important
- Not important
- Doesn't matter to me
- Not sure/ Need to know more

3. Should Elgin County's investment in Transportation Services (Roads, Bridges and Infrastructure Maintenance) be:

- Increased
- Maintained
- Reduced
- Not sure/Need to know more

4. Approximately 8% of the County's total budget supports Government Services, Administration, County Council, Committees and Economic Development/Tourism that support services provided to our community. Is this amount:

- Too little
- Appropriate
- Too much
- Not sure/Need to know more

5. The purpose of Economic Development (Business Support and Retention efforts) and Tourism spending is to increase business activity in Elgin, thereby reducing the pressure on residential taxes. Are our efforts:

- Very effective
- Effective
- Ineffective
- Not sure/Need to know more

6. Should Elgin County's investment in Economic Development (Business Support and Retention efforts) and Tourism be:

- Increased
- Maintained
- Reduced
- Not sure/Need to know more

7. The County makes planning decisions that will determine the future of communities through an Official Plan and through by-laws that establish rules and regulations that control development. How important Planning and Development Services (including Land Division Committee) to you and your family?

- One of the most important services
- Very important
- Somewhat important
- Not important
- Doesn't matter to me
- Not sure/Need to know more

8. Should Elgin County's investment in Planning and Development Services (including Land Division Committee) be:

- Increased
- Maintained
- Reduced
- Not sure/Need to know more

9. How important are Public Health Services (funding provided to Southwestern Public Health) to you and your family?

- One of the most important services
- Very important
- Somewhat important
- Not important
- Doesn't matter to me
- Not sure/Need to know more

10. Should Elgin County's investment in are Public Health Services (funding provided to Southwestern Public Health) be:

- Increased
- Maintained
- Reduced
- Not sure/Need to know more

11. How important are Emergency Medical Services (Ambulance) to you and your family?

- One of the most important services
- Very important
- Somewhat important
- Not important
- Doesn't matter to me
- Not sure/Need to know more

12. Should Elgin County’s investment in Emergency Medical Services (Ambulance) be:

- Increased
- Maintained
- Reduced
- Not sure/Need to know more

13. How important are Elgin’s 10 branch Libraries and Cultural Services (Elgin Heritage Centre and Archives) to you and your family?

- One of the most important services
- Very important
- Somewhat important
- Not important
- Doesn't matter to me
- Not sure/Need to know more

14. Should Elgin County’s investment in Elgin’s 10 branch Libraries and Cultural Services (Elgin Heritage Centre and Archives) be:

- Increased
- Maintained
- Reduced
- Not sure/Need to know more

15. How important are Social Services and Affordable Housing (funding provided to the City of St. Thomas, who delivers these services on our behalf) to you and your family?

- One of the most important services
- Very important
- Somewhat important
- Not important
- Doesn't matter to me
- Not sure/Need to know more

16. Should Elgin County’s investment in Social Services and Affordable Housing (funding provided to the City of St. Thomas, who delivers these services on our behalf) be:

- Increased
- Maintained
- Reduced
- Not sure/Need to know more

17. Elgin Manor, Bobier Villa and Terrace Lodge are Elgin County's owned and operated Long-Term Care Home facilities providing personal and health services to 247 residents. How important are Long-Term Care Homes and Seniors Services (Elgin Manor, Bobier Villa and Terrace Lodge Long-Term Care Homes) to you and your family?

- One of the most important services
- Very important
- Somewhat important
- Not important
- Doesn't matter to me
- Not sure/Need to know more

18. Should Elgin County's investment in are Long-Term Care Homes and Seniors Services (Elgin Manor, Bobier Villa and Terrace Lodge Long-Term Care Homes) be:

- Increased
- Maintained
- Reduced
- Not sure/Need to know more

19. Do you feel that you receive good value for your tax dollars?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree
- Not sure/Need to know more

20. What do you think will be the biggest challenges facing Elgin County as we grow?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree
- Not sure/Need to know more
- Other (please provide your comments)

21. Please pick your top two (2) priorities where you believe Elgin County should spend more tax dollars on:

- Transportation Services (Roads, Bridges and Infrastructure Maintenance)
- Solving Elgin's Connectivity Challenges
- Social Services and Affordable Housing (market rent housing, supportive housing, rent-geared-to-income and emergency shelter)
- Emergency Medical Services (Ambulance)
- Long-Term Care Homes and Seniors Services
- Public Health
- Providing Grants for Community Programs, Services and Events
- Library & Cultural Services (including Museums and Archives)
- Not sure/need to know more
- Other (please provide your comments)

22. Please indicate the programs or services that you believe less tax dollars should be spent on (select all that apply):

- Transportation Services (Roads, Bridges and Infrastructure Maintenance)
- Solving Elgin's Connectivity Challenges
- Social Services and Affordable Housing (market rent housing, supportive housing, rent-geared-to-income and emergency shelter)
- Emergency Medical Services (Ambulance)
- Long-Term Care Homes and Seniors Services
- Public Health
- Providing Grants for Community Programs, Services and Events
- Library & Cultural Services (including Museums and Archives)
- Not sure/need to know more
- Other (please provide your comments)

23. Do you have any other comments or suggestions for the Budget Committee or Council regarding the 2021 budget?

- Yes
- No
- If yes, please specify



REPORT TO COUNTY COUNCIL

FROM: Nancy Pasato, Manager of Planning

DATE: November 24, 2020

SUBJECT: Elgin Natural Heritage Systems Study – information report

RECOMMENDATION:

THAT Council provide direction with respect to the following options for next steps:

THAT the public engagement and consultation on the Natural Heritage Systems Study be included as part of the required Public Information Centre(s) held to review the Official Plan Amendments and other supporting materials; AND THAT following the Official Plan Amendment Public Information Session, the Manager of Planning be directed to provide a summary of feedback to County Council along with recommendations for next steps.; OR

THAT a public engagement and consultation on the Natural Heritage Systems Study be held in advance of the required Public Information Sessions which will be held to review the Official Plan Amendments and other supporting materials; AND THAT following the engagement and consultation session, the Manager of Planning provide an update and summary of feedback to County Council along with recommended next steps.; OR

THAT the Natural Heritage Systems Study be referred back to the Rural Initiatives and Planning Advisory Committee for further review; AND THAT the Manager of Planning provide an update to County Council following the Committee's review.

INTRODUCTION:

The primary reason for developing the Elgin Natural Heritage Systems Study (“Study”) for Elgin County is to update the Natural Environment mapping across the County to more accurately reflect the natural features and areas that exist on the ground.

The key component of the Study was to develop a document to be used as background information for the Official Plan review and ultimately, for Official Plan amendments.

The Study identifies a suite of tools to protect and enhance natural features in Elgin County including:

- Supporting stewardship, incentive and education programs and the management of woodlands.
- Encouraging the protection of the Natural Environment within municipal Official Plans.
- Supporting the “No Net Loss Policy” of the Woodlands Conservation By-Law.
- Recognizing and supporting the efforts of private property owners, community organizations and agencies in sustainable forestry management and stewardship efforts.

PURPOSE:

Natural Heritage Systems are a recognized component of planning and land use in Ontario. However, they can also be contentious, as the perception is that recognizing natural heritage systems will limit landowner rights.

I have reviewed previous reports to County Council and minutes from the Rural Initiatives and Planning Advisory Committee’s meetings which included a review of the Elgin Natural Heritage Systems Study. I understand that there were some concerns relayed by Committee Members with respect to:

- Accuracy of mapping included within the Study;
- Agricultural properties, specifically the “right-to-farm”, and possible negative unintended consequence of the Study on the farming community;
- Lack of public review/input; and
- Resultant changes to the designation or zoning of a property.

Staff will support Council’s desire to engage the public either through the general Official Plan review process, or a dedicated public meeting.

I am eager to get going on the Official Plan (OP) Review and it is important to wrap up this critical component. The purpose of this report is to seek County Council’s clear direction with respect to the engagement and review process for the Elgin Natural Heritage Study.

PREVIOUS COUNCIL DIRECTION:

Following review by the Rural Initiatives Committee, the previous Manager of Planning brought forward a report to Council that identified recommended next steps.

“THAT the Council of the County of Elgin receives the report entitled “Elgin Natural Heritage 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 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 Study.”

DISCUSSION:

The following will provide additional information related to the Provincial Policy Statement, the purpose of the Elgin Natural Heritage Study (herein referred to as “Natural Heritage Study” or NHS), and options for next steps.

1. Provincial Policy Statement:

The new PPS came into effect on May 1, 2020. In accordance with Section 3 of the Planning Act, all decisions on land use planning matters made on or after that date are required to be consistent with the PPS 2020.

Highlights of the changes include:

- A new opportunity to provide a 25-year planning horizon extended from a 20-year horizon
- An extended minimum to accommodate residential growth from 10 to 15 years
- Additional flexibility for settlement area boundary expansion
- Market based housing policies with the addition of “affordable housing”
- New references to “a changing climate,” with a focus on adaptation
- Increased flexibility for sewage, water and stormwater servicing

- More flexibility regarding interpretation and implementation
- Changes between prescriptive language “shall” and suggestive language “should”
- Enhanced municipal engagement with Indigenous communities on land use planning matters
- Introduction of the new term “agricultural system” for agriculture-related economic growth
- Increased development opportunities in rural areas
- Enhanced direction on planning, protecting, and converting employment areas.

One change to the PPS is the emphasis on climate change impacts, which must now be considered through the planning process.

...“It is equally important to protect the overall health and safety of the population, including preparing for the impacts of a changing climate.” – PPS, 2020

Policies which recognize the changing climate will be required to be added through the upcoming Official Plan review process.

Overall, there were no changes made to the policies related to Natural Heritage or Natural Hazards. The Provincial Policy Statement continues to place an emphasis on Natural Heritage and the protection and enhancement of natural heritage systems in the Province of Ontario. Local and County Official Plans are required to therefore be consistent with the Provincial Policy Statement.

...“The Provincial Policy Statement directs development away from areas of natural and human-made hazards. This preventative approach supports provincial and municipal financial well-being over the long term, protects public health and safety, and minimizes cost, risk and social disruption.

Taking action to conserve land and resources avoids the need for costly remedial measures to correct problems and supports economic and environmental principles.

Strong communities, a clean and healthy environment and a strong economy are inextricably linked. Long-term prosperity, human and environmental health and social well-being should take precedence over short-term considerations.

The fundamental principles set out in the Provincial Policy Statement apply throughout Ontario. To support our collective well-being, now and in the future, all land use must be well managed.” – PPS, 2020

2. Area of Influence

An analysis on the area of land affected by the change in Natural Heritage has been done to show the differences per municipality and across the County of Elgin.

The Elgin County geographic area is approximately 188,482 ha (465,749 ac). Based on the 2013 Natural Heritage layer, less than 20% of the County of Elgin is covered by natural heritage. Based on the 2019 Natural Heritage Study, 21% would be covered by natural heritage features. Overall, here are the numbers:

2013 Total Natural Heritage – 36,096 ha (89,195 ac)

2019 Total Natural Heritage – 40,216 ha (99,375 ac)

Removed Natural Heritage through 2019 Natural Heritage Study – 3,224 ha (7,967ac)

Newly added Natural Heritage through 2019 Natural Heritage Study – 7,344 ha (18,147ac)

Additional lands added 18,147 ac - 7,967 ac = 10,180 ac

Percent change – $(10,180 \text{ ac} / 89,195 \text{ ac}) \times 100 = 11.4 \%$

Changes at the local municipality level range from less than 1% (Malahide) to 3.5% (Southwold).

The Natural Heritage Systems Studies identify “ecologically important” features using a series of ecologically based criteria and GIS modeling. Each criterion measures a unique aspect of the ecological services that a natural feature provides. Thus, any patch that meets at least one criterion is considered “ecologically important” in Elgin, with some of these ecologically important features also being significant as per the PPS.

3. Official Plan review and public process

The Natural Heritage Study is not an Official Plan or by-law that is passed under the Planning Act and does not automatically change the designation or zoning of a property. It is a background research document that staff and local Council will use as a starting place for updates to the County and local Official Plans.

In compliance with the *Planning Act* (RSO 1990, as amended), the County of Elgin is undertaking a review of the 2013 Elgin County Official Plan (OP). This review is required at 5-year intervals to ensure official plans remain relevant to area demographics, land use changes and emerging topics in planning. Under the upcoming

review, the County will also ensure its OP is in accordance with Provincial legislation including the new Provincial Policy Statement (2020).

- The current Elgin County OP was adopted by County Council in 2012 and approved by the Minister of Municipal Affairs and Housing in 2013;
- The OP is a key planning document that outlines County policy for land use, environmental, social and economic matters;
- Preparation of the Official Plan involved significant public input and review;
- The current Official Plan is undergoing a significant update that will address and improve direction on a number of areas, including natural heritage.

As part of the OP Review process, a public engagement strategy will be required, which includes meetings at the local municipalities, and several public meetings at County Council, as per Section 26 of the Planning Act.

It is anticipated that the Natural Heritage Study would be reviewed through the OP Review process. Council may decide to host a separate public meeting with input from the public on the Natural Heritage Study and proposed policy and mapping changes. Ultimately it would be anticipated that based on Council's direction, the Natural Heritage Study would amend the policies on Natural Heritage in the County Official Plan, and Appendix #1 - Natural Heritage Features and Areas would be updated to reflect the most recent mapping.

The current County Official Plan contains a policy related to establishing a Natural Heritage System:

..."The County of Elgin is committed to maintaining and promoting a healthy natural environment and protecting its unique and special natural heritage features for the present generation and all successive generations. Therefore, an ecosystem based planning and management approach is required to guide the land use decision-making process. This approach must emphasize that *development* should not only protect and manage impacts to ecosystems but also include the objective of enhancing and restoring ecosystems appropriately. The diversity and connectivity of natural features in an area, and the long term *ecological function* and biodiversity of *natural heritage systems*, should be maintained, restored or where possible, improved, recognizing linkages between and among *natural heritage features and areas, surface water features* and *groundwater features*. It is a policy of this Plan that the establishment of a *natural heritage system* be considered at the time of the next Official Plan Review.

After a Natural Heritage Study is completed the County Official Plan will be amended to



implement the recommendations of the study. Local municipalities will also need to update their Official Plans to conform with the County Official Plan. The County will engage adjacent jurisdictions when developing its *natural heritage system*, recognizing that *natural heritage features and areas* cross municipal boundaries.”

The Natural Heritage Study cannot be applied to the landscape without review and consultation with the public. Staff had planned to gather the public’s feedback/input during the Official Plan review period.

It is recognized that the vast majority of natural features in Elgin County are on privately owned land. Success depends on the ability of landowners, municipalities and agencies to work together.

4. Affect on farming

Questions on the affect the Natural Heritage Study would have on farming have been raised. Lands in agricultural uses can continue to be used for agricultural purposes and changes in agricultural activities are allowed without a land use planning application. For example, lands in row crop production could be converted to pasture or planted as an orchard. Improvements to farmland, such as stone removal, tile draining a field or fencing a pasture could also occur. Some agricultural activities that would not be considered development or site alteration can also occur within key natural heritage features. For example, maple tree taps and sap collection lines within a woodlot can continue to be used. While not subject to an application under the *Planning Act*, some of these agricultural activities may be subject to municipal by-laws (e.g. tree-cutting) or regulatory controls under the *Conservation Authorities Act*.

The involvement of planning considerations would only occur in circumstances where development or construction is proposed within or adjacent to a component of the natural heritage system. For instance, creating a new lot is considered development as defined by PPS. If the proposed lot was within a natural heritage feature, the lot would not be permitted unless it was demonstrated that there would be no negative impacts on the feature or its ecological function (PPS 2.1.4 and 2.1.5) or in accordance with provincial and federal requirements (PPS 2.1.6 and 2.1.7). New buildings and structures for agricultural uses, agriculture-related uses or on-farm diversified uses are not permitted within natural heritage features.

In situations where there may be inconsistencies with mapping, a verification can be made by completing a “scoped environmental report” which would verify the boundaries

of a natural heritage feature. A scoped environmental report would also be required to determine impact of development on the natural heritage feature(s) if any development is proposed. It should be noted, however, that this is the current process as per the County's Official Plan.

Options for Next Steps:

- Council may desire that a dedicated Public Meeting be held to gather feedback from the public on the Natural Heritage Systems Study in advance of the Official Plan review and required public meeting. However, this will delay the OP review process further as any changes as a result of the public meetings will need to be incorporated into the OP review/amendments.
- Council may determine that additional review of the Natural Heritage Systems Study is required by the Rural Initiatives and Planning Advisory Committee.

FINANCIAL IMPLICATIONS:

None at this time.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input type="checkbox"/> Ensuring alignment of current programs and services with community need. <input type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input checked="" type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place.	<input checked="" type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input checked="" type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:

After the adoption of the Elgin Natural Heritage Study is completed and schedules are implemented through the Official Plan review process/adoption by the Ministry, local municipalities will also need to update their Official Plans to conform with the County Official Plan.

COMMUNICATION REQUIREMENTS:

Not at this time, although it is anticipated that the adoption of the NHS will be done through the OP Review process.

CONCLUSION:

Staff need clear direction from County Council with respect to the next steps for the Natural Heritage Study. As part of the final Official Plan amendment resulting from the OP Review process, the Province, who is the approval authority for the County Official Plan/amendments, will review the County's proposed Official Plan amendments. A component identified in the 2013 OP that has still not been adopted will be subject to scrutiny and could be imposed upon us.

It is recommended that the Manager of Planning be directed to include and address the proposed Elgin Natural Heritage Study recommendations and policy changes either through a dedicated Elgin Natural Heritage Study Public Meeting, or through the Official Plan review process. Following Council's direction, Staff will present a report to Council that summarizes community feedback and recommended changes. As an alternative to these two options, Council may direct that the Rural Initiatives and Planning Advisory Committee once again review the Elgin Natural Heritage Study.

All of which is Respectfully Submitted

Approved for Submission

Nancy Pasato
Manager of Planning

Julie Gonyou
Chief Administrative Officer



REPORT TO COUNTY COUNCIL

FROM: Alan Smith, General Manager of Economic Development and Tourism

DATE: November 17th, 2020

SUBJECT: South Central Ontario Region: Membership

RECOMMENDATION:

THAT the November 17th, 2020, report titled, South Central Ontario Region: Membership, submitted by the General Manager of Economic Development, be received and filed for information; and

THAT Elgin County Council fund a one-time investment of \$25,000 for Membership in South Central Ontario Region Economic Development Corporation (SCOR); and

THAT the General Manager of Economic Development for Elgin County be directed to provide a report in November 2021 to inform Council's decision to reinvest in SCOR as part of its 2022 Budget Deliberations.

