

**ELGIN COUNTY COUNCIL**

**MINUTES**

**January 26, 2021**

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

Staff Present: Julie Gonyou, Chief Administrative Officer (in-person)  
Brian Lima, Director of Engineering Services (electronic)  
Stephen Gibson, County Solicitor (electronic)  
Jim Bundschuh, Director of Financial Services (electronic)  
Michele Harris, Director of Homes and Seniors Services (electronic)  
Nancy Pasato, Manager of Planning (electronic)  
Jeff Lawrence, Tree Commissioner/Weed Inspector (electronic)  
Katherine Thompson, Supervisor of Legislative Services (electronic)  
Carolyn Krahn, Legislative Services Coordinator (in-person)

**1. CALL TO ORDER**

Elgin County Council met this 26<sup>th</sup> day of January, 2021 in the Council Chambers, at the County Administration Building, St. Thomas at 9:00 a.m. with Warden Marks in the chair. Some Councillors and staff participated electronically by video conference.

**2. ADOPTION OF MINUTES**

Moved by: Councillor Mennill  
Seconded by: Councillor McPhail

RESOLVED THAT the minutes of the meeting held on January 12, 2021 be adopted.

**Recorded Vote**

		<b>Yes</b>	<b>No</b>	<b>Abstain</b>
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	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 Future of Shortline Rail in the South Central Ontario Region, SCOR

Kimberly Earls – SCOR Executive Director, Cephias Panschow – Town of Tillsonburg Economic Development Commissioner, and Christian Zavarella – SCOR EDC Research Analyst, provided information on the future of shortline rail in the South Central Ontario Region.

Moved by: Councillor Ketchabaw  
Seconded by: Councillor Jones

RESOLVED THAT the presentation from SCOR on the future of shortline rail be received and filed.

##### **Recorded Vote**

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

- Motion Carried.

#### 5. COMMITTEE OF THE WHOLE

Moved by: Councillor Purcell  
Seconded by: Councillor Mennill

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

##### **Recorded Vote**

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

- Motion Carried.

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

##### 6.1 Xplornet Request for Letter of Support – Warden Marks

Warden Marks provided information regarding the request by Xplornet for a letter of support from Elgin County Council for the organization's application to the Universal Broadband Fund.

Moved by: Councillor Mennill  
Seconded by: Councillor Giguère

RESOLVED THAT the Warden on behalf of Council provide a letter of support to Xplornet for their application to the Universal Broadband Fund, as recommended by the Connectivity Committee.

**Recorded Vote**

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

- Motion Carried.

**6.2 Terrace Lodge Redevelopment Project Budget – Councillor Purcell**

Councillor Purcell provided details on the project budget for the Terrace Lodge Redevelopment Project. The tenders pricing results and recently announced provincial funding changes are now available, and the net impact allows the Redevelopment Steering Committee to recommend that \$1.4 million of the provincial funds be directed to County Council for other purposes.

Moved by: Councillor Purcell  
Seconded by: Councillor Mennill

RESOLVED THAT the Terrace Lodge Redevelopment Steering Committee recommend a project budget of \$34,700,483 exclusive of HST; and,

THAT the CAO and Warden be authorized to sign an Acceptance of Cost Letter to D. Grant for a Stipulated Price Contract; and,

THAT January 26, 2021 report, titled “T/L Redevelopment Project Budget”, submitted by the Terrace Lodge Redevelopment Steering Committee Chair, be received and filed for information.

**Recorded Vote**

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

- Motion Carried.

**6.3 Quarterly Report, October – December 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 October 1, 2020 to December 31, 2020 and weed inspection activity for the same period.

Moved by: Councillor Ketchabaw

Seconded by: Councillor French

RESOLVED THAT the report titled “Tree Commissioner/Weed Inspector Quarterly Report October – December 2020” from the Tree Commissioner/Weed Inspector, dated January 14, 2021 be received and filed for information.

**Recorded Vote**

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

- Motion Carried.

**6.4 Year End Report 2020 – Tree Commissioner/Weed Inspector**

The Tree Commissioner/Weed Inspector provided a summary of activity related to the Elgin Woodlands Conservation By-Law as well as weed inspection activity for 2020.

Moved by: Councillor McPhail  
Seconded by: Councillor Jones

RESOLVED THAT the report titled “Tree Commissioner/Weed Inspector Year End Report 2020” from the Tree Commissioner/Weed Inspector, dated January 14, 2021 be received and filed.

**Recorded Vote**

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

- Motion Carried.

**6.5 Clearing Exemption Application for Part Lots 7 & B, Range 1, North of Lake Road, Township of Southwold – Tree Commissioner/Weed Inspector**

The Tree Commissioner/Weed Inspector provided information on a Council Exemption for Woodlands Clearing Application received from Ryan and Lane Walker requesting permission to clear 0.24 hectares of woodland for the purpose of constructing a residence and accessory structures.