INTRODUCTION:

The South Central Ontario Region (SCOR) is a regional partnership comprised of the Counties of Brant, Middlesex, Norfolk and Oxford as well as the Municipality of Bayham. SCOR was incorporated in 2010 to provide planning and coordination for regional issues, implement regional economic development priorities, identify funding sources and to partner with other levels of government, and act as a regional catalyst for investment.¹

Since 2013, when Elgin County did not renew their membership, the SCOR Board of Directors have requested that Elgin County consider joining the organization as a full partner on several occasions, including 2019 and 2020. Both times, the current County Council has declined SCOR's request. However, given the work of SCOR over the past year or so in the areas of transportation, human capital, and sector development, thus supporting regional issues, staff is recommending that County Council consider

¹ SCOR <https://www.scorregion.com/history> , accessed on November 16, 2020.

including the \$25,000 annual membership fee in the 2021 operating budget of the County's Economic Development department.

DISCUSSION:

For the past several years, SCOR's three (3) priority areas have been:

- public infrastructure that fosters economic development;
- development of human capital in support of economic development; and
- sector development – focus on agriculture and agri-food value added processing.

Priority: Public infrastructure that fosters economic development

Transportation

In 2020, SCOR has made progress in moving this priority forward, particularly in transportation.

SCOR, working with the Town of Tillsonburg, Strathroy-Caradoc, Oxford County, and not-for-profit organizations, helped form the Southwest Community Transit Association (SCT), "...which is mandated to coordinate the integrated delivery of inter-community public transportation services in Southwestern Ontario, share information and develop best practices, identify economies of scale through shared purchasing and operating agreements, and act as a common voice to support long-term sustainable transit funding..."².

SCOR helped formalize the SCT by developing of a Memorandum of Understanding (MOU). This MOU is contained in Appendix One of this report. SCOR is now playing an integral role in transportation issues in Southwestern Ontario. It should be noted that the membership fee for the SCT is \$2000. However, being a SCOR member, this fee is waived. Other benefits of joining the SCT include:

- Shared resources
- Common policies and procedures thus creating efficiencies
- Potential joint procurement thus able to leverage economies of scale in purchase of buses, shelters, benches, software, for example.
- Advertising and revenue generation sharing opportunities
- Mapping and routing connection across the region
- Website will be launched for members that will connect to individual community systems

² Memorandum of Understanding – Establishment of the Southwest Community Transit Association (Draft) - Version 1.7 – July 2020

- Shared revenue generation potential
- Aligning and connecting of routing and coordinating times of routes
- Utilizing Workforce Planning Boards Jobs Hub to promote and show routing across the region so that job seekers can also view transit and transportation options
- Advocacy on transportation (SCOR has requested a seat at the MTO master planning Mayor's Task Force table)
- Aligning MTO master plan with regional needs commitment

With forming the SCT, the first of its type in Canada, SCOR is playing a key role in the development of network community transportation systems. Elgin County having a presence with the SCT may assist with developing solutions to transportation issues that hinder economic development and growth in the County.

Short-Line Rail

As mentioned, infrastructure supporting economic development has been a long-term priority for SCOR. Transportation is a critical piece of this infrastructure. With the announcement earlier this year, of the Cayuga Rail Line being discontinued, brought to the forefront the importance that rail plays in the region's ability to move goods, ensure transportation options for business activity and spur future growth. For Elgin County, the discontinuance of the Cayuga line is of concern as the portion of the line runs through New Sarum to Bayham and may negatively affect businesses and future development of industrial lands adjacent to that route.

To address this issue, SCOR has facilitated meetings attended by all municipalities and businesses that are directly affected or potentially could have an impact on their business operations. Potential models of short-line rail ownership were discussed. Elgin County's General Manager of Economic Development was invited to attend the economic development resource group that supports the SCOR Board of Directors to discuss developing a possible business case to support the development of a local short-line rail model for the SCOR region. This is an important issue that directly affects economic development in Elgin County. Working as a region, with SCOR, may provide solutions to assist Elgin County with the transportation of goods which is vital to the continued efforts of the County's Economic Development department of growing and diversifying the local economy.

SCOR's activities in transportation does reflect its success in providing planning and coordination for regional issues, and the implementing of regional economic development priorities.

Priority: Development of human capital in support of economic development

With respect to job training, SCOR has also collaborated with Conestoga College to develop the Pilot Agricultural Equipment Program. This program takes the heavy equipment course currently offered at Conestoga College and focuses it on agricultural

equipment training to support farmers. The first term will be in January 2021 and the second will be in the fall of 2021. This is a 16 week course that can accommodate 16 students per in-take.

SCOR was the lead partner in advertising and job matching for agriculture operations affected by Covid-19. This initiative promoted agricultural job opportunities to those individuals that may have lost their jobs due to COVID-19, including students. The program involved:

- Bringing together 29 organizations
- Running 20 ads across the region
- Reaching on ads in St Thomas/Elgin Facebook Page
- Total reach through social media alone 62,107 with total engagements of 9,341

This initiative contributed to local agricultural jobs being filled. Although, difficult to track as many job seekers may have contacted employers directly through the Service Canada Job Board, SCOR maintains this initiative was a contributing factor in filling some of those positions; due to the reach and interest generated through likes, shares and positive comments on social media.

Priority: Sector development – focus on agriculture and agri-food value added processing

In 2020, SCOR also focused on agricultural issues. SCOR partnered with the Ontario Federation of Agriculture (OFA) on two major projects: (1) Always in Season <https://ofa.on.ca/alwaysinseason/> and (2) Feeding Your Future <https://feedingyourfuture.ca/>.

With respect to the first, working with the OFA and other partners, a toolkit was developed to help foster an environment where agricultural producers and processors can thrive. This toolkit helps guide communities through potential activities, such as Local Food Week, Ontario Agriculture Week, Canadian Agricultural Literacy Month, Canada's Ag Day, and Food Day Canada. Funding opportunities, and ways to collaborate to and support the agri-food sector are also contained in the tool kit.

The second, Feeding Your Future, promotes agri-food jobs and training opportunities across Ontario. As part of this initiative, SCOR is assisting with the creation of a series of training and capacity building videos for farmers across commodities. This video series is branded as Focus on Food. SCOR is presently in the process of producing the following videos: three pork producers; two beef producers; one berry, apple, and grain/equipment. These videos will assist with training of potential employees.

Advocacy

In 2020, SCOR also played an important advocacy role for the region. SCOR attended AMO and ROMA. Regional issues raised by SCOR included: rural broadband;



transportation planning for Southwestern Ontario; workforce related issues (agricultural program development for regional needs); and housing related issues – particularly in relation to workforce attraction. These are all important issues that affect Elgin County.

SCOR also held 26 meetings with various government ministries and organizations on a variety of topics. Appendix Two of this report, provides the highlights as identified by SCOR.

Alignment with SCOR

When taking into consideration the original intent of forming SCOR, the work undertaken, by the Corporation, in 2020, as described above, speaks to this intent of providing planning and coordination for regional issues, implementing regional economic development priorities, and partnering with other levels of government.

For 2021, Elgin County's Economic Development department will be focussing its attention on the following areas that align with Council's strategic priorities: supporting local business; business retention and expansion initiatives; facilitation of industrial/commercial land development; foreign direct investment; workforce development; and, quality of place marketing. Regional issues such as transportation, labour force, and sector development, can have an impact on the success of the initiatives that Elgin plans to undertake in 2021, and beyond. In other words, the regional work undertaken by SCOR may complement and assist Elgin's economic development program.

SCOR's ability to provide planning and coordination for regional issues, implementing regional economic development priorities, and partnering with other levels of government, merits consideration for Elgin rejoining the Corporation as a member. It is important to note, other areas in which SCOR provides service such as advocacy are already provided to Elgin by the County's membership in the Western Ontario Wardens Caucus (WOWC). The WOWC advocates to various government Ministries and attends ROMA and AMO. One may conclude then that the advocacy function offered by SCOR may not be as necessary as are the other benefits of rejoining the Corporation.

Deciding to rejoin SCOR would acknowledge the importance of working as a collective to address important regional issues and assist local economic development priorities. However, to substantiate a continuing membership in SCOR, a report in November 2021 to inform Council's decision to reinvest in SCOR as part of its 2022 budget deliberations will be submitted by the General Manager of Economic Development.

FINANCIAL IMPLICATIONS:

\$25,000 for the yearly SCOR membership fee. This would amount would be included in the Economic Development Department's 2021 operating budget. The reduction in costs for 2021 would offset this figure.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input type="checkbox"/> Ensuring alignment of current programs and services with community need. <input type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input checked="" type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input checked="" type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place.	<input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:

The Municipality of Bayham would no longer be required to be a member of SCOR given the County's membership status.

COMMUNICATION REQUIREMENTS:

Elgin County Council would need to appoint a Council member to the SCOR Board of Directors, along with having the General Manager of Economic Development as part of the SCOR resource staff team. A report submitted in November 2021 by the General Manager of Economic Development will provide County Council with an analysis that will assist Council determine if an on-going membership in SCOR is warranted.

**CONCLUSION:**

The actions undertaken by SCOR over the past year warrant Elgin County revisiting its decision to join the Counties of Brant, Norfolk, Middlesex, and Oxford, and be a part of an organization that addresses important regional issues. SCOR's ability to provide planning and coordination for regional issues, implement regional economic development priorities, identify funding sources and to partner with other levels of government, can complement Elgin County's economic development efforts while meeting County Council's strategic priorities.

All of which is Respectfully Submitted

Approved for Submission

Alan Smith

Julie Gonyou

General Manager of Economic
Development and Tourism

Chief Administrative Officer

Memorandum of Understanding for the establishment of the Southwest Community Transit Association

1.0 INTRODUCTION

1.1 Preamble

A group of municipalities and not-for-profit organizations in Southwest Ontario (Members) have come together to form the Southwest Community Transit (SCT) Association, which is mandated to coordinate the integrated delivery of inter-community public transportation services in southwest Ontario, share information and develop best practices, identify economies of scale through shared purchasing and operating agreements, and act as a common voice to support long-term sustainable transit funding.

The purpose of this Memorandum of Understanding (MOU) is to describe what the municipalities agree to undertake and how they will go about delivering this mandate. This Memorandum of Understanding further sets out arrangements and understandings concluded in good faith between all participating Members.

1.2 Definitions and Acronyms

“Annual Report” means the report prepared by the Executive Committee to all participating Members.

“Association” means the voluntary unincorporated group of Members that have formed under guidance of a Memorandum of Understanding to achieve a common mandate.

“Chair” means a person has been appointed to preside over and direct meetings of the Executive Committee and Technical Committee.

“Executive Committee” means a committee of senior level representative with decision making authority from each respective Member that guides the actions taken by the Association.

“Member” means a participating individual municipality or organization that has signed the MOU and is in good standing.

“MOU” means this Memorandum of Understanding, entered into between all participating municipalities.

“Technical Committee” means a committee of individuals generally responsible for the day-to-day operation and delivery of the inter-community public transportation service for each Member that help assess and implement strategic directions and actions directed by the Executive Committee.

“SCT” means the Southwest Community Transit Association.

“Stakeholder” means persons or representatives of organizations or municipalities that have expressed a vested interest in advancing the “Mandate” of the Association, but are not Members of the Association.

1.3 Membership

The municipalities and organizations (the Members) that have formed to operate and/or support SCT are:

- Brant, County of (unconfirmed);
- Grey County (unconfirmed);
- Lambton Shores, Municipality of (unconfirmed);
- Middlesex County (unconfirmed);
- Norfolk County (unconfirmed);
- Owen Sound, The City of (unconfirmed);
- Oxford, County of (confirmed);
- Perth County (unconfirmed);
- Stratford, the City of (unconfirmed)
- Strathroy-Caradoc, Municipality of (confirmed); and
- Tillsonburg, Town of (confirmed).

Membership to the Association and the ability to vote on directions set by an Executive Committee will be limited to:

1. Municipalities that operate or fund the operation of an inter-community public transportation service within Southwestern Ontario.
2. Municipalities that provide ongoing funding or in-kind support that is considered integral to the planning and delivery of an inter-community public transportation service operated by another municipality within their jurisdiction. This could include pre-purchased fares, infrastructure provisions or in-kind contributions.
3. Organizations that provide ongoing funding or in-kind services that are integral to the operation of an inter-community public transportation service.
4. The South Central Ontario Region Economic Development Corporation, which does not operate or fund an inter-community public transportation service, but will leverage its network and provide resources to operate the Association.

The scope and nature of the public transportation service delivered by each Municipal Member is decided by each Member and varies substantially.

It is recognized that other municipalities and organizations may choose to join the SCT Association and may be added to the current Membership based on the above noted criteria. New Membership into the Association would be decided by an Executive Committee by vote.

1.4 Effective Date and Duration

This MOU and any amendments are in effect on the date they are signed by the Members and remain in effect until a replacement MOU is signed by all Members or until all Members agree to dissolve the Association.

1.5 Amendments and Termination

The Members agree to review the terms of the MOU every three (3) years, or at any other time upon agreement by vote of Members on the Executive Committee. This MOU will automatically extend for up to three (3) additional one year terms. At any point an existing Member can agree to leave the Association by providing at least three (3) months termination notice in writing to the Chair of the Executive Committee.

Amendments to the MOU will be in writing, dated and signed by the Members, including those which have the authority to bind their respective municipal organizations and all be directed to execute such amendments by their respective municipal Councils or an organization's Board. Once signed, amendments will be attached to, and form part of this MOU.

As of three (3) years after the signed date of the agreement, an individual Member may terminate their participation in this MOU by giving written notice at least three (3) months prior to this date.

A decision to terminate the Association could only be made by the Executive Committee by vote. The decision to terminate the Association would be in writing, dated and signed by Members in the Executive Committee.

2.0 MANDATE

Each Member has agreed to establish an Association to be known as Southwest Community Transit (SCT). SCT is a voluntary unincorporated Association comprised of Members that will function as a non-binding advisory board to fulfil the following mandate:

- Provide a seamless and integrated customer experience for passengers using each of the Member inter-community public transportation services;
- Promote inter-community connections between the Member public transportation services;
- Identify and share best practices, operating and ridership data and Key Performance Indicators (KPIs) to be used in the planning and delivery of inter-community public transportation services;
- Identify potential operating efficiencies and capital savings that may arise from Members pooling their resources or purchasing as a single entity;
- Present a unified voice to the Province of Ontario and other key stakeholders with regards to matters that deal with the long-term sustainability of inter-community public transportation service in Southwestern Ontario.

The Association will function as a non-binding advisory board, for the purpose of setting direction, providing information and recommending strategies and actions that will address the above noted Mandate. Members will continue to have full approval authority over inter-community public transit services they fund and operate.

3.0 MEMBER RESPONSIBILITIES

In order to participate in the Association, each Member is responsible for the following:

- Operate and maintain a safe, reliable and accessible inter-community public transportation service within their jurisdiction or support the planning and delivery of inter-community public transportation services through either ongoing funding, pre-purchased fares, infrastructure provisions or in-kind contributions that are considered integral to the operation of the service;
- Designate a senior level representative with decision making authority to participate in the Association Executive Committee;
- Designate an individual responsible for day-to-day operation/management of the Member’s inter-community public transportation service to participate in the Association Technical Committee (Members that operate an inter-community public transportation service only);
- Actively participate in Association activities, including Committee Meetings, working groups that may be established from time to time, community outreach and engagement, and liaison with senior levels of government and other stakeholders;
- Share relevant data and information necessary for the successful operation of the Association and any of the initiatives that it undertakes (subject to privacy legislation);
- Implement and follow the directions, actions, standard terms, policies and procedures that may be established by the Association¹.

4.0 ASSOCIATION GOVERNANCE

Members of the Association will identify a representative that sits on both an Executive Committee and a Technical Committee.

¹ Decisions made by Association will have status for actions that advance the “Mandate” of the Association for inter-community public transit and that do not require additional funding commitment from an individual Member municipality(s) or Member Organization(s). Decisions that that impact transit services entirely within the jurisdiction of one municipality or that require additional funding from Members would continue to require approval at individual Municipal Member councils and Organizational Boards.

4.1 Executive Committee

The Association will be governed by an Executive Committee made up of a single senior level representative (or designate) selected by each Member that has signing authority from each respective Member.

4.1.1 Guiding Principles

The Executive Committee will be guided by the following set of principles:

- Customer-focused;
- Integrated/seamless service throughout the area served by the Members;
- Respect existing local decision-making authority, collective agreements, service plans and fiscal circumstances;
- Fiscal responsibility;
- Openness to unconventional and leading edge approaches to customer service, management, and service delivery; and
- Long-term sustainable operation of inter-community public transportation services within and between each Member community.

4.1.2 Responsibilities

The Executive Committee is responsible for:

- Deciding and prioritizing what directions, activities and actions the Association wishes to undertake;
- Establishing and maintaining standard operating terms, policies and procedures as required;
- Establishing and maintaining the SCT brand, including logo, brand value statement, and brand and logo usage guidelines;
- Overseeing the SCT Technical Committee and any other committees or working groups that may be established from time to time;
- Overseeing the coordination of SCT marketing and communication activities;
- Overseeing government relations and advocacy to senior levels of government as it relates to inter-community public transportation;
- Acting as a unified voice for public transportation for the Members;
- Coordinating the preparation of any necessary agreements required between two or more Members for the implementation of any initiatives that the Association or a group of its members may wish to undertake;
- Reviewing requests to add new municipal or organization members into the Association from time to time, that meet the requirements of Membership by amending the MOU;
- Amending the MOU from time to time to improve the operations of the Association or to better fulfil the Mandate; and
- Preparing a report for Association Members each calendar year (see Section 8.0).

4.1.3 Meetings

The Executive Committee will meet as required, but at a minimum of four times per calendar year. Meetings can be in person or virtual as appropriate, however, a full in person meeting should be held at least once per calendar year.

4.1.4 Chair and Vice Chair

A member from the South Central Ontario Region Economic Development Corporation (SCOR EDC) will serve as Chair of the Executive Committee. The Chair will be selected by the Executive Committee by vote from a list of candidates identified by the SCOR EDC Board.

The Chair is a non-voting Member of the Executive Committee that brings a broader and strategic perspective to setting the agenda. The Chair will also act as a neutral third-party that is not tied to the interests of one individual Member municipality. SCOR EDC represents the broader regional interest and has a long history of bringing together a number of municipalities to increase the profile of inter-community transportation in southwest Ontario.

The Chair will have the following responsibilities:

- Set the agenda and chair meetings of the Executive Committee;
- Ensure all actions taken by the Executive Committee feed into the broader SCT Mandate;
- Provide dispute resolution that may occur between Members;
- Lead the periodic review of the MOU; and
- Prepare an Annual Report of the activities and outcomes of the Association.

A Vice Chair of the Executive Committee will be selected by vote from among the SCOR EDC Board or a voting Member of the Executive Committee. The role of the Vice Chair will be to support the Chair and act on the Chair's behalf when the Chair is not available. The Vice Chair will not have voting rights when he/she is acting in the capacity of the Chair.

The Chair and the Vice Chair shall be selected by the Executive Committee annually, with no individual servicing more than three consecutive terms.

4.1.5 Decision Making and Voting Rights

Decisions of the Executive Committee are to be reached through unanimous consensus of the Members by vote. Decisions made by the Executive Committee will have status in the Association for actions that advance the "Mandate" of the Association for inter-community transit and that do not require an additional funding commitment from an individual Member. Decisions that impact transit services entirely within the jurisdiction of one municipality or that require additional funding from Members may require approval at individual Municipal Member councils and Organizational Boards.

Notwithstanding the above, decisions by the Executive Committee are non-binding and Member Councils will continue to have the decision-making authority to accept or reject the advice of the SCT Executive Committee.

Members of the Executive Committee will each receive one (1) vote for decisions passed by the Executive Committee. Members may, from time to time, send more than one representative to an Executive Committee meeting, recognizing that only one (1) representative from each Member will have voting rights.

If more than one representative from a Member participates on the Executive Committee, only will of the representatives from that Member will receive voting rights.

4.2 Technical Committee

The Executive Committee will be supported by a **Technical Committee**. Each Member will appoint one person to the Technical Committee. This person will be the individual generally responsible for the day-to-day operation and delivery of the inter-community public transportation service for each Member. The Technical Committee representative can also be the Member representative on the Executive Committee. This will be at the discretion of each Member.

4.2.1 Responsibilities

The Technical Committee is responsible for:

- Implementing the directions, activities, actions, operating terms, policies and procedures established by the Executive Committee;
- Coordinating the day-to-day activities of SCT;
- Addressing various topics and issues as they arise; and
- Identifying a Chair and Vice Chair of the Technical Committee to lead discussions and report back to the Executive Committee at each of the quarterly meetings or as required.

4.2.2 Meetings

The Technical Committee will meet as required, but at a minimum of four times per calendar year. Meetings can be in person or virtual as appropriate, however, a full in person meeting should be held at least twice per calendar year.

4.2.3 Chair and Vice Chair

A Chair and Vice Chair of the Technical Committee will be selected from among the Committee's members annually. Meeting notes will be taken by the host of the meeting (the Member initiating the virtual meeting arrangements or hosting the physical meeting).

4.2.4 Decision Making and Voting

If at all possible, decisions of the Technical Committee are to be reached through consensus of the Members. If this cannot be obtained, then a vote of Members will occur, with a simple majority being required for a decision. Meeting quorum will be a simple majority of the Members.

4.3 Stakeholder Group

The Executive Committee or Technical Committee are able to invite Stakeholders to participate in meetings held by either the Executive Committee or the Technical Committee from time-to-time that

have expressed a vested interest in advancing the “Mandate” of the Association, but are not Members of the Association.

Stakeholders can include:

- Municipalities that are serviced by a Member inter-community transit system, but do not operate or contribute funding or significant in-kind services to inter-community public transportation;
- Private businesses, not-for-profit organizations or associations who have employees, customers or clients that would benefit from improvements to inter-community public transportation provided by a Member(s) of the Association; and/or
- Industry associations that represent the broader public interest and can leverage its networks to promote the “Mandate” of the Association (e.g. representing the public transportation industry or rural municipal needs).

Stakeholders that participate in meetings held by the Executive or the Technical Committee will be expected to:

- Provide input to the Technical Committee when developing or implementing directions, activities, actions, operating terms, policies and procedures established by the Executive Committee;
- Provide feedback and participate in Executive Committee discussion when requested; and/or
- Contribute to the advancement of the “Mandate” of the Association.

Members of the Stakeholder Group will not have voting rights on the Association.

Annual Membership fees do not apply to Stakeholders.

5.0 OPERATIONS OF THE ASSOCIATION

The Operation of the Association will be led by the South Central Ontario Region Economic Development Corporation (SCOR EDC). SCOR EDC will be responsible to:

- Provide administrative functions to the Executive Committee regarding the on-going operation of the Association. This includes but is not limited to:
 - organizing and providing a suitable meeting space or arranging on-line alternatives;
 - taking and distributing minutes during Executive Committee meetings;
 - addressing amendments to the MOU;
 - addressing requests from Members to leave the Association or new municipalities or organizations to join the Association;
- Identifying candidate from the Board that will be selected by vote to Chair the Executive Committee;

- Prepare an Annual Report of the activities and outcomes of the Association;
- Write grants or other funding applications as directed by the Executive Committee that would benefit inter-community public transportation of Members of the Association;
- Provide dispute resolution that may occur between Members; and
- Lead the periodic review of the MOU.

The Chair of the Executive Committee will, from time to time, be able call on other Members of the Executive Committee to assist in carrying out the above noted responsibilities using in-kind resources from each Member municipality.

6.0 MEMBER FEES

Each Member of the Association acknowledges that there may be annual fees, which will be used to fund the Operations of the Association as noted in Section 5.0.

Members that are also members in good standing of SCOR EDC will have their annual fees for SCT covered by their SCOR EDC membership.

All other Members that are not members in good standing of SCOR EDC will pay annual fees of \$2000.00. Membership fee will be reviewed from time to time by the Executive Committee.

Annual fees are due on the 1st of January each year, and will be in place for one full year. For members of SCOR EDC, Members must be in good standing of SCOR EDC for the duration of the MOU. A pro-rated Members fee will be determined upon the ratification of this MOU, or for Members that join during other times of the year.

Annual fees for subsequent years will be due to SCOR EDC 14 days prior to the annual Membership coming due. Fees not paid in full within the agreed to timeline may result in suspension or termination from the Association, as determined by the Executive Committee by vote.

7.0 ASSOCIATION RESPONSIBILITIES

The Members will work, through the Association, to address the following responsibilities:

- **Brand:** Maintain the SCT name, brand and logo, including a brand value statement, and brand and logo usage guidelines. The logo for SCT is identified in **Schedule A** of this document. Apply the brand and logo in all relevant contexts according to the usage guidelines – this includes on fleet, bus stops, web-based and other electronic materials, and printed materials.
- **Marketing and Communications:** Support Member transit services by developing communications, marketing and promotional activities that promote inter-community transit services and generate awareness to potential customers.

- **Website:** Develop and maintain an SCT website which provides links to all Member inter-community transit services and direct information on the Association mandate and activities relevant to the public or other stakeholders.
- **Bus Stop Identification:** Utilize a bus stop identification design template as identified in **Schedule B** of this document for all fixed-route inter-community public transportation services. The template allows for Members to add their own personalized local information, but in a consistent format that respects the SCT brand.
- **Fare Structure and Policy:** Adopt policies that support passenger convenience for transfers between Member systems. In doing so, the Member public transportation service that takes the initial fare will keep the revenue. Work towards a similar fare structure and policy for topics such as age categories and other concessionary fares. Work towards identifying a fare media strategy, including the potential for a smart card and/or mobile payment approach that is compatible with neighbouring transportation systems that have connecting services, and with as many Member systems as possible.
- **Planning and Scheduling:** Identify and validate inter-community travel patterns. Work towards schedules that accommodate seamless transfers between connecting Member systems. Develop consistent approach for implementing the General Transit Feed Specification (GTFS) data to allow customers to readily plan trips between two or more systems;
- **Accessibility:** Develop common practices and policies for accessible bus stops, training, access, and other accessibility topics;
- **Technology:** Work together to utilize technology that is either used by all Members or can integrate with Member systems, with the objective of planning a seamless customer experience across systems, and identifying opportunities to minimize one-time capital and/or ongoing operating costs through collective purchasing. Consider and prioritize technology approaches for trip planning, mobile payment, real-time passenger information, on-demand transit planning and operations software, and communications.
- **Fleet:** Work together to identify opportunities to standardize fleet where it improves the customer experience (e.g. ability to accommodate mobility devices) and/or reduces capital costs for Member municipalities that purchase vehicles or specify vehicles as part of an operating contract;
- **Standard Operating Terms/Policies and Procedures:** Identify opportunities to develop Standard Operating Terms/Policies and Procedures for SCT that benefits the customer experience, safety practices, and/or the efficiency and effectiveness of service delivery.
- **Service Standards:** Work together to identify to develop a common service standards document to guide service delivery and measure performance through a series of Key Performance Indicators.
- **Advocacy:** Work together to present common issues and concerns to senior levels of government and other key stakeholders in order to sustainably facilitate the success, coordination, and extension of Southwestern Ontario Community Transportation Grant Program projects into the future (i.e. Ontario Gas Tax funding, continued grant funding, etc.). Support and contribute to the efforts of the Ontario Public Transportation Association (OPTA).

- **First Mile-Last Mile Integration:** Develop strategies and supporting policies / programs to facilitate local ‘first-mile/last-mile’ opportunities to enhance inter-community connectivity and feeder services to Member inter-community transit services and passenger rail corridors, while improving local mobility.

8.0 ANNUAL REPORTING

An Annual Report will be prepared by the Chair of the Executive Committee, with input from the Technical Committee. The Annual Report shall include:

1. Current status of Membership.
2. Goals and Key Performance Indicators established by the Executive Committee at the beginning of each fiscal year.
3. Report on accomplishments, actions achieved and next steps.

Annual Reports will be presented to the Executive Committee by the Chair, which will be provided to each Member to distribute and/or present to their respective Councils or Boards for information.

9.0 SIGNATORIES

This Agreement may be executed by the parties hereto in separate counterparts, each of which so executed shall be deemed to be an original. Such counterparts together shall constitute one and the same instrument and, notwithstanding the date of execution, shall be deemed to bear the effective date set out at the top of page one (1) of this Agreement.

Each of the parties who signs the signature page of this Agreement does hereby warrant that it has read, reviewed, fully understands, and is agreeable to be bound by the content of each page of this Agreement and that this Agreement is enforceable in application to the endorsing party.

Delivery of an executed copy of a signature page to this Agreement scanned in pdf. form and provided by e-mail or provided by facsimile transmission shall be deemed to be effective delivery of an original executed copy of this Agreement, and each party hereto undertakes to provide each other party with a copy of the Agreement bearing original signatures forthwith upon demand.

IN WITNESS WHEREOF this Memorandum of Understanding has been executed by the County of _hereto on the date(s) set out below and the County of _____ agrees that this Memorandum of Understanding shall be effective on the date set out at the top of page one (1) of this Memorandum of Understanding.

County of _____

Date:

Per: _____

Chief Administrative Officer

Per: _____

**We have authority to bind the Corporation*

SCHEDULE A: SCT LOGO

Members will agree to use the brand “SCT” to represent the Association and the following logo and colour pallet.



10.0 SCHEDULE B: SCT BUS STOP DESIGN

Municipal Members will agree to use the following bus stop design at inter-community stops that connect one or more Member transit service. A decision for a Member to deviate from this sign can be approved by the Executive Committee.



Appendix Two: Results of the 26 meeting as highlighted by SCOR

Municipal Affairs and Housing

- Municipal Budget survey and accompanying report contributed to the COVID transfer payments to municipalities this year.

Finance

- Municipal Budget survey and accompanying report contributed to the COVID transfer payments to municipalities this year.

Infrastructure

- Contributing to the ICON reinvestment into the SWIFT project and other funds supporting increased investment in rural broadband

Labor, Training, and Skills Development

- Contribution in funding for skills development projects such as investment in skilled trades

Colleges and Universities

- Provide advocacy and support for work being done at workforce planning boards
- Support for and need for investment in regional college campuses to serve local populations and develop programs that will match with local job needs. Fanshawe Agri-Business Management Program (London and Simcoe)
- Agricultural Equipment Operator Program in Brant County

Transportation

- Lead agency in advocating to Province ensuring that the Community Transportation Fund agreements were honoured from previous administration
- Continued support of Community Transportation investment and systems
- Lead organization in promoting need for regional Transportation Master Plan for Southwestern Ontario
- Lead organization in promoting need for Mayor's Task Force to support planning of MTO Master Transportation Plan

Agriculture Food and Rural Affairs

- Contributing agency working with Ontario Federation of Agriculture, Canadian Federation of Agriculture, Ontario Fruit and Vegetable Growers Association in

dealing with workforce crisis and issues related to Seasonal Agricultural Workforce Program and Temporary Foreign Workforce Program

Economic Development Job Creation and Trade

- Support organization in providing information to Ministry regarding needs and issues of business in the COVID 19 pandemic

Tourism

- Support organization in providing information to Ministry regarding needs and issues of business in the COVID 19 pandemic
- Collaborated closely with RTO's servicing our region – RTO # 1 and RTO # 3

Energy

- Lead agency in successful advocating for the Expansion of the Natural Gas Program Bill 32. Supporting Natural Gas Expansion to support rural residents and farm operations
- Contributor to the Committee on General Government

Members of the Opposition

- Met to reinforce position on all issues above



REPORT TO COUNTY COUNCIL

FROM: Jim Bundschuh, Director of Financial Services

DATE: November 18, 2020

SUBJECT: October 2020 Financial Update

RECOMMENDATION:

THAT the November 18, 2020, report titled, October 2020 Financial Update, submitted by the Director of Financial Services, be received and filed for information; and,

THAT 2021 budget deliberations include consideration of reserving the 2020 budgeted surplus, estimated at \$1.4 million, together with estimated Safe Restart Funding (SRF) carry-forward funding of \$900,000 to address any potential 2021 COVID related costs.

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INTRODUCTION:

The budget comparison for the County shows favourable year-to-date (YTD) performance of \$1.4 million. The County's strong financial YTD position is the result of prudent management of the COVID crisis by Council combined with significant financial support from the province. To date, the province has provided Elgin with \$1,276,000 in SRF funding and \$1,766,000 in Homes COVID funding (to cover hours, expenses and pandemic pay) and \$420,000 for paramedic pandemic pay.

DISCUSSION:

Homes YTD performance of \$815,000 is partially the result of underspending the provincial Homes COVID funding by \$429,000. This was achieved by redeploying non-Homes staff to assist with the crisis, saving \$314,000 in additional wages. Although we previously thought the province was reducing/eliminating this funding going forward when funds were not received in August, the province has offset the missed payment with a double payment in October. Based on ongoing COVID funding of \$95,000 monthly, it appears that the Homes will be able to contain performance for the remainder of this year

and for the duration of the pandemic through 2021 without drawing upon SRF funding. In addition to the \$429,000 of COVID performance, the Homes also achieved a further \$386,000 in non-COVID related performance. The province increased funding above what was contained in the budget providing an additional \$217,000 of revenue. In addition, salary vacancies provided \$75,000 in favourable performance, utility savings was \$73,000 and \$21,000 favourable in other line items.

Library Services has favourable YTD performance of \$271,000 primarily as a result of COVID related shortage of work and Economic Development has reduced program spending by \$310,000 as a result of the pandemic. All other departments had relatively small COVID related favourable and unfavourable performance netting to \$23,000 favourable across the various other departments.

	October 2020 Year-To-Date		
	Budget YTD	Actual YTD	Perf YTD
+ 0) Corporate Activities	(26,238,180)	(26,253,993)	15,813
+ 1) Warden And Council	341,996	297,837	44,159
+ 2) Administrative Services/Ag/PSB	579,325	590,747	(11,422)
+ 3) Financial Services	519,524	526,899	(7,374)
+ 4) Human Resources	446,057	436,611	9,446
+ 5) Administrative Building	600,710	524,604	76,106
+ 6) Corporate Services	572,511	648,056	(75,545)
+ 7) Engineering Services	8,851,302	8,823,922	27,380
+ 8) Homes For Seniors Services	3,757,423	2,941,883	815,540
+ 9) Museum/Archives	107,573	61,467	46,106
+ 10) Library Services	2,303,087	2,031,118	271,970
+ 11) Information Technology	895,337	876,026	19,311
+ 12) Provincial Offenses	(162,764)	(176,364)	13,600
+ 13) Ambulance & Emergency Services	2,407,189	2,541,560	(134,371)
+ 14) Economic Development & Tourism	920,700	610,269	310,431
Grand Total	(4,098,209)	(5,519,360)	1,421,151
Year-End Unspent SRF Funding			900,000
Potential SRF/COVID Reserve Available for 2021			2,321,151

If Council so chooses, the \$1.4 million of YTD performance could be used to supplement the expected \$0.9 million of year-end unspent SRF funding to support Elgin's operations during the remainder of the pandemic in 2021 for a total reserve of \$2.3 million.

FINANCIAL IMPLICATIONS:

The list below is some potential areas that an SRF/COVID reserve could be used to support Elgin's services during the duration of the pandemic in 2021. These items, based on the pandemic continuing through the first half of the year, are for example purposes only as the SRF project list will be finalized during deliberations by the Budget Steering Committee and Council between now and February.

SRF Funding Carry-Forward	900,000
2020 Performance Reserved for COVID	1,400,000
SRF and 2020 Performance Funding Carry-Forward	2,300,000
Incremental Costs/Revenue Losses	
EMS testing for Homes Staff	150,000
IT related	156,000
Ambulance	89,000
Facility modifications	80,000
Staffing/Services	48,000
PPE	25,000
Revenue losses	65,000
Total Negative Impacts	555,000
Remaining SRF/2020 Performance Funding	1,745,000

As was previously stated, based on funding history, the Homes are expected to continue to receive \$95,000 during the remainder of the pandemic. Based on our spending history in 2020, it is expected that this provincial revenue should be sufficient to cover most of the Homes needs. However, this would not cover the costs of a COVID swab testing service, for which SRF funding could be used. SRF funding could also be used for IT software to further enhance Elgin's ability to service the community with virtual tools such as EOC software, an Intranet and Council Chamber virtual meeting upgrades. Although the province has provided pandemic pay for paramedics, it has not yet provided funding for PPE and other related COVID ambulance costs. Facility modifications to the Council Chambers to support social distancing may be considered. Reception service at the Administration Building and the POA Building on court days could also be covered by SRF funding. PPE needs such as sanitizer and added cleaning will be an ongoing cost until the pandemic is over. Lastly, revenue is likely to be impacted in areas such as Planning and Land Division as activity has been slowed by COVID. This sample list of

potential uses of SRF funding would only account for \$0.6 million of the \$2.3 million of funds available. Despite this, Council may wish to reserve the 2020 budget surplus for potential COVID needs in 2021. The pandemic creates many uncertainties, including but not limited to ongoing provincial COVID funding, and a reserve based on remaining SRF funds and 2020 budget surplus would provide piece of mind that Council will have the resources to respond to whatever challenges COVID poses in 2021.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input type="checkbox"/> Ensuring alignment of current programs and services with community need. <input checked="" type="checkbox"/> Exploring different ways of addressing community need. <input type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input type="checkbox"/> Fostering a healthy environment. <input type="checkbox"/> Enhancing quality of place.	<input checked="" type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

Additional Comments:

LOCAL MUNICIPAL PARTNER IMPACT:

None.

COMMUNICATION REQUIREMENTS:

None.



CONCLUSION:

Prudent management of the COVID crisis by Council and strong financial support from the province has provided Council the opportunity to set aside up to \$2.3 million in a SRF/COVID reserve for use in 2021.

All of which is Respectfully Submitted

Approved for Submission

Jim Bundschuh
Director of Financial Services

Julie Gonyou
Chief Administrative Officer



REPORT TO COUNTY COUNCIL

FROM: Brian Lima, Director of Engineering Services

DATE: November 16, 2020

SUBJECT: Community Safety Zones

RECOMMENDATION:

THAT the report titled, “Community Safety Zones” from the Director of Engineering Services, dated November 16, 2020, be received and filed; and,

THAT staff be directed to update the County’s Community Safety Zone Policy for the establishment of these zones, for future endorsement by Council.

INTRODUCTION:

In 1998 the Ministry of the Solicitor General for the province of Ontario brought forth legislation that introduced Community Safety Zones (CSZs) to Ontario municipalities. Bill 26, an Act to promote public safety through the creation of community safety zones, was given Royal Assent on June 6, 1998 and became effective September 1, 1998.

At their November 10th, 2020 meeting, County Council directed staff as follows:

“THAT the Director of Engineering Services be directed to review past practices regarding the establishment of Community Safety Zones to determine if a by-law is recommended to extend the effective date of Community Safety Zones to the full calendar year”.

This report will discuss the purpose, past practice, and effectiveness of Community Safety Zones, and specifically address the County’s CSZ effective dates.

DISCUSSION:

What is a Community Safety Zone?

A CSZ is a section of roadway, or an intersection, designated by a road authority (by municipal bylaw) where public safety is of special concern and where certain traffic fines

have been increased for violations committed within the CSZ. The goal of a CSZ is to improve road safety on a roadway by modifying driver behaviour and encouraging compliance with traffic laws (the Highway Traffic Act RSO 1990).

The road user is made aware of the existence of a CSZ through regulatory traffic signs posted at the start, and possibly throughout the zone. Implementing a CSZ requires no physical modifications to the roadway, save for regulatory signs. Therefore, CSZs are considered an enforcement tool rather than an engineering tool.

Where and When are Community Safety Zones Implemented?

The province has intentionally provided only general guidance in the application of CSZs. Under the provincial guidelines, implementation of a CSZ is to be on road sections where “safety is of special concern”. The guidelines specifically mention, but do not require or limit the application of CSZs to, roads contiguous to schools, retirement facilities, and community centres. However, the guidelines are clear that CSZs are not an open-ended invitation to increase fines by designating an entire length of a particular road or municipality as a CSZ. This targeted concept has been applied for designated time periods (i.e. school year) and not applied to date year-round.

The main idea is for municipalities to apply CSZs in a manner that best suits their individual needs, goals, and objectives. Municipalities are encouraged to draw on the knowledge and expertise of the local police service, school boards, and other interested groups in implementing CSZs.

Existing County Community Safety Zone Inventory

To date, the County of Elgin has established fifteen (15) CSZs along county roads, predominantly within school zones and many of these locations are also within 40km/h reduced speed zones. The locations of established CSZs are provided in Appendix A (attached).

All of the County’s CSZs have been identified to be effective between September to June, from Monday to Friday and from 8:00 a.m. to 5:00 p.m. to reflect the majority of pedestrian movements particularly to and from school since all CSZs are within school areas. Typically, school areas are significantly less busy during non-school hours, therefore, the existing effective periods are appropriate. However, some municipalities have chosen to establish their CSZs to be effective “at all times”, whereas others have chosen to confine the effective times similarly as Elgin County has.

Effectiveness of Community Safety Zones

The province has given the Ontario transportation engineering community CSZs as a road safety tool. However, this tool has been offered with little guidance or warrant criteria in its application, and no supporting research to indicate its effectiveness or

efficiency. As such the transportation engineering community has been *cautious* respecting CSZs.

The caution exercised by the engineering community is well founded. While seemingly simple and obvious measures, like CSZs, may provide greater social costs than benefits, they also present a false sense of security and in some instances can decrease safety.¹ In several recent cases, municipalities like Durham Region and Middlesex County have actually discontinued and/or removed their pre-established CSZs.

A survey conducted in 2001 by Intus Road Safety Engineering Inc. of thirty (30) selected Ontario road authorities to ascertain the actions that had been undertaken by municipalities respecting CSZs, and to gather information on the effectiveness and/or efficiency of CSZs, reasonably concluded that CSZs are ineffective at changing travel speeds, or improving safety (i.e., decreasing collision frequency or severity). Further, it was found that local police had a much more accurate picture of areas that required additional enforcement, as opposed to CSZs which were typically established by municipal staff or a community group. It must be realized that the OPP has a responsibility to provide enforcement across the County, including those areas without community safety zones.

Past discussions with the OPP, recommend that the installation of CSZs be limited to areas where there is documented evidence that drivers are not operating their vehicles safely. Any request for the establishment of a community safety zone should be accompanied by a study of vehicle speeds and an accident history in the area. It shall also be noted that enforcement has a temporary effect on driver behaviour, and that education plays an important role in affecting the behaviour of drivers. In this regard, updating the County's CSZ policy should include a study of vehicle speed and collision data, not currently reflected.

Procedurally, should Council wish to extend the effective times of the established CSZs, a by-law amendment and notification to the OPP who enforce these areas is required. Signage does not reflect the effective time frames and therefore would not need to be modified.

FINANCIAL IMPLICATIONS:

None.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need. <input checked="" type="checkbox"/> Exploring different ways of addressing community need. <input type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input type="checkbox"/> Fostering a healthy environment. <input type="checkbox"/> Enhancing quality of place.	<input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:

None.

COMMUNICATION REQUIREMENTS:

Should Council extend the effective times of the established CSZs, and following a by-law amendment, notification to the OPP's Elgin Detachment who enforce these areas is required.

CONCLUSION:

Community Safety Zones (CSZs) indicate to motorists that they are within a zone where fines have been increased through a special designation under the Highway Traffic Act. All zones require municipal by-laws defining the time period when increased fines are in effect.



The County of Elgin has established fifteen (15) Community Safety Zones (CSZs) along county roads, predominantly within school zones. All CSZs on Elgin County roads have been established to be in effect between September to June, from Monday to Friday and from 8:00 a.m. to 5:00 p.m. to reflect the highest incidence of pedestrian movements particularly to and from school and are therefore appropriate.

It is up to County Council to decide how to proceed with the community safety zone program. Since data suggests that community safety zones are not effective in changing driver behaviour, and police enforcement in these areas has a short-term effect, it could be concluded that community safety zones are not the proper tool to be used to increase pedestrian safety. The OPP are more experienced and have a better vision with regards to how to effectively utilize their resources to enforce traffic regulations on the travelling public. Since the police collect their own data on vehicle speed and collision frequency, perhaps it should be left to them to decide where enforcement would most effectively protect the public.

However, County Council could choose to amend the by-law and make the CSZs enforceable at all times with an amendment to the by-law and provision of notification to the OPP's Elgin detachment.

All of which is Respectfully Submitted

Approved for Submission

Brian Lima
Director of Engineering Services

Julie Gonyou
Chief Administrative Officer

Appendix A – Community Safety Zone Locations and Details

County Road Number and Name	From	To	Hours	Days	Months
8 Currie Road Main Street	73M south of south property limit of Shackleton Line	1082M north of the south property limit of Shackleton Line	8:00 a.m. to 5:00 p.m.	Monday to Friday	January to June and September to December
15 Miller Road	West property limit of Currie Road	South limit of Lions Road	8:00 a.m. to 5:00 p.m.	Monday to Friday	January to June and September to December
19 Plank Road	50M south of the south property limit of Heritage Line	760M south of the south property limit of Heritage Line	8:00 a.m. to 5:00 p.m.	Monday to Friday	January to June and September to December
19 Plank Road	90M north of the north property limit of Jackson Line	500M south of the north property limit of Jackson Line	8:00 a.m. to 5:00 p.m.	Monday to Friday	January to June and September to December
20 Carlow Road	100M south of the north property limit of Warren Street	395M south of the north property limit of Warren Street	8:00 a.m. to 5:00 p.m.	Monday to Friday	January to June and September to December
27 Sparta Line	682M west of the southwest property limit of Quaker Road	1562M west of the southwest property limit of Quaker Road	8:00 a.m. to 5:00 p.m.	Monday to Friday	January to June and September to December
52 Ron McNeil Line	20M west of west property limit of Mill Street	390M east of the west property limit of Mill Street	8:00 a.m. to 5:00 p.m.	Monday to Friday	January to June and September to December
40 Springfield Road	South limit of Ron McNeil Line	150M south of the south property line of Ron McNeil Line	8:00 a.m. to 5:00 p.m.	Monday to Friday	January to June and September to December

Appendix A – continued...

40 Springfield Road	40m south of the south property limit of County Road #45 (Calton Line)	408m south of the south property limit of County Road #45 (Calton Line)	8:00 a.m. to 5:00 p.m.	Monday to Friday	January to June and September to December
42 Lakeshore Line	125M east of the east property limit of Robinson Street	585M east of the east property limit of Robinson Street	8:00 a.m. to 5:00 p.m.	Monday to Friday	January to June and September to December
43 Richmond Road	North property limit of Calton Line	360M north of the north property limit of Calton Line	8:00 a.m. to 5:00 p.m.	Monday to Friday	January to June and September to December
44 Eden Line	West property limit of Highway #3	660M west of the west property limit of Highway #3	8:00 a.m. to 5:00 p.m.	Monday to Friday	January to June and September to December
50 Victoria Street	South property limits of Plank Road	353m south of the south property limits of Plank Road	8:00 a.m. to 5:00 p.m.	Monday to Friday	January to June and September to December
73 John Street	South limit of Pine Street	South limit of Clarence Street	8:00 a.m. to 5:00 p.m.	Monday to Friday	January to June and September to December
74 Belmont Road	The north property limits of Talbot Line	980 M north of the north property limits of Talbot Line	8:00 a.m. to 5:00 p.m.	Monday to Friday	January to June and September to December

ⁱ Consider a “safety” measure that is *intended* to improve safety by modifying driver behaviour. If the measure has no *measured* impact on driver behaviour, but residents and other road users (i.e., pedestrians) *perceive or anticipate* an impact, then safety may be decreased because the residents may be less vigilant respecting their own safety.



REPORT TO COUNTY COUNCIL

FROM: Brian Lima, Director of Engineering Services

Peter Dutchak, Deputy Director of Engineering Services

DATE: November 16, 2020

SUBJECT: Reduced Speed Zone Consolidating By-Law

RECOMMENDATION:

THAT the report titled, “Reduced Speed Zone Consolidating By-Law” from the Director of Engineering Services, dated November 16, 2020, be received and filed, and;

THAT By-Law 20-58, being a By-Law to authorize speed limits be adopted, and any by-law inconsistent with this by-law be repealed.

INTRODUCTION:

The County of Elgin’s Reduced Speed Zone By-Law requires consolidating after a number of amendments have been made over the past few years.

DISCUSSION:

The County of Elgin’s Reduced Speed Zone By-Law was last consolidated in 2017 to include previous amendments. Since 2017, ten (10) additional amendments to the by-law have been adopted and the by-law requires an up to date consolidation as a “housekeeping” activity.

The revised, consolidated by-law is attached for Council’s information. This by-law also includes the most recent amendment to reduce the speed limit on the entire length of East Road (CR 23) to 50km/h as directed by County Council at their November 10th, 2020 meeting

FINANCIAL IMPLICATIONS:

None.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need. <input type="checkbox"/> Exploring different ways of addressing community need. <input type="checkbox"/> Engaging with our community and other stakeholders. 	<ul style="list-style-type: none"> <input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input type="checkbox"/> Fostering a healthy environment. <input type="checkbox"/> Enhancing quality of place. 	<ul style="list-style-type: none"> <input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:

None.

COMMUNICATION REQUIREMENTS:

None.

CONCLUSION:

The County of Elgin’s reduced speed zone by-law, being a by-law to authorize speed limits on County roads requires consolidation. The revised schedules have included all amendments in order to create an up-to-date comprehensive by-law.

All of which is Respectfully Submitted

Approved for Submission

Brian Lima
Director of Engineering Services

Julie Gonyou
Chief Administrative Officer

Peter Dutchak
Deputy Director of Engineering Services



REPORT TO COUNTY COUNCIL

FROM: Brian Lima, Director of Engineering Services

Michele Harris, Director of Homes and Seniors Services

Eugenio DiMeo, Manager of Corporate Facilities

DATE: November 16, 2020

SUBJECT: COVID-19 Fall Preparedness Plan - Infection Prevention and Control Capital Funding for Long-Term Care Homes

RECOMMENDATION:

THAT the report titled: “COVID-19 Fall Preparedness Plan – Infection Prevention and Control Capital Funding for Long-Term Care Homes” from the Director of Engineering Services, dated November 16, 2020, be received and filed; and,

THAT staff be authorized to assess, determine, undertake and complete identified projects that align with the Ministry of Long-Term Care (MOLTC) funding policy to support infection prevention and control measures within the County of Elgin’s Long-Term Care Homes.

INTRODUCTION:

The purpose of this report is to inform Council of the recent \$61.4 million funding announcement by the Province of Ontario for provincial long-term care homes to support improvements directly linked to improved infection prevention and control practices.

DISCUSSION:

On September 29, 2020, the Ontario government announced an investment of close to \$540 million to help protect residents, caregivers, and staff in long-term care homes from future waves of COVID-19. The funding is part of the province's COVID-19 Fall Preparedness Plan, *Keeping Ontarians Safe: Preparing for Future Waves of COVID-19*.

As part of the Plan, one of the new investment streams includes \$61.4 million for minor capital repairs, renovations, and measures in homes to improve infection prevention

and control, and more (i.e. minor upgrades to support physical distancing, updating HVAC systems, etc.). This one-time formula-based funding, administered through the Ministry of Long-Term Care (MOLTC), is eligible for projects started after April 1, 2020 and completed before March 31, 2021. The funding is based on all homes receiving a base allocation of \$50,000 and then additional funds are granted based on number of beds, age and classification of homes.

The County of Elgin's LTCHs will receive the following funding allocations.

Bobier Villa	Elgin Manor	Terrace Lodge
\$64,478	\$72,860	\$110,000

Staff are currently investigating and receiving quotes on a number of projects that would qualify for this program including, but not limited to, touchless technologies such as faucets, door controls, lighting controls; outdoor visiting shelters; plexiglass partitions for interior spaces; furnishings/small equipment; cleaning/sanitations supplies and other similar type projects.

FINANCIAL IMPLICATIONS:

County Staff advise that all of the proposed projects will be completely financed through the infection and prevention control minor capital funding program.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need. <input checked="" type="checkbox"/> Exploring different ways of addressing community need. <input type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input checked="" type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place.	<input checked="" type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input checked="" type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:

None.

COMMUNICATION REQUIREMENTS:

Staff and Homes residents, families and visitors will be advised of proposed projects and be provided advance notice of any temporary service disruptions.

CONCLUSION:

With the use of funding made available through this funding program, the County of Elgin is in a position to enhance its quality of service provided to its long-term care home residents.

Achieving an increased level of safety with respect to infection prevention and control and obtaining additional funding to assist with minor capital costs to ensure a high level of service to its residents has a direct benefit to the ratepayers of Elgin County. These enhancements will also assist in the fight against the spread of COVID-19 in our County long-term care Homes.

All of which is Respectfully Submitted

Approved for Submission

Brian Lima
Director of Engineering Services

Julie Gonyou
Chief Administrative Officer

Michele Harris
Director of Homes and Seniors Services

Eugenio DiMeo
Manager of Corporate Facilities



REPORT TO COUNTY COUNCIL

FROM: Brian Lima, Director of Engineering Services

Michele Harris, Director of Homes and Seniors Services

Eugenio DiMeo, Manager of Corporate Facilities

DATE: November 16, 2020

SUBJECT: Long-Term Care Minor Capital Program

RECOMMENDATION:

THAT the report titled “Long-Term Care Home Facility Minor Capital Program” from the Director of Engineering Services, dated November 16, 2020, be received and filed; and, THAT staff be authorized to undertake and complete the identified projects to take full advantage of the approved Year 1 funding.

INTRODUCTION:

The purpose of this report is to inform Council of the recent Long-Term Care Minor Capital Program announcement by the Province of Ontario for provincial long-term care homes. The program makes available \$22.8 Million to support long-term care home operators in maintaining their homes in an optimal state of repair while ensuring the safety of their residents.

DISCUSSION:

On July 23, 2020, the Ontario Ministry of Long-Term Care launched a new Minor Capital Program to support long-term care home operators in maintaining their homes in an optimal state of repair while ensuring the safety of their residents.

The new program effectively replaces the Structural Compliance Premium, 1999 (SCP-1999), paid under the *Policy for Funding Construction Costs of Long-Term Care Facilities, April 1999*. The new program is targeted to former SCP-1999 recipients and other long-term care homes with beds not already receiving other forms of capital funding (e.g. the Construction Funding Subsidy (CFS) paid under a development agreement between the operator and the ministry, or the Structural Compliance Premium, 2009 (SCP-2009), paid under the *Structural Compliance Premiums for Self*

Funded Renewal Projects, 2009. To ensure there is no gap in funding, the new program was made effective April 1, 2020 to coincide with the discontinuance of the SCP-1999, and will be phased in over four years.

The ministry is committing up to \$22.8 million to the program. Funding will be provided to eligible operators who are party to a Letter of Agreement for Ministry Direct Funding to Long-Term Care Homes (Direct Funding Agreement, or DFA).

To help long-term care homes plan and adjust for future minor capital priorities, the program will be phased in over four years:

- In Year 1, the program will be targeted only to homes that received SCP-1999 as of March 31, 2020. These homes will receive the same allocation as their 2019-20 SCP-1999 payment. No other homes will receive MC funding for Year 1.
- In Years 2 through 4, funding will be expanded through the phased-in approach to include former SCP-1999 recipients as well as other long-term care homes with eligible beds, defined as beds not receiving any other capital-related funding (either the CFS or the SCP2009) as of March 31, 2020.

Once the new funding model is fully phased-in, eligible homes will receive a \$5,000 base allocation, plus a \$1.42 per diem amount for each eligible bed. The \$5,000 base allocation will ensure all eligible licensees receive a minimum allocation which will help ensure smaller homes with fewer beds are supported, while the per diem portion will help support larger homes.

The County of Elgin has received the following Minor Capital Program funding amounts:

Phase	Bobier Villa	Elgin Manor	Terrace Lodge
2020 - 21 (Year 1)	\$62,412	\$0 (Receiving CFS)	\$36,504
2021 – 22 (Year 2)	\$46, 809	\$0 (Receiving CFS)	\$47,705
2022 -23 (Year 3)	\$34,543	\$0 (Receiving CFS)	\$56,830
2023 – 24 (Year 4)	\$34,543	\$32,211	\$56,830

Staff have identified potential Year 1 projects at both Bobier Villa and Terrace Lodge that fall within the funding parameters. At Bobier Villa, a number of previously approved projects, in progress/completed (e.g. roof replacement, spa/tub room upgrades), since April 1, 2020 qualify for the funding. Staff recommend that the Year 1 funding for Bobier Villa be applied to these projects.

At Terrace Lodge, staff recommend that the Year 1 funding be utilized for the replacement of the pool room ceiling, which would include asbestos abatement of the current ceiling tiles.

FINANCIAL IMPLICATIONS:

County Staff would advise that all of the proposed projects will be significantly financed through the minor capital funding program. The net effect of the funding would make previously committed capital funds available for other uses.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need. <input checked="" type="checkbox"/> Exploring different ways of addressing community need. <input type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input checked="" type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place.	<input checked="" type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input checked="" type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:

None

COMMUNICATION REQUIREMENTS:

Staff and homes residents, families and visitors will be advised of proposed projects and be provided advance notice of any temporary service disruptions.

CONCLUSION:

With the use of new funding made available through the Ministry of Long-Term Care's new Minor Capital Program, the County of Elgin is in a position to maintain its homes in an optimal state of repair while ensuring the safety and quality of service provided to its residents.



All of which is Respectfully Submitted

Approved for Submission

Brian Lima
Director of Engineering Services

Julie Gonyou
Chief Administrative Officer

Michele Harris
Director of Homes and Seniors Services

Eugenio DiMeo
Manager of Corporate Facilities





REPORT TO COUNTY COUNCIL

FROM: Julie Gonyou, Chief Administrative Officer

DATE: November 11, 2020

SUBJECT: Council Home Internet

RECOMMENDATION:

THAT staff be directed to incorporate Council's feedback into proposed amendments to Council Policy for approval at a future meeting; and,

THAT any costs associated with a change in Council Policy related to home internet compensation be included in the Draft 2021 Budget.

INTRODUCTION:

Like most other meetings during the pandemic, Council meetings have largely gone virtual. Prior to changes in provincial legislation brought about by the pandemic, Elgin County Councillors had to be physically present in order to vote and to be counted towards quorum (the number of members necessary for a Council meeting to be considered valid). The Province has announced that virtual meetings can continue and Council amended its Procedural By-law 19-41 to allow for hybrid (combined in-person and virtual) meetings on an ongoing basis. This will allow Councillors to call into meetings (phone or virtual), if they are sick or if circumstances otherwise prevent them from attending in-person and Members will still count toward quorum.

The purpose of this report is to encourage Council to discuss and provide direction to include compensation to offset internet costs for County Councillors.

BACKGROUND:

The pandemic has heightened the need for internet in Elgin County. Council is well aware that reliable and affordable high-speed internet is neither readily available or affordable in Elgin County.

As social distancing drives Council meetings, conferences, workshops and other meetings to the virtual space for some Councillors, Council may wish to consider whether Councillors should be compensated for their home internet service. Since unlimited data packages are generally unavailable in Elgin, it is very easy for rural internet customers to exceed their data cap. Devices that were once used staggered throughout the day are now running simultaneously, thinly dividing the bandwidth between them on the home network. For some users, once you have reached your data cap, internet service slows, to the point where it is impossible to even receive emails.

Example:

To use the Chief Administrative Officer's (CAO) home internet packages as an example (note: these costs are covered personally by the CAO and are not a corporate expense):

The CAO is an Elgin County resident (Central Elgin) and relies on two (2) types of internet for business, school and personal use:

-
- Wireless Internet \$95/month (5 gig cap)
 - Satellite Internet \$119/month (5 gig cap)

Both services have severe limitations, particularly during peak times and when other users at home are using the internet at the same time as a virtual meeting is being held. There have even been times when the CAO has relied on a cellphone "hot spot" to participate in a virtual meeting from her home office. Service limitations aside, for the CAO, it is easy to use the entire 10 gigs of data entirely part-way through the month when participating in 8-10 virtual meetings/day.

DISCUSSION:

Depending on where a Councillor lives will impact the type of services available. Household with access to a fibre network can have access to unlimited data at affordable rates, but we know that much of the County is not covered by such service. A cellular plan could be added to a councillor's device (i.e. iPad or computer) as another option. Unlimited data is available at \$50 per month through the provincial vendor of record pricing. Three (3) Councillor's currently are on this cell data plan. However, this option may not be viable for all Councillors due to access to a sufficient cell signal. As previously noted, wireless and satellite internet services are expensive and with limited data, it is unrealistic to share the limited data with both personal and Council business.

It is recommended that County Council consider funding the self-supply of standard high-speed Internet service at the Council Member's "home office", noting that any upgrade to premium high-speed Internet service would be at the additional expense of the individual Council Member.

It is recommended that Council consider the following options:

1. Supply Councillors with a cellular plan for their device;
2. Councillors receive a monthly or yearly stipend for "home office" internet; (if so, how much is appropriate – note: this should exclude personal use and cover business use only);
3. Councillors receive additional compensation to offset internet costs on a per meeting basis (note: administrative burden); or
4. Councillors do not receive compensation or funds to support "home office" internet.

If option 1 is selected, any Councillor wishing to use a cell data plan would approach the County's IT department to get it set up. If option 3 is selected, the monthly cost of the plan would be paid by the County on a per meeting basis. For other forms of connectivity, it would be the responsibility of the individual Councillor to set up a service plan and make monthly payments and remit expenses for an amount determined by Council.

It should be noted that any compensation provided for a data plan is considered a taxable benefit by the federal government and will be included in the Councillor's T4 statements.

CONCLUSION:

Any costs associated with a change in Council Policy will be included in the 2021 Budget.

All of which is Respectfully Submitted

Julie Gonyou

Chief Administrative Officer



REPORT TO COUNTY COUNCIL

FROM: Julie Gonyou, Chief Administrative Officer

DATE: November 17, 2020

SUBJECT: Warden's Election 2021

RECOMMENDATION:

THAT Elgin County Council endorse a COVID-safe procedure to elect the new Warden for 2021; and

THAT the following procedural adjustments be adopted for the election of the 2021 Warden for the County of Elgin; and

THAT the 2021 inaugural meeting to elect the 2021 Warden be held as a hybrid (in-person and virtual) meeting; and

THAT the secret ballot method for electing the Warden be replaced with an online poll; and

THAT additional nominations for the 2021 Warden be delivered in writing to the CAO/Clerk no later than 12:00 PM Thursday November 26, 2020; and

THAT the 2021 inaugural meeting to elect the Warden take place at 7:00 PM Tuesday, December 8, 2020; and

THAT the following sections of Elgin County's Procedural By-law 19-40, as amended by By-Law 20-47 which allows for electronic participation of Members of Council, be temporarily amended as indicated below for the purposes of the election of the 2021 Warden;

- Section 9 (d – amended); and
- Section 9 (f) (ii – amended)
 - (vi – amended)
 - (vii – amended)
 - (viii – amended)
 - (ix – amended)

Amendments:

9. Inaugural Meeting and Annual Election of Warden

- (d) The annual election of the Warden shall be held in the evening of the second Tuesday of the month of December, or at such hour and on such day thereafter as the majority of the Members of Council are present ~~in the Council Chamber~~, **either virtually or in-person**.
- (e) Section 233 of the Act requires Council to appoint the Head of Council (“Warden”) at its first Meeting. No other business shall be conducted until the Head of Council is confirmed. **(note: no changes)**
- (f) For the appointment of the Warden, the following regulations and procedures shall be followed:
- i. The CAO/Clerk shall take the Chair at seven o’clock in the evening of the second Tuesday of the month of December in each year, or at such hour and on such day thereafter as the majority of the Members of Council are present ~~in the Council Chamber~~, **either virtually or in-person**;
 - ii. The CAO/Clerk shall prepare **an secret online poll ballots** for voting;
 - iii. The CAO/Clerk shall inform the Members that he or she is ready to proceed with the election of one of their Members to be Warden, unless only one Member indicates his or her intention to run for the Office, in which case the election procedure is dispensed with in favour of a resolution appointing the Warden;
 - iv. The CAO/Clerk shall ask those Members of Council seeking the Office of Warden to stand;
 - v. The CAO/Clerk shall announce that any person aspiring to the position of Warden shall be granted an opportunity, not exceeding five (5) minutes, to address Council. Candidates will address Council in alphabetical order;
 - vi. Voting shall be by secret **online poll ballot and balloting and polling** will continue until a candidate obtains a majority of votes. The CAO/Clerk shall count the votes **obtained through the online poll**, in the presence of a representative/witness to be chosen by the CAO/Clerk;
 - vii. In the event there are more than two (2) candidates, the candidate receiving the lowest number of votes shall retire. At no time shall the actual number of votes received by any candidate be announced, only the name or names of the successful candidate during such round of voting;

- viii. If two (2) candidates with the least number of votes are tied, then a tie-breaker ballot between the two lowest (tied) votes shall take place;
- ix. By Motion, the CAO/Clerk shall be directed to destroy the **online poll ballots** after the election has been completed;
- x. For the purposes of electing the Warden, each Member of County Council shall have one vote;
- xi. In the case of an equality of votes for Warden, the successful candidate shall be determined by the CAO/Clerk placing the names of the candidates on equal sized pieces of paper in a box and one name being drawn by a person chosen by the CAO/Clerk; and
- xii. The Warden-Elect shall forthwith sign and declare and read aloud the Declaration of Office and, on completion thereof, he or she shall take the Chair.

DISCUSSION:

- The Warden's Election will take place on Tuesday, December 8th at 7:00 p.m. The meeting will be held at 450 Sunset Drive (County Administration Building) in the Council Chambers.
- Attendance at the meeting will be restricted to Elgin County Councillors, their families (limited numbers) and support staff.
- The meeting will be live-streamed and recorded.
- Changes to Council's Procedural By-Law are required to reduce the risk of spreading COVID-19 and to ensure Council Members have the option of participating in the meeting either in-person or virtually.
- Council Members will have the option of attending the meeting in-person or virtually. Members are asked to notify the CAO in advance of December 8th as to whether they will attend in-person or virtually.
- It is recommended that any additional nominations for the 2021 Warden be delivered in writing to the CAO/Clerk no later than 12:00 PM Thursday November 26, 2020
- Whether attending in-person or virtually, all Council Members will use an online poll to cast their vote for Warden. This poll will be **anonymous** and will ensure "secret balloting" is possible in a hybrid meeting format. The CAO/Clerk will not be able to identify voters through this poll.
- The online poll will be tested extensively in advance of the Warden's Election.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input type="checkbox"/> Ensuring alignment of current programs and services with community need. <input type="checkbox"/> Exploring different ways of addressing community need. <input type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input type="checkbox"/> Fostering a healthy environment. <input type="checkbox"/> Enhancing quality of place.	<input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

Additional Comments:

LOCAL MUNICIPAL PARTNER IMPACT:

Notice of the Warden's Election will be sent to Local Municipal Partners.

COMMUNICATION REQUIREMENTS:

Notice of the Warden's Election will be posted on the County's website and through social media. Information will also be shared with local media outlets via media release and to past-Wardens.

CONCLUSION:

Ensuring the health and safety of staff and our community has remained a top priority for Elgin County Council. As such, the above noted recommendations will ensure we are able to conduct the Warden Election in a format that adheres to public health guidelines while maintaining the format that has been in place for this event for decades.



All of which is Respectfully Submitted

Julie Gonyou

Chief Administrative Officer



REPORT TO COUNTY COUNCIL

FROM: Julie Gonyou, Chief Administrative Officer

DATE: November 18, 2020

SUBJECT: Service Delivery Review – Staff Report and Preliminary Recommendations

RECOMMENDATION:

THAT the report titled “Service Delivery Review – Staff Report and Preliminary Recommendations” from the Chief Administrative Officer, dated November 18, 2020 be received and filed; and

THAT the staff recommendations be revised based on feedback received from County Council and that this planning document be used to support Council and Staff Action Plans for 2021.

INTRODUCTION:

Elgin County Council received the Municipal Service Delivery Review (SDR) completed by StrategyCorp Inc. at its meeting on November 10, 2020. Staff were directed to provide Council with additional information, recommendations and suggested timelines associated with the recommendations put forward by the consultants.

The attached chart provides additional information to County Council with respect to the SDR. The following information will provide Council with information that will aid in its review of the chart:

- “Quarterly timelines” are used Q1/Q2/Q2/Q4.
- “Short-term” often refers to projects that are currently underway, imminent or will begin in Q1/Q2.
- “Medium-term” generally begins sometime Q3/Q4 and can extend to the end of year 2 (2022).
- “Long-term” indicates 2 years or longer.

DISCUSSION:

This year, for the first time in its Corporate history, Elgin County engaged a consultant team (StrategyCorp Inc.) to undertake a Municipal Service Delivery Review. Elgin received \$125K in funding through the Ministry of Municipal Affairs and Housing to support the Municipal Service Delivery Review. The total cost of the SDR was \$189k.

The SDR review included a systematic review of municipal services and programs to determine the most appropriate way to deliver them. The review looked for internal improvements and investigated other methods available to deliver the service/program. A review of local municipal partner/City of St. Thomas shared services was also undertaken to seek new opportunities for shared services and to identify ways to improve current shared services. Generally, the consultants were tasked with finding efficiencies and reducing the costs to delivering services.

FINANCIAL IMPLICATIONS:

None.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need. <input checked="" type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place.	<input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:

None.

**COMMUNICATION REQUIREMENTS:**

None.

CONCLUSION:

Council has a critical role in representing the public and considering the well-being of community members by determining which services the County provides, as well as providing direction on the specific outcomes or deliverables it wants staff to achieve. A number of the recommendations will require an investment in time and resources to explore. It is recommended that Council commit to thoroughly exploring each one of the 110 recommendations in the report and consider how this work will be accomplished as part of its 2021 Action Plan meeting (January 2021) and Staff Action Plan development.

All of which is Respectfully Submitted

Julie Gonyou

Chief Administrative Officer

Elgin County Service Delivery Review Recommendations

SDR Recommendation	Department(s)	Priority Status	Notes:	Recommended Next Steps/Timeline
Long-Term Care Homes (LTCH) Long-Term Strategy				
The consultants recommend that LTCH large transformation projects take place in 2024 and beyond. Incremental change projects are recommended to commence in year 2022 and 2023.				
1. Create a municipal service board by attracting a professional board and CEO.	Council, Office of the CAO/Clerk and Long-Term Care Home	Long-Term Strategy	SDR Recommendations 1, 2 & 3 are linked.	Council consider this initiative as part of their 2021 Action Plan to support its 2020-2022 Strategic Plan.
2. Explore and evaluate partnership opportunities including divestment opportunities.	Council, Office of the CAO/Clerk and Long-Term Care Home	Long-Term Strategy	SDR Recommendations 1, 2 & 3 are linked.	Council consider this initiative as part of their 2021 Action Plan to support its 2020-2022 Strategic Plan.
3. Monitor provincial policy changes and how it affects the County homes.	Council, Office of the CAO/Clerk and Long-Term Care Home	Short-Term (Q1-Q2 2021)– Immediate and Ongoing	Could impact budget (2021 and beyond) and could impact Council's interest in exploring SDR Recommendations 1 & 2.	This is ongoing. Reports and updates will be provided to County Council once available.
Long-Term Care Homes (LTCH) Short-Term Strategy				
1. Invest in an online recruitment software	Human Resources, Long-Term Care, Information Technology	Immediate	2021 Budget	Underway
2. Invest in a digital scheduling software (including the use of robocalls to schedule on-call shifts)	Human Resources, Long-Term Care, Information Technology	Immediate	2021 Budget	Underway
Notes:				
1. Public Inquiry into the Safety and Security of Residents in the Long-Term Care Homes System: increasing awareness, prevention, deterrence and detection of intentional harm in Long-Term Care Homes. Ministry of Long-Term Care Home – Report on the Gillese Inquiry https://files.ontario.ca/mltc-report-back-gillese-inquiry-en.pdf was published on July 30, 2020. The Ontario Government is committed to an ambitious modernization of Long-Term Care and developing a resident-centred system.				
2. Province announced plans on November 2, 2020 to increase direct care for Long-Term Care Residents for four (4) hours per day https://news.ontario.ca/en/release/59030/province-increasing-direct-care-for-long-term-care-residents-to-four-hours-per-day . Changes to funding for direct care will be realized incrementally over the next 3-4 years.				
3. Province noted: “changes will not happen overnight, as we have to hire and train a great number of staff and build modern new facilities so our residents get the level of care they deserve”.				

Sector Updates:

1. The Ontario Government is committed to creating 30,000 new long-term care beds over the next decade. <http://health.gov.on.ca/en/pro/programs/ltc/>
2. The Ontario Government published a Long-Term Care Staffing Study on July 31, 2020 <https://files.ontario.ca/mltc-long-term-care-staffing-study-en-2020-07-31.pdf>
3. Ontario's Long-Term Care Licensing Public Consultation Registry (<https://www.ontario.ca/page/ontarios-long-term-care-licensing-public-consultation-registry>) The Ministry of Long-Term Care (MLTC) conducts ongoing consultations to gather public input before deciding on a licensing proposal for a long-term care home. Licensing transactions may include, for example, transferring a licence to a new owner or location, or issuing a new licence post-redevelopment.
4. Long-Term Care COVID-19 Commission: <https://www.ontario.ca/page/long-term-care-covid-19-commission> The Ontario government has launched an independent commission to investigate spread of COVID-19 within Long-Term Care Homes, how residents, staff and families were impacted and the adequacy of measures taken by the province and other parties to prevent, isolate and contain the spread. Ontario's Long-Term Care COVID-19 Commission Terms of Reference: http://www.ltccommission-commissionsld.ca/li/pdf/TOR_LTC_COVID_Commission_updated-October_2020.pdf
5. Ontario's Long-Term Care COVID-19 Commission Interim Recommendations, released on October 23, 2020: http://ltccommission-commissionsld.ca/ir/pdf/20201023_First%20Interim%20Letter_English.pdf (Key Recommendations: addressing staffing immediately, including personal support workers and nurses, and more full-time positions to ensure stability and retention. To address neglect, the commission recommends requiring a daily average of four (4) hours of direct care per resident).

Relevant Legislation:

Long Term Care Homes Act, 2007, S.O. 2007 c.8 (link: <https://www.ontario.ca/laws/statute/07l08>)

Bill 218, Supporting Ontario's Recovery and Municipal Elections Act, 2020 (link: <https://www.ola.org/en/legislative-business/bills/parliament-42/session-1/bill-218>) (October 20, the Ontario government introduced Bill 218, the Supporting Ontario's Recovery and Municipal Elections Act. If passed, Bill 218 will provide liability protection to individuals, businesses and other organizations that will make an honest effort to follow public health guidelines against COVID-19 exposure-related lawsuits.

Organizational Redesign				
SDR Recommendation	Department(s)	Priority Status	Notes:	Recommended Next Steps/Timeline
Create Corporate Services Department overseen by Director of Corporate Services/Deputy Clerk.	Council, Office of CAO/Clerk, Management Team, Human Resources	Medium-Term <ul style="list-style-type: none"> Assess ½ way through 2021 and consider for 2022 Action Plan. 	Must align with Legal Department Succession Plan and evolving needs for Corporate and Local Municipal Partners legal needs.	First step: complete an organizational review of Legal Services Department to identify needs for succession plan. Aim to have this completed Q1-2021.
Move Planning and Land Division to their own department to better deliver planning as a shared service.	Council, Office of CAO/Clerk, Manager of Planning, Human Resources	Medium-Term <ul style="list-style-type: none"> Assess ½ way through 2021 and consider for 2022 Action Plan. 	SDR recommends that Manager of Planning position evolve into Director position following expanded service offerings to Local Municipal Partners.	First step: assess ways to support Local Municipal Partners in their planning/development needs. Provide a report to County Council in Q2-2021.
Transfer economic development services to a standalone, economic development corporation with the City of St. Thomas.	Council, Office of CAO/Clerk, Human Resources, Economic Development.	Short-Term	SDR recommends that a Joint Economic Development Corporation be formed with St. Thomas. Following discussion with the City of St. Thomas and St. Thomas Economic Development Corporation, it is recommended that Tourism be considered as part of this review.	First step: gather information about the governance, finances and structure of the St. Thomas Economic Development Corporation and share information about the County's Economic Development/Tourism department with the St. Thomas Economic Development Corporation. Second step: analyze information and provide Council with a report, including recommendations and options for consideration Q1/Q2.
Move IT to corporate Services and eventually transition to an IT Department.	Council, Office of CAO/Clerk, Human Resources, Financial Services	Short-Term to Medium-Term	Timing is contingent upon Council's direction to create a Corporate Services Department. In the interim, much policy work and strategic leadership is required to support IT. This will be provided by the	Establish an internal (staff) Technology Committee (cross-departmental) to discuss corporate-wide IT activities and concerns. Focus on developing internal policies to support hardware replacement, etc.

			Director of Financial Services and the CAO/Clerk. Interim report to Council – as progress update in Q2 – 2021.	Roll-out short-term technologies, as recommended by the SDR and as approved by County Council (2021). County Leadership to work closely with counterparts at City of St. Thomas to identify opportunities to work closely together and achieve efficiencies.
Transfer long-term care homes management and operations to a standalone municipal services Board.	Council, Office of CAO/Clerk, Human Resources, Financial Services, Homes and Long-Term Care	Short-Term to Medium-Term	Long-Term Care Home (LTCH) Commission currently underway. It is recommended that Council wait until preliminary or final results of Commission/Inquest are received. Changes to Elgin's LTCH funding envelope, particularly the Provincial investment will be a key factor as Council considers divestment or transferring operations to a standalone municipal services Board.	First Step: CAO to bring information report to County Council Q1-2021 (with background on special purpose bodies, financial considerations, benefits/risks, best practice models, etc.). Second Step: Council to direct next steps for Q2-2021 and beyond.
Transfer EMS contract management responsibilities to the Fire Trainer/CEMC.	Council, Office of CAO/Clerk, Human Resources, Fire Training Officer/CEMC	Short-Term to Medium-Term	Transfer of funds between departments to be	Council consented to this change in reporting relationship.
Given the engineering department's reliance on consultants, explore cost-benefit analysis of bringing more positions in-house. As part of this departmental restructuring, it should consider changing titles to better reflect the roles and responsibilities of positions.	Council, Director of Engineering Services, Human Resources, Office of CAO/Clerk	Short-Term to Medium Term	Working closely with HR, the Director of Engineering Services will develop an organizational plan to support a business case for in-house design and other efforts to reduce the department's reliance on consultants.	It is anticipated that a business case will be prepare and presented to Council Q2 2021.
Improvements to Manual Processes				
Immediately create a training manual for all digital tools, like Laserfiche and Kronos.	IT	Short-Term (immediately)	Identified by consultants as "immediate"	To be included in IT's Action Plan for Q1-Q2 2021.

Continue to pursue scheduled RFP as planned to procure one or two software solutions to streamline manual and paper-based processes across the organization.	IT and impacted Department Leaders	Ongoing	A number are currently being reviewed by the Budget Committee.	Council-approved initiatives will be included in IT's Action Plan for 2021/2022.
Formalize an Internal Project Management structure with clear roles and responsibilities, a project manager, and project resources to drive project cadence, meet key milestones, and support the integration of this important initiative across the affected departments within the organization.	Management Team	Ongoing and project-based	Immediate changes can take place by developing project management guiding principles and applying them to new projects.	It is anticipated that Management Team will commence work on this Q1-2021.
IT Services				
Hire a Director of Corporate Services and move IT into the Corporate Services Department.	Council, IT, Office of the CAO/Clerk, Human Resources, Director of Finance	Medium Term	Immediate work is required to update policies and develop a work/action plan for 2021.	CAO/Clerk will work with the Director of Finance and IT Manager to develop an action plan for 2021. Council will consider this initiative along with any changes associated with the development of a Corporate Services Department. It is anticipated this work will take place Q2-Q3 2021 and be ongoing for the balance of 2021.
Mandate that the current IT staff work with the Director of Corporate Services to create a County-focused, three-year digital transformation strategy.	Council, IT, Office of the CAO/Clerk, Director of Finance, Management Team	Medium-Term and ongoing	It is recommended that a work/action plan be developed early in 2021 and that work on a three (3) year Digital Transformation Strategy follow.	Work on a Digital Transformation strategy is recommended following development of a work/action plan to address the IT department's immediate needs.
Once Elgin's IT functionality is improved, begin attracting other LMPs and partners to the service and hire a Director of IT.	Council, IT, Office of the CAO/Clerk, Director of Finance, Management Team (& Local Municipal Partners)	Medium-Term and ongoing		A number of items must be addressed first before the service is well-positioned to take on additional Local Municipal Partner's IT needs through a formalized shared service agreement.
Expand the IT Department. (LMP and City of St. Thomas partnerships)	Council, IT, Office of the CAO/Clerk, Director of Finance, Management Team (& City of St. Thomas)	Long-Term	Consultants suggest that this is a longer-term strategy.	Even though this has been identified as a long-term strategy, a stronger connection to encourage collaboration with the City of St. Thomas will be encouraged.

Design Principles for Service Coordination				
Codify consultation processes for new shared services.	Office of the CAO/Clerk, Management Team, Local Municipal Partner CAOs (to kick off)	Short-Term to Medium-Term	It is recommended that this work take place prior to entering into new shared services arrangements with our Local Municipal Partners.	Elgin's CAO/Clerk will arrange to have a SDR kick-off meeting with Local Municipal Partners to discuss opportunities identified in the Service Delivery Review and devise a plan together.
Codify risk mitigation strategies into agreements.	Council, Management Team, Office of the CAO/Clerk and Local Municipal Partners	Ongoing		It is recommended that risk mitigation strategies be developed and included in any revised shared services agreements as well as any new agreements with Local Municipal Partners.
Undertake independent appraisals for the costs of delivery for shared services.	Council, Local Municipal Partners, Director of Engineering Services and Director of Finance	Short-Term (Q1-Q2 2021)	The SDR suggests that the costs associated with the Road Maintenance Agreement be reviewed by a third-party consultant.	Seek Council's consent to include funds to support a consultant to undertake this work in the 2021 budget.
Do not use a weighted County levy option for cost structures.	Council	Ongoing		
Add shared services as a standing item on the County-LMP CAO meeting agendas.	CAO/Clerk and Local Municipal Partner CAOs	Ongoing		
Establish governing processes for the current advisory committee for the roads maintenance agreement.	Director of Engineering Services, Office of the CAO/Clerk, Local Municipal Partners, Local Municipal Public Works Managers/Directors.	Short-Term (Q1-Q2 2021) to align with the independent appraisal of RMA.	Closely linked to SDR recommendation to "undertake independent appraisal for the costs of delivery for shared services"	This will involve extensive engagement with our Local Municipal Partners and work can begin following Council's direction as to whether to include this in the 2021 Budget.
Conduct annual reviews of all shared services.	Office of the CAO/Clerk, Local Municipal Partner CAOs	6-month and 12-month check-in recommended in 2021, with plans for an annual comprehensive review in successive years	This is a critical component to ensuring ongoing success of our shared services with Elgin's Local Municipal Partners.	Annual report will be provided to Elgin County Council and municipal partner Councils. Benchmark data will be collected at the 6-month and 12-month mark in 2021 and reported to Council.
Road Maintenance Agreement				
Add the RMA as a standing item on the CAO meeting agenda.	Addressed above.			

Establish governing processes for the current advisory committee for the roads maintenance agreement.		Addressed above.			
Codify policies for working together to discuss, resolves issues on, and continue to improve the RMA.			Short-Term (Q1-Q2 2021) to align with the independent appraisal of RMA.	Closely linked to SDR recommendation to “undertake independent appraisal for the costs of delivery for shared services”	This will involve extensive engagement with our Local Municipal Partners and work can begin following Council’s direction as to whether to include this in the 2021 Budget.
Develop service standards and best practices to further clarify the Schedule C Scope of Services expectations.			Short-Term (Q1-Q2 2021) to align with the independent appraisal of RMA.	Aligns with Codifying Policies, independent review of costing.	Subject to Council’s direction.
Undertake an independent review of the funding arrangement.		Addressed above.			
Improve the financial reporting process.		Director of Engineering Services, Office of the County CAO/Clerk, Local Municipal Partners, Public Works Managers/Directors	Short-Term (Q1-Q2 2021) to align with the independent appraisal of RMA.	Aligns with other RMA recommendations.	
Improve and digitize the quarterly reporting process.		Director of Engineering Services, Local Municipal Partners, Public Works Managers/Directors	Short-Term (Q1-Q2 2021) to Medium Term - to align with the independent appraisal of RMA and associated follow-up.	Aligns with other RMA recommendations.	Will involve extensive coordination with Local Municipal Partners (including buy-in) and could involve investment. Recommendations will be presented to Council as Medium-Term options or once available.
Collaborative Procurement					
Option 1:	Hire procurement specialist at the County	Council, Office of the CAO/Clerk, Local Municipal Partners (CAOs and Directors of Finance/Treasurers), Procurement Officer, Director of Finance	Discussions with Local Municipal Partners to commence Q1-2021	Gauge interest first, develop business case in Q3-4 2021 or in 2022. It is recommended that this work follow the work on the RMA (2 nd half of 2021).	This initiative will involve extensive coordination with Local Municipal Partners. Options will be presented to Council if work on the RMA progresses well and once any issues regarding communications/governance related to the County’s management of contracts have been resolved.
Option 1:	Support LMPs on an hourly or project basis				
Option 1:	Work with LMPs to identify shared contract opportunities				

Option 1:	Demonstrate Savings				
Option 1:	Transition to contribution agreement				
Option 2:	LMP consultation for shared contract opportunities				
Option 2:	Negotiate contribution agreement				
Option 2:	Hire procurement specialist at the County				
Development Services					
Improve the processes, technology, training, staffing, and skills development of the Land Division Committee.	Council, Office of the CAO/Clerk and Manager of Planning	Planning phase Q1-2021, execution Q2-2021 and beyond.	Manager of Planning to work with Land Division Committee to find ways to improve the LDC process and end-user experience.	A number of changes have already been made since the New Manager of Planning joined the County in April 2020. An update will be presented to County Council part-way through 2021. Regular updates, options and development opportunities will be presented to the Land Division Committee.	
Explore and co-create an RPP support model for interested LMPs that improves resident experience.	Council, Office of the CAO/Clerk, Manager of Planning, Local Municipal Partners (CAOs and Planners/Consultants)	Discussions with Local Municipal Partners to commence Q1-2021	Gauge interest first, develop business case in Q3-4 2021 or in 2022. It is recommended that this work follow the work on the RMA (2 nd half of 2021).	This initiative will involve extensive coordination with Local Municipal Partners. Options will be presented to Council if work on the RMA progresses well and once any issues regarding communications/governance related to the County's management of contracts have been resolved.	
Launch model and demonstrate its benefits to non-participating LMPs.	Must be considered with "Explore and co-create an RPP support model for interested LMPs that improves resident experience".				
Review need for other development services coordination in the County.	Must be considered with "Explore and co-create an RPP support model				

	for interested LMPs that improves resident experience”.			
Human Resources as a Shared Service				
Identify and promote consulting services to LMPs.	Council, Office of the CAO/Clerk, Director of Human Resources, Local Municipal Partners	Discussions with Local Municipal Partners to commence Q1-2021	Gauge interest first, develop business case in Q3-4 2021 or in 2022. It is recommended that this work follow the work on the RMA (2 nd half of 2021).	This initiative will involve extensive coordination with Local Municipal Partners. Options will be presented to Council if work on the RMA progresses well and once any issues regarding communications/governance related to the County’s management of contracts have been resolved.
Begin and manage consulting projects for LMPs.	Same as other Shared Services, non-RMA recommendations.			
Begin exploring formalizing shared service with frequent LMP consulting clients.				
Attract more LMPs to formalized shared service.				
Economic Development				
Agree on funding model that maximizes the County’s and City’s municipal contributions and reduces duplications.	Council, Office of CAO/Clerk, Human Resources, Economic Development.	Short-Term	SDR recommends that a Joint Economic Development Corporation be formed with St. Thomas. Following discussion with the City of St. Thomas and St. Thomas Economic Development Corporation, it is recommended that Tourism be considered as part of this review.	First step: gather information about the governance, finances and structure of the St. Thomas Economic Development Corporation and share information about the County’s Economic Development/Tourism department with the St. Thomas Economic Development Corporation. Second step: analyze information and provide Council with a report, including a business case, recommendations and options for Council’s consideration Q2 2021 or once available.
Create a governance structure that has a mix of County and City elected officials and business representatives.	Same as above.			

Determine roles, responsibilities, and specializations for the County's and City's staff to improve productivity.	Same as above.			
Create a corporation strategy with feedback from both the County and City Councils and business communities.	Same as above.			
Libraries				
Formalize procurement of hardcopy and e-resources.	Council, Director of Community and Cultural Services, Office of the CAO/Clerk, St. Thomas Public Library.	Short Term Q1-2021 and on an ongoing basis.		Staff-level discussion have commenced.
Explore partnerships for new facilities in high growth areas.	Council/City Council/St. Thomas Public Library, County Community and Cultural Services, Office of the CAO			
Explore partnerships for innovative service models.	Council, Director of Community and Cultural Services, Office of the CAO/Clerk, St. Thomas Public Library.	Ongoing and following completion of the Community Safety and Well-Being Plan		Staff-level discussion have commenced.



REPORT TO COUNTY COUNCIL

FROM: Julie Gonyou, Chief Administrative Officer

DATE: November 18, 2020

SUBJECT: Ontario Good Roads Association (OGRA) Nominations

RECOMMENDATION:

THAT the Report titled Ontario Good Roads Association (OGRA) Nominations dated November 18, 2020 from the Chief Administrative Officer be received and filed; and

THAT County Council nominate Elgin County Director of Engineering Services, Brian Lima for a position on the Ontario Good Roads Association (OGRA) Board of Directors for a two-year term beginning in 2021 and ending in 2023.

INTRODUCTION:

The Ontario Good Roads Association (OGRA) is seeking nominations to fill vacancies on its board of directors for a two-year term beginning in 2021 and ending in 2023. Elgin County Director of Engineering Services Brian Lima has expressed interest in serving on this Board.

DISCUSSION:

The Ontario Good Roads Association advances the infrastructure and transportation interests of its members through training, advocacy and services.

Its mandate is:

- To advocate the collective interests of municipal transportation and public works departments through policy analysis, assessment of legislation and consultation with partners and stakeholders.
- To provide affordable and accessible education and training services.
- To promote leadership with regard to infrastructure asset management.
- To develop plans, programs and partnerships for the delivery of services that meet the needs of municipal transportation and public works departments, while recognizing the contribution of the corporate sector.

OGRA is led by a Board of 15 Directors from member municipalities across the Province. Directors are either elected municipal representatives or municipal staff. Collectively they represent several areas of municipal expertise. Elections to the Board of Directors are held at the OGRA Annual Conference in February (this year to be held virtually). The Board meets at least seven times a year. Traditionally most meetings have been in the Greater Toronto Area; however, virtual meetings are likely to be the norm for the foreseeable future.

Staff believe that it would be advantageous to have direct input into an organization that advocates on behalf of municipal transportation interests. Were the Elgin County Director of Engineering Services to sit on the OGRA Board of Directors, he could bring a unique perspective to the group ensuring that the interests of Elgin County and its rural counterparts are adequately represented.

FINANCIAL IMPLICATIONS:

Travel costs to meetings in the Greater Toronto Area; however, this is likely to be significantly reduced or nonexistent as a result of the COVID-19 pandemic preventing in-person meetings.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input type="checkbox"/> Ensuring alignment of current programs and services with community need. <input type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input type="checkbox"/> Fostering a healthy environment. <input type="checkbox"/> Enhancing quality of place.	<input checked="" type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:

None.

**COMMUNICATION REQUIREMENTS:**

Should Council wish to nominate the Director of Engineering Services to the Ontario Good Roads Association (OGRA) Board of Directors, the attached nomination and consent form will be completed and sent to OGRA before the December 18th, 2020 deadline.

CONCLUSION:

The Ontario Good Roads Association is seeking nominations to fill several vacancies on its board of directors. Elgin County Director of Engineering Services Brian Lima has expressed interest in serving on the Board as its South West Zone representative.

All of which is Respectfully Submitted

Julie Gonyou

Chief Administrative Officer



November 16, 2020

To the Head & Members of Council:

RE: Call for Nominations to Serve on Ontario Good Roads Association Board of Directors

Pursuant to Policy B-008 of the Ontario Good Roads Association, the Nominating Committee shall report to the Annual Conference its nominations for directors.

The OGRA Board of Directors is committed to diversity, equity and inclusion throughout the organization and especially on its leadership team. OGRA strives to reflect the diversity of the membership that it represents. As such, we encourage women and individuals from diverse backgrounds and experiences to put their names forward for these positions.

The following members will serve on the 2021-2022 Board of Directors in the following capacity:

President	Dave Burton , Mayor, Municipality of Highlands East
1 st Vice-President	Paul Schopmann , Mayor, Municipality of St.-Charles
2 nd Vice-President	John Parsons , Division Manager, Transportations & Roadside Operations, City of London
Immediate Past President	Rick Harms , Project Engineer, City of Thunder Bay
Directors	Melissa Abercrombie , Manager of Engineering Services, County of Oxford
	Paul Ainslie , Councillor, City of Toronto
	Chris Angelo , Director of Public Works & Environmental Services, City of Quinte West
	Antoine Boucher , Director of Public Works and Engineering, Municipality of East Ferris
	Bryan Lewis , Councillor, Town of Halton Hills

Those nominated by the Nominating Committee shall be selected from OGRA's municipal or First Nations membership pursuant to the requirements for geographic representation contained in Section 12 of the OGRA Constitution, and so far as possible meeting the criteria established in Policy B-008.



A full copy of the Constitution can be viewed on the OGRA website.

Those elected shall serve for a two-year term ending on Wednesday, March 01, 2023.

The following vacancies need to be filled:

South West Zone	One (1) Vacancy
South Central Zone	Two (2) Vacancies
South East Zone	One (1) Vacancy
Northern Zone	One (1) Vacancy
City of Toronto	One (1) Vacancy

The South West Zone consists of the municipalities and First Nations in and including the Counties of Brant, Bruce, Elgin, Essex, Haldimand, Huron, Lambton, Middlesex, Norfolk, Oxford, and Perth, the municipality of Chatham-Kent, and municipalities in and including the Regional Municipality of Waterloo.

The South Central Zone consists of the municipalities and First Nations in and including the Counties of Dufferin, Grey, Simcoe, and Wellington, and municipalities in and including the Regional Municipalities of Durham, Halton, Niagara, Peel and York, and the City of Hamilton.

The South East Zone consists of municipalities and First Nations in and including the Counties of Frontenac, Haliburton, Hastings, Lanark, Leeds and Grenville, Lennox and Addington, Northumberland, Peterborough, Prescott and Russell, Prince Edward, Renfrew, and Stormont, Dundas and Glengarry, and the Cities of Kawartha Lakes and Ottawa.

The Northern Zone consists of the municipalities and First Nations in the Districts of Algoma, Cochrane, Kenora, Manitoulin Island, Nipissing, Parry Sound, Rainy River, Sudbury, Thunder Bay and Timiskaming; municipalities in and including the District of Muskoka and the City of Greater Sudbury.

Any member of Council or a permanent fulltime staff member from an OGRA member municipality or First Nation interested in being considered as a candidate for a position on the Board of Directors must complete the attached Nomination Consent Form and submit it along with their résumé to the attention of the Chair of the Nominating Committee by no later than **December 18, 2020** at



2:00 p.m. E-mail your nomination documents to info@ogra.org or send by mail to OGRA, 1525 Cornwall Road, Unit 22, Oakville, Ontario L6J 0B2. The Nominating Committee will meet in December to recommend a slate of candidates to the membership. The members of the Nominating Committee are:

Chair: Rick Kester, OGRA Past President
Vice Chair: Chris Traini, OGRA Past President
Members: Chris Angelo, OGRA Director
Kelly Elliott, OGRA Director
Steven Kodama, OGRA Director

Any questions regarding the Nomination process or serving on the Board of Directors can be directed to the undersigned at scott@ogra.org.

Sincerely,

Scott R. Butler,
Executive Director

c: Rick Kester, Chair, Nominating Committee

ONTARIO GOOD ROADS ASSOCIATION BOARD OF DIRECTORS NOMINATION AND CONSENT FORM



We hereby nominate the following individual to the Board of Directors of the Ontario Good Roads Association for the 2021 - 2023 term of office (two-year term).

Name: _____

Job Title: _____

**Municipality/First
Nation:** _____

Moved by: _____

Seconded by: _____

NB: Candidates must be nominated by two eligible members of OGRA. A resolution of Council is acceptable but not mandatory.

CANDIDATE CONSENT

The candidate nominated above must sign below indicating that s/he consents to the nomination and agrees to let her/his name stand for office.

I, _____, hereby consent to the above nomination to the Board of Directors of the Ontario Good Roads Association.

Signature

Date

Submit completed form and candidate's résumé by email to info@ogra.org with the subject line Attention: Rick Kester, Chair, OGRA Nominating Committee. Forms can also be mailed to OGRA, 22-1525 Cornwall Road, Oakville, Ontario L6J 0B2.



REPORT TO COUNTY COUNCIL

FROM: Julie Gonyou, Chief Administrative Officer

DATE: November 17, 2020

SUBJECT: Council and Committee – Draft Meeting Schedule 2021

RECOMMENDATION:

THAT the report titled “Council and Committee – Draft Meeting Schedule 2021” be received and filed; and

THAT Council feedback be incorporated into the draft meeting schedule and presented to Elgin County Council as “final meeting schedule” on December 10, 2020; and

THAT Council direct all County Committees, at their first meeting in 2021, to develop a meeting schedule for the year.

INTRODUCTION:

Annually, a draft Council Meeting schedule is presented to Elgin County Council for feedback. Councillors are asked to carefully review the meeting schedule for errors or conflicts and Councillors encouraged to provide feedback.

DISCUSSION:

With the addition of new Committees and an increase in volume of work associated with the Municipal Service Delivery Review and Council’s Strategic Plan, it is recommended that a pre-determined schedule for Committee meetings be prepared for 2021. This will ensure staff are prepared to support all Council and Committee Meetings in 2021. It is understood that additional meetings may be required for a number of reasons and that meetings may need to be adjusted. Notwithstanding this, scheduling as many Committee meetings in advance will allow for better departmental planning in Administrative Services.

FINANCIAL IMPLICATIONS:

None.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need. <input checked="" type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input checked="" type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input checked="" type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:

The final schedule for 2021 Elgin County Council Meetings will be circulated to our Local Municipal Partners.

COMMUNICATION REQUIREMENTS:

The final schedule for 2021 Elgin County Council Meetings will be posted on the County website.

CONCLUSION:

A revised, final schedule for 2021 Elgin County Council Meetings will be presented to Council on December 10, 2020.

All of which is Respectfully Submitted

Julie Gonyou

Chief Administrative Officer

DRAFT SCHEDULE OF COUNTY COUNCIL AND COMMITTEE MEETINGS FOR 2021

COUNCIL MEETINGS

Meeting Type	Date (2021)	Time	Special Considerations/Conferences/Key Dates
County Council Meeting	January 12 January 26 (*) (*) – conflicts with ROMA	9:00 a.m. 9:00 a.m.	Rural Ontario Municipal Association Conference held January 25-26, 2021 (Virtual) January 12, 2021: Council Budget Overview January 26, 2021: Council – Final Budget Review
Strategic Plan 2021 Action Planning Meeting			
County Council Meeting	February 9 February 23	9:00 a.m.	Ontario Good Roads Conference held February 21-24, 2021 (Virtual) Family Day – Monday, February 15, 2021 February 9 or 16 or 23, 2021: Council – Final Budget Approval Option 1: typically, only one meeting held in February – should Council proceed with this, it is recommended the meeting be held on February 16, 2021 Option 2: hold two meetings in February and one in April.
County Council Meeting	March 9 March 23	9:00 a.m. 9:00 a.m.	March Break 15-19, 2021
County Council Meeting	April 13	9:00 a.m.	Only one meeting proposed in April due to Easter Holiday. Good Friday – Friday, April 2 nd , 2021 Easter Monday – Monday, April 5 th , 2021 Option 1: typically, only one meeting held in February – instead, consider 1 meeting in April) Option 2: April 6 and April 20 (regular meeting schedule – 2 nd and 4 th Tuesday)
County Council Meeting	May 11 May 25	9:00 a.m. 9:00 a.m.	

Meeting Type	Date (2021)	Time	Special Considerations/Conferences/Key Dates
County Council Meeting	June 8 June 22	9:00 a.m. 9:00 a.m.	Canadian Association of Municipal Administrators Conference May 31-June 2, 2021; Federation of Canadian Municipalities Conference June 2-6, 2021.
County Council Meeting	July 6	9:00 a.m.	Canada Day – Thursday, July 1 st , 2021 Typically, only one meeting is held in July. Additional meeting will be held July 27 if needed.
County Council Meeting	August 10	9:00 a.m.	Typically, only one meeting is held in August. AMO Conference held August 15-18, 2020. Additional meeting will be held August 24 if needed.
County Council Meeting	September 14 September 28	9:00 a.m. 9:00 a.m.	Labour Day – Monday, September 6, 2021
County Council Meeting	October 12 October 26	9:00 a.m. 9:00 a.m.	Thanksgiving – Monday, October 11, 2021
County Council Meeting	November 9 November 23	9:00 a.m. 9:00 a.m.	Remembrance Day – Thursday, November 11, 2021
County Council Meeting	December 7 (Tues) December 9 (Thurs)	7:00 p.m. 9:00 a.m.	Inaugural Meeting - Warden's Election Inaugural Meeting resumes – regular meeting Christmas Day – Monday, December 27, 2021 Boxing Day – Tuesday, December 28, 2021

COMMITTEE MEETING DRAFT

Committee	Date (2021)	Time	Special Considerations
Budget Committee	January 12	1:00 p.m.	Following Council's preliminary review
	January 26	1:00 p.m.	If needed, following Council's second review of 2021 Budget
	February 23	1:00 p.m.	2021 Budget Process – Committee Debrief
	June 8	1:00 p.m.	2022 Budget Process Planning Meeting #1
	June 22	1:00 p.m.	2022 Budget Process Planning Meeting #2 (if needed)
	August 10	1:00 p.m.	2022 Budget Review Meeting #1

Committee	Date (2021)	Time	Special Considerations
	September 27 (Monday)	1:00 p.m.	2022 Budget Review Meeting #2 – Full-Day (Departmental Presentations)
	October 12	1:00 p.m.	2022 Budget Review Meeting #3 – Half-Day (revised Departmental Presentations)
	November 9	1:00 p.m.	2022 Final Draft Budget Review (Committee) – Review Meeting #4
	(dates subject to change)		Note: All dates, with the exception of September 27, 2020 are scheduled for 1:00 p.m. on County Council days.

It is strongly recommended that Committees, at their first meeting in 2021, develop a meeting schedule for the year.

DRAFT

CORRESPONDENCE – November 24, 2020

Items for Consideration – (Attached)

1. Hayhoe Developments Inc. with a letter regarding the Official Plan Designation for 6082 Stone Church Road.
2. Letter from the Environmental Committee regarding the implementation of a lawn sign road safety campaign.

Hayhoe Developments Inc.

1 Barrie Boulevard
St. Thomas, ON N5P 4B9

Delivered by Email

November 2, 2020

Elgin County
450 Sunset Drive
St. Thomas, ON N5R 5V1

Re: Official Plan Designation – 6082 Stone Church Road

Dear Warden Mennill and Members of Elgin County Council,

Hayhoe Developments Inc. recently purchased approximately 117 acres of land in the hamlet of Union. The municipal address is 6082 Stone Church Road, legally described as Part lots 4 & 5 Concession 3, Yarmouth (PIN 35246-0585) Municipality of Central Elgin. (please refer to the attached sketch for further clarification on the location of the lands)

We have met on three separate occasions (November 7, 2019, March 10, 2020, August 13, 2020) with members of your staff and Elgin County Staff to review the planning designation on these lands. Currently a portion of the lands are designated as residential and the balance of the lands are agricultural designation. Given that the lands are within the hamlet of Union we are requesting that the entire parcel be given residential designation, as part of the overall Official Plan Review/Amendment for the Municipality and the County.

We understand that Central Elgin in cooperation with the County is currently conducting population projections and we are optimistic that the increase in population and the anticipated population growth over the required planning horizon will confirm the need for additional residential lands.

We are requesting that Council and Staff move forward with residential designation on these lands. Our reasoning is noted in point form below:

- A portion of the lands are already designated as residential and the lands are currently abutting existing residential on the north and west boundaries.
- The lands are within and/or abutting the hamlet of Union
- The Union Sanitary Class Environmental Assessment is currently in process and Hayhoe Developments Inc. will consider participating in the cost of the required infrastructure which would make the project more financially feasible.

Hayhoe Developments Inc.

1 Barrie Boulevard
St. Thomas, ON N5P 4B9

- Walter Hayhoe, the previous owner of the lands, along with other owners/developers, cooperated in the Scoped Sub-Watershed Study prepared by Golder and Associates. The Draft Report is currently in process. This will provide the framework for the treatment of post-development storm water in harmony with existing ponds and wetlands in the area.
- Hayhoe Developments Inc. is part of the Hayhoe Group, who have been active builders/developers in the area for many years. Hayhoe recognizes the mutual benefit of working collaboratively on land development with Municipal and County Staff along with KCCA and other stakeholders.

We look forward to your response.

Sincerely,



Thomas Looby, CPA, CA
Vice-President,
Hayhoe Developments Inc.

cc. Nancy Pasato, Manager of Planning, Elgin County
Jim McCoomb, Manager of Planning, Central Elgin
Lloyd Perrin, Director of Physical Services, Central Elgin

Warden Mennill and Elgin County Council
450 Sunset Drive
St. Thomas, ON N5H 1T2

November 18, 2020

Warden Mennill and Members of County Council,

At its meeting held on October 27, 2020, Elgin County Council considered implementing a lawn sign road safety campaign in response to continuing concerns about speeding on County roads.

As a result of environmental concerns expressed by Members of Council, the matter was referred to the Environmental Advisory Committee for review.

The Environmental Advisory Committee considered the matter at its meeting held on November 3, 2020. The Environmental Advisory Committee has concerns regarding the sustainability and usefulness of a lawn sign campaign and therefore does not recommend this initiative to County Council.

It was Committee consensus that these signs will lose their effectiveness over time and will end up creating more waste in landfills. Other organizations such as CAA are already providing this service and the County of Elgin should not be contributing to this waste.

The Committee believes that alternative methods of speed control such as the increased use of mobile speed counters, signage installed on existing infrastructure and increased policing are more likely to be effective against excessive speeding in built-up areas.

Sincerely,

Councillor Grant Jones
Chair, Environmental Advisory Committee

CORRESPONDENCE – November 24, 2020

Items for Information – (Attached)

1. SWPH with a letter to residents of long-term care or retirement homes, and their families – November 6, 2020.
2. SWPH with a letter to residents of long-term care or retirement homes, and their families – November 16, 2020.
3. SWIFT with their Monthly Project Update for October 2020.

A Letter to Residents of Long-Term Care or Retirement Homes, and their Families

November 6, 2020

On October 28 we sent you a letter with recommendations for keeping local Long-Term Care Homes and Retirement Home residents safe. This week we have observed an increase in cases of COVID-19 in the Aylmer and Norwich, Ontario regions.

As a result, I have asked that both Retirement Homes and Long-Term Care Homes in these communities temporarily discontinue short-term absences. Temporary overnight absences may occur if they do NOT take place in the Aylmer or Norwich areas, or other identified "COVID-19 hotspots" such as Toronto, Peel region, Halton region, or Ottawa.

All Retirement and Long-Term Care Homes located in our region (Oxford County, Elgin County and the City of St. Thomas) have been advised to discontinue both short-term absences and temporary overnight absences to if those visits will take place in either Aylmer or Norwich.

As cases and outbreaks of COVID-19 fluctuate, I will issue guidelines like these, based on local data and designed with our local communities in mind. Thank you for your understanding.

Dr. Joyce Lock,
Medical Officer of Health

Visitors



Plan your visit in advance and keep the Home informed.



STAY HOME if you feel sick. Don't take a chance!



While indoors, wear the face-covering you are given so it securely covers your nose, mouth and chin.



Wash your hands often and well.



Maintain a physical distance of 2 meters between your group and other residents and staff within the Home.



If you live in a high risk region, please consider a virtual visit instead of an in-person visit.

Short and Temporary Absences



Requests for absences must be approved by the Home's administration.



Any resident who is absent for an overnight or longer, needs to go into 14-day isolation when they return. If this isolation cannot occur for any reason, the overnight stay will not be permitted.



Face-coverings are required in ALL Ontario indoor public spaces. EVERYONE is required to wear one for the entire outing (including in your vehicle). If the resident cannot wear a face-covering, please do not leave the Home unless for medical care.



Follow physical distancing requirements while out in the community, in addition to wearing a face-covering.



Carefully consider which activities you attend. Many cases of COVID-19 are traced to weddings, family dinners, funerals and other social gatherings.



Visit only one household and its members per outing. **We recommend a wait time of 14 days between visits to different households.** This reduces the chance of anyone getting sick.

A Letter to Residents of Long-Term Care or Retirement Homes, and their Families

November 16, 2020

On October 28 we sent you a letter with recommendations for keeping local Long-Term Care Homes and Retirement Home residents safe. Since that time we have seen an increase in cases of COVID-19 across our region (Oxford County, Elgin County and the City of St. Thomas).

As a result, I have recommended that both Retirement Homes and Long-Term Care Homes in our region suspend non-essential short-term absences and temporary overnight absences until further notice. Visitors are still allowed within Homes.

As cases and outbreaks of COVID-19 fluctuate, I will issue guidelines like these, based on local data and designed with our local communities in mind. Thank you for your understanding.

Dr. Joyce Lock,
Medical Officer of Health

Visitors



Plan your visit in advance and keep the Home informed.

STAY HOME if you feel sick. Don't take a chance!



While indoors, wear the face-covering you are given so it securely covers your nose, mouth and chin.



Wash your hands often and well.



Maintain a physical distance of 2 meters between your group and other residents and staff within the Home.



If you live in a high risk region, please consider a virtual visit instead of an in-person visit.

Subject: SWIFT Monthly Project Update - October 2020
Date: Tuesday, November 17, 2020 at 10:47:01 AM Eastern Standard Time
From: Barry Field
Attachments: image001.png, image002.png, image003.png, image004.png, image005.png, Monthly Dashboard - Master.pdf

SWIFT Board Members and CAOs,

Please see the attached monthly project update for October 2020. **Any information in this report is not deemed confidential and can be shared with your respective municipalities as you see fit.**



Phase 2 Status

- Procurement
 - All contracts executed; implementation is underway.
- Implementation
 - Implementation underway and progressing well with one major delay to report
 - NOR_EXE_06 (Long Point) is expected to be delayed by 11 months due to environmental permitting issues. SWIFT and Norfolk County are working with Execulink to help expedite the permitting process where possible. The ISP has redirected resources to other SWIFT projects in order to bring them in ahead of scheduled and compensate for the delay in Long Point.
 - Construction started/underway in 8 of 12 projects.
 - 135 kilometres of fibre construction has been completed to date
 - 1,821 premises passed to date
 - See attached Monthly Dashboard for details for each project.

Phase 3 Status

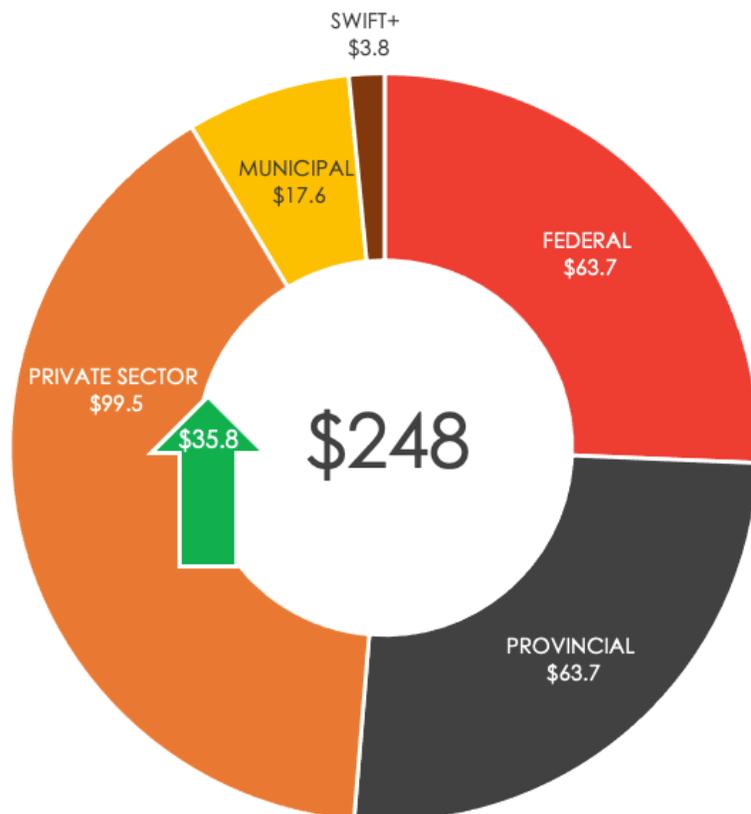
- Procurement

Municipality	RFP Issued	RFP Closed	Evaluation Complete	PAC Approved	Contracts Executed	Projects Announced
Dufferin	✓	✓	✓	✓	✓	✓
Caledon	✓	✓	✓	✓	✓	✓
Oxford	✓	✓	✓	✓	✓	✓
Grey	✓	✓	✓	✓	✓	TBD
Essex	✓	✓	✓	✓	✓	✓
Windsor	✓	✓	✓	03-Dec-20	03-Dec-20	TBD
Bruce	✓	✓	✓	✓	✓	TBD
Simcoe	✓	✓	✓	✓	✓	TBD
Waterloo	✓	✓	✓	03-Dec-20	10-Dec-20	TBD
Niagara	✓	✓	20-Nov-20	03-Dec-20	10-Dec-20	TBD
Brant	✓	✓	04-Dec-20	17-Dec-20	14-Jan-21	TBD
Middlesex	✓	27-Nov-20	18-Dec-20	14-Jan-21	04-Feb-21	TBD
London	✓	27-Nov-20	18-Dec-20	14-Jan-21	04-Feb-21	TBD
Chatham-Kent	✓	11-Dec-20	15-Jan-21	04-Feb-21	25-Feb-21	TBD
Perth	✓	08-Jan-21	29-Jan-21	18-Feb-21	11-Mar-21	TBD
Elgin	✓	15-Jan-21	05-Feb-21	18-Feb-21	11-Mar-21	TBD
Huron	✓	22-Jan-21	12-Feb-21	04-Mar-21	25-Mar-21	TBD

- n
 - Project planning and engineering underway in Dufferin, Caledon, Oxford, Grey, Essex, Bruce and Simcoe(see attached dashboard for details)

Financial/Spending Update

- Private Sector contributions have increased by \$35.8M from budgeted amount (based on first 10 complete procurements).
- SWIFT+ contributions of \$3.8M received (Lambton County and Dufferin County) in order to facilitate the award of an additional projects in those counties.
- Total project funding increased from \$209M to \$248M as a result.
- Note: Federal and Provincial contribution are 'up to' amounts and will depend on the results of the Phase 3 procurements.



Issues and Risks

- Municipal Loan Guarantee
 - \$27.5M short-term bridge financing required in order to fund gap between SWIFT's requirement to pay ISPs per the Construction Act and anticipated reimbursement of claims.
 - SWIFT's current Phase 2 financing agreement with TD Bank is being extended to cover Phase 3.
 - Municipal guarantees are required to guarantee the overall loan and 100% participation is required or else there will be a shortfall the overall loan available.
 - TD Bank and SWIFT have executed the Demand Operating Facility Agreement.
 - Municipal guarantee letters have been provided by TD Bank and are being sent to each municipality.
- COVID-19
 - COVID-19 remains a risk for the SWIFT project
 - Need to keep an eye on potential supply chain issues.

Communications Update

- Key messages:
 - SWIFT is delivering on its commitment and is quickly advancing broadband expansion across Southwestern Ontario.
 - 70% of SWIFT's RFPs (SCF/NON-SCF) are now closed. The project anticipates that 80% of all project contracts are to be awarded by the end of year; 100% awarded by early-2021 and that most of the proposed projects will target construction in 2021 and 2022.
 - SWIFT has now signed 33 project agreements to deliver high-speed internet across 8 project areas.
- Recent Announcements:
 - [SWIFT Announces New Broadband Services in Norfolk County](#)

- [SWIFT Announces \\$19M in Broadband Improvements for Essex County](#)
- [SWIFT To Bring High-Speed Internet to More Locations in Oxford County](#)
- Website Update:
 - SWIFT's full tendering schedule is now available on the [website](#) for public consumption, including target project values, closing dates and project status.
 - The [Approved Project](#) page has been updated to provide a high-level overview of each awarded project that has been announced to-date.
 - [Interactive 50/10 service map](#) now illustrates both eligible and ineligible funding areas, as well as SWIFT funded project areas. The map will be updated on an ongoing basis as awarded projects are announced.
- Receive SWIFT News Alerts:
 - [Subscribe](#) to SWIFT's Newsroom to receive project updates directly to your inbox and stay up to date with @SWIFT_Broadband on Twitter or on Facebook at @SWIFTRuralBroadband.

Please let me know if you have any questions or concerns.

Regards,



Barry Field

Executive Director

Southwestern Integrated Fibre Technology

C: [519.319.1112](tel:519.319.1112)

789 Broadway Street, Wyoming, ON N0N 1T0

www.swifturbroadband.ca



CLOSED MEETING AGENDA

November 24, 2020

Staff Reports:

- 1) Chief Administrative Officer – *Municipal Act Section 239 (2) (b) personal matters about an identifiable individual, including municipal or local board employees; (d) labour relations or employee negotiations* – Seeking Updated Mandate for Collective Bargaining with Ontario Nurses' Association (ONA).
- 2) County Solicitor – *Municipal Act Section 239 (2) (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board* – Proceedings Before Ontario Energy Board (verbal).
- 3) County Solicitor – *Municipal Act Section 239 (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* – Philmore Bridge (verbal).
- 4) Chief Administrative Officer – *Municipal Act Section 239 (2) (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* – Medavie EMS Elgin Ontario (MEMSEO) Contract Renewal (verbal).
- 5) Chief Administrative Officer – *Municipal Act Section 239 (2) (b) personal matters about an identifiable individual, including municipal or local board employees; (d) labour relations or employee negotiations* – Organizational Review (verbal).

COUNTY OF ELGIN

By-Law No. 20-58

"BEING A BY-LAW TO AUTHORIZE SPEED LIMITS"

WHEREAS pursuant to Section 128(2) of the Highway Traffic Act, being Chapter H.8, R.S.O. 1990, as amended, the council of a municipality may by by-law prescribe a different rate of speed for motor vehicles driven on a highway or portion of a highway under its jurisdiction than is prescribed in Section 128(1a); and

WHEREAS it is deemed expedient that the speed limit for motor vehicles on certain highways in the County of Elgin be different from the rate as set out in said Subsection (1.a).

NOW THEREFORE the Municipal Council of the Corporation of the County of Elgin enacts as follows:

1. THAT when any highway or portion of highway set out in Schedules "A", "B", "C" and "D", appended hereto, is marked in compliance with the regulations under the Highway Traffic Act the maximum rate of speed thereon shall be the rate of speed prescribed in the Schedule.
2. THAT the penalties provided in Section 128(14) of the Highway Traffic Act shall apply to offences against this by-law.
3. THAT this By-Law shall become effective once signage setting out the speed limit has been duly posted.
4. THAT By-Laws No. 17-11 and any by-law inconsistent with this by-law be and the same are hereby repealed.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 24th DAY OF NOVEMBER 2020.

Julie Gonyou,
Chief Administrative Officer

Dave Mennill,
Warden

SCHEDULE "A"
By-Law No. 20-58

MAXIMUM RATE OF SPEED 40 KILOMETRES PER HOUR

Road	Section	Description
15	A	From the West property limits of John Street for a distance of 360 metres west.
19	A	From the south property limits of Heritage Line for a distance of 475 metres south.
19	B	From 35 metres north of the north property limits of Jackson Line for a distance of 350 metres south.
20	A	From 40 metres north of the north property limits of Warren Street for a distance of 470 metres south.
27	B	Starting 905 metres from the south west property limits of Quaker Road for a distance of 470 metres west.
29	A	From the north property limits of County Road #52 for a distance of 755 metres.
42	A	From the east property limits of Robinson Street for a distance of 517 metres east.
43	B	From the north property limits of Calton Line for a distance of 245m northerly.
44	A	From the west property limits of Highway #3 for a distance of 590 metres west.
50	A	From the south property limits of Plank Road for a distance of 360 metres south.
73	C	From 175 metres south of the south property limits of Highway #3 for a distance of 380m south.
73	A	From the north property limits of Colin Street, north to the south property limits of Imperial Road, being a distance of 550m.
74	A	From the northern property limits of Highway #3 for a distance of 520 metres north.

SCHEDULE "B"
By-Law No. 20-58
MAXIMUM RATE OF SPEED 50 KILOMETRES PER HOUR

Road	Section	Description
2	A	From 1250 metres east of the south west property line of County Road 76 1827 metres west of the south east property line of County Road 76.
3	A	From the west property line of Highway 4 west 432 metres.
3	A	From 550 metres east of the east property line of County Road 20 to 508 metres west of the east property line of County Road 20.
3	A	From 610 metres east of the east property line of County Road 8 to 730 metres west of the east property line of County Road 8.
4	A	From the south property limits of Bridge Street to 1692 metres north.
4	B	From the west property line of County Road 20 to the west property line of County Road 4.
8	A	From 384 metres south of the north property line of County Road 13 to 1285 metres north of the north property line of County Road 13.
8	B	From 814 metres south of the south property line of County Road 3 to 437 metres north of the south property line of County Road 3.
13	A	From the east property line of County Road 8 to 1264 metres east.
14	A	From 150 metres north of the south west property line of County Road 3 to 800 metres south of the south west property line of County Road 3.
14	B	From 725 metres north of the north property line of Sixth Line to 32 metres south of the north property line of Sixth Line.
15	A	From County Road 8 to John Street.
15	B	From 360 metres west of John Street, west to County Road 2.
16	A	From 490 metres west of the west property line of County Road 20 to 456 metres east of the west property line of County Road 20.
16	B	From 64 metres east of the east property line of Lyle Road to 716 metres east of the east property line of Lyle Road.
18	A	From 630 metres east of the east property line of Lawrence Road to 203 metres east of the east property line of Lawrence Road.
19	A	From 430 metres south of the north property line of County Road 44 to 334 metres north of the north property line of County Road 44.
19	B	From the south property limits of County Road 38 for a distance of 866 metres north.
19	C	From 475 metres south of the south property line of County Road 38 for a distance of 353 metres southerly.
19	C	From 1100 metres south of the south property line of County Road 41 to 766 metres north of the south property line of County Road 41.
19	D	From the south property line of County Road 142 to the west property line of County Road 19.
20	A	From 933 metres north of the north property line of County Road 3 to 360 metres south of the north property line of County Road 3.
20	B	From 775 metres north of the north property line of County Road 16 to 393 metres south of the north property line of County Road 16.
20	C	From the north property limits of County Road 4 to 470 metres south of the north property limits of County Road 21.
21	A	From the east property line of County Road 20 to the west property line of County Road 4.
23	A	From the east property limit of County Road 4 southerly to the north property limit of Joseph Street being a distance of 2078m.
23	B	From the east property line of County Road 4 to the east property line of County Road 23.
24	A	From the north property line of Hale Street to the west property line of County Road 24.
24	B	From the north limits of Hale Street to the west limit of Dexter Line.
24	C	From the north limits of Colin Street to the South limits of Catfish Creek.
24	D	From the west property line of County Road 73 to 825 metres west.

Road	Section	Description
25	A	From the City of St. Thomas limits to the south property limits of Highway 3.
26	A	From the east property line of County Road 25 to the City of St. Thomas limits.
27	A	From the west property line of County Road 36 (south side) to 905 metres west.
28	A	From the north property line of County Road 56 to the south property line of Highway 3.
34	A	From the west property line of County Road 74 to 816 metres west.
36	A	From 665 metres north of south property line of County Road 36 to 395 metres south of the south property line of County Road 36.
37	A	From the east property line of County Road 74 to 640 metres east.
37	B	From the southeast property line of County Road 47 to 493 metres east.
37	C	From the southwest property line of County Road 47 to 436m west.
38	A	From 1815 metres east of the east property line of County Road 19 to 850 metres west of the east property line of County Road 19.
38	B	From 495 metres west of the east property line of County Road 43 to 127 metres east of the east property line of County Road 43.
39	A	From south property line of County Road 42 to the southern limits.
40	A	From 688 metres south of the south property line of County Road 45 to 408 metres south of the south property line of County Road 45.
40	A	From 40 metres south of the south property line of County Road 45 to 537 metres north of the south property line of County Road 45.
40	B	From the south property line of County Road 52 to 1100 metres south.
41	A	From the north property line of Front Street northerly 183 metres and from the west property line of Main Street westerly 492 metres.
42	A	From east property line of County Road 19 to 760 metres east.
43	A	From 531 metres north of the north property line of County Road 45 for a distance of 286 metres south.
43	B	From the north property limits of County Road 45 for a distance of 390 metres south.
43	C	From the south property line of County Road 38 to 440 metres south.
44	A	From 590 metres west of the west property limits of Highway #3, west to County Road 46.
45	A	From 647 metres west of the west property line of County Road 43 to 300 metres east of the west property line of County Road 43.
45	B	From the east property line of County Road 40 to 959 meters east.
47	A	From the south property line of County Road 37 to 431 metres south.
48	A	From the east property line of County Road 25 to 625 metres east.
49	A	From the north property line of County Road 52 northerly a distance of 814 meters.
50	A	From 360 metres south of the south property line of County Road 19 to the north property line of County Road 142.
52	A	From 1096 metres west of the east property line of County Road 40 to 512 metres east of the east property line of County Road 40.
53	A	From the west property line of County Road 73 to the west property line of Elm Street.
53	B	From the north property line of Highway 3 to the north property line to Beech Street.
56	A	From the south property line of the City of St. Thomas limits to 855 metres east.
73	A	From the north property line of County Road 53 northerly to 700 metres.
73	B	From the west property line of Levi Street to 1090 metres north of the north property line of County Road 24.
73	C	From 530 metres south of the south property line of County Road 42 to 517 meters north of the south property line of County Road 42.
73	D	From the south property line of Highway #3 to 175 metres south.
73	E	From 555 metres south of the south property limits of Highway #3 for a distance of 1112 metres south.
73	E	From the north property limits of Highway #3 to 1500 metres north.

Road	Section	Description
74	A	From 520 metres north of the north property limits of Highway #3 to 320 metres north.
74	B	From 91 metres south of the south property limits of County Road 34 to 1529 meters north.
76	A	From the south property line of County Road 2, 1650 meters south, to the north limits of Marsh Line.
76	B	From the north property line of County Road 2 to 708 metres north.
103	A	From 1493 metres north of the south property line of County Road 104 to 1847 metres south of the south property line of County Road 104.
103	B	From 117 metres south of the south property line of Gray Line.
104	A	From west property line of County Road 103 to 610 metres west.

SCHEDULE "C"
By-Law No. 20-58

MAXIMUM RATE OF SPEED 60 KILOMETRES PER HOUR

Road	Section	Description
2	A	From north-east property line of County Road 103 to 606 metres east.
2	B	From the west property line of County Road 8 westerly 870 metres.
3	A	From 337 metres west of the west property line of County Road 76 to 338 metres east of the west property line of County Road 76.
4	A	From 140 metres south of south property line to County Road 45 to south of City of St. Thomas limits.
4	B	From the south property line of Highway 3 to 400 metres south.
7	A	From the south property line of County Road 6 to 154 metres south.
7	B	From the south property line of County Road 6 to 332 metres north.
18	B	From 1,465 metres west of the centreline of Southdel Drive to 690 metres east of the centreline of Southdel Drive, being a total distance of 2,155 metres.
19	A	From 35 metres north of the north property limits of Jackson Line for a distance of 300 metres north.
19	B	From 315 metres south of the north property limits of Jackson Line for a distance of 300 metres south.
20	A	From 360 metres south of the south property line of Talbot Line (County Road 3), for a distance of 550 metres south.
22	A	From the south property line of County Road 27 to 770 metres south.
24	A	From the east property limits of County Road 23 to 400 metres east.
27	A	From 744 metres east of the east property line of County Road 4 to 3326 metres west of the east property line of County Road 4.
27	B	From 70 metres east of the south-west property line of County Road 22 westerly 259 metres.
27	C	From 1375 metres west of the south-west property limits of County Road 36 (south side) for a distance of 300 metres west.
28	A	From the south property line of County Road 56 to 810 metres south.
35	B	From 517 metres north of the property line of Glencolin Line to 923 metres north of the north property line of Glencolin Line.
35	B	From the north-east property line of Highway 3 to 902 metres north.
35	A	From the south property line of Highway 3 to 752 metres south.
35	A	From the south property limits of Conservation Line to a point 300 metres south of the south property limits of Southdale Line being a distance of 795 metres.
37	A	From 578 metres east of the east property line of County Road 73 to 450 metres east.
40	A	From south property line of Highway 3 to 400 metres south.
40	B	From the west property limits of Springfield Road to the east property limits of Springfield Road being a total distance of 126m.
42	A	From east property line of County Road 73 to 445 metres east.
44	A	From west property line of County Road 19 to 784 metres west.
45	A	From 223 metres south east of the east property line of Springwater Road to 294 metres west of the east property line of Springwater Road.
45	B	From the east property line of County Road 40 to 959 metres east.
45	C	From 177 metres west of the west property line of County Road 43 to 2450 metres east of the west property line of County Road 43.
45	D	From the west property line of County Road 4 to 637 metres west of County Road 4.

Road	Section	Description
46	A	From 500 metres south of the south property line of Best Line to 235 metres north of the south property line of Best Line.
46	B	From 100 metres south of the south property limits of County Road 44 to 400 metres north of the north property limits of County Road 44.
48	A	From 317 metres east of the east property line of County Road 73 to 335 metres west of the east property line of County Road 73.
48	B	From the southwest property line of County Road 25 to 601 metres west.
52	A	From 225 metres west of the north west property limits of County Road 35 to 517 metres east.
57	A	From the east property line of County Road 4 to the City of St. Thomas limits.
73	A	From 270 metres south of the north property line of County Road 48 to 691 metres north of the north property line of County Road 48.
73	B	From 326 metres south of the south property line of County Road 42 to 317 metres north of the south property line of County Road 42.
73	C	From the south limits of the Town of Aylmer, being 1,667 metres south of Talbot Line, for a distance of 1,216 metres south.
74	A	From 169 metres south of the south east property line of Mapleton Line to 778 metres north of the south east property line of Mapleton Line.
76	A	From the north limits of Marsh Line, south 1,049 metres.
103	A	From 237m south of the south property limits of Johnston Line and extending north along Furnival Road for 420m.

SCHEDULE "D"
By-Law No. 20-58

MAXIMUM RATE OF SPEED 40 KILOMETRES PER HOUR
Rb-6a School Zone Maximum Speed When Flashing Zones

Road	Active Times During Days when School is in Session	Description
40	7:55 to 8:35 a.m. And 3:15 to 3:50 p.m.	From 40m south of the south property limits of Calton Line to a distance of 378 metres southerly.