Moved by: Councillor Mennill  
Seconded by: Councillor Jones

RESOLVED THAT the Council Exemption for Woodlands Clearing, conditional on the applicant planting 420 trees as per the “No Net Loss” policy, be approved.

**Recorded Vote**

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

- Motion Carried.

**6.6 Port Bruce Bridge & Boat Launch Removal Engineering Services Award – Director of Engineering Services**

The Director of Engineering Services provided details regarding the Port Bruce Temporary Panel Bridge and Boat Launch Removal.

Moved by: Councillor Mennill  
Seconded by: Councillor Ketchabaw

RESOLVED THAT the report titled “Port Bruce Temporary Panel Bridge & Boat Launch Removal Engineering Service Award” from the Director of Engineering Services, dated December 3, 2020 be received and filed; and,

THAT the sole source provision of detailed design and contract administration engineering services associated with the Port Bruce Temporary Panel Bridge & Boat Launch Removal in the amount of \$29,380.00 (excluding HST), be included as part of CIMA Canada Inc.’s ongoing Meeks Bridge Replacement engineering assignment previously awarded by Council on December 12, 2019; and

THAT the Chief Administrative Officer be directed and authorized to sign a revised Ministry of Natural Resources and Forestry Letter of Approval letter permitting the temporary boat ramp continued occupation of the bed of Catfish Creek for the period up to and including December 31, 2021 necessary to accommodate removal of the temporary boat ramp.

**Recorded Vote**

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

- Motion Carried.

**6.7 Administration Building – Council Chambers and Entrance Lobby Reception Renovation, and Elevator Decommissioning – Director of Engineering Services**

The Director of Engineering Services provided information regarding renovations of Council Chambers, the establishment of a designated front lobby reception service kiosk, and the decommissioning of the existing elevators.

Moved by: Councillor Jones  
Seconded by: Councillor Martyn

RESOLVED THAT the report titled “Administration Building – Council Chambers and Entrance Lobby Reception Renovation, and Elevator Decommissioning” from the Director of Engineering Services, dated January 19, 2021 be received and filed; and,

THAT the provision of detailed design and contract administration architectural services for the proposed renovation of Council Chambers, the front lobby reception, and decommissioning of the existing elevators in the amount of \$64,490.00 (excluding HST), be included as part of L360 Architecture’s ongoing Administration Building Accessibility Elevator Addition and Basement Public Accessibility Washroom Upgrades Project assignment previously awarded by Council on September 8, 2020.

**Recorded Vote**

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

- Motion Carried.

**6.8 Council and Warden Policy Revisions – Chief Administrative Officer**

The Chief Administrative Officer presented a final draft of the Council Policy and Warden Policy.

Moved by: Councillor Ketchabaw  
Seconded by: Councillor McPhail

RESOLVED THAT the report titled “Council and Warden Policy Revisions” be deferred until the February 9, 2021 meeting of Council.

**Recorded Vote**

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

- Motion Carried.

**6.9 Aylmer-Elgin-St. Thomas Community Safety and Well-Being Plan Update – Chief Administrative Officer**

The Chief Administrative Officer provided an update on the Community Safety and Well-Being planning process and informed Council that the Ontario government

extended the deadline for municipalities to complete and adopt a CSWB plan until July 1, 2021.

Moved by: Councillor McPhail  
Seconded by: Councillor Martyn

RESOLVED THAT the January 19, 2021, report titled, Aylmer-Elgin-St. Thomas Community Safety and Well-Being Plan Update, submitted by Julie Gonyou, CAO, be received and filed for information.

**Recorded Vote**

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

- Motion Carried.

6.10 **Elgin County Council Strategic Plan 2020-2022 – 2021 Council Work Plan – Chief Administrative Officer**

The Chief Administrative Officer presented the 2021 Council Work Plan with associated timelines, as developed by Council during a planning session on January 20, 2021. The Council Work Plan was amended to include the activities of the Terrace Lodge fundraising campaign as ongoing.

Moved by: Councillor Jones  
Seconded by: Councillor Mennill

RESOLVED THAT the January 20, 2021 report titled, Elgin County Council Strategic Plan 2020-2022 – 2021 Council Work Plan, submitted by Julie Gonyou, CAO, be received and filed; and

THAT Council approve the 2021 Council Work Plan, as amended, to support the Strategic Plan 2020- 2022.

**Recorded Vote**

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

- Motion Carried.

6.11 **Environmental Committee Mandate – Chief Administrative Officer**

The Chief Administrative Officer provided information to Council to seek their support for clearly defined Environmental Committee Priorities to ensure alignment with Council's expectations and Council's Strategic Plan 2020-2022.

Moved by: Councillor Giguère  
Seconded by: Councillor Purcell

RESOLVED THAT the report from the Chief Administrative Officer, titled "Council Environmental Advisory Committee Priorities" dated January 24, 2021 be received and filed for information; and

THAT Council approve the following Environmental Committee Priorities for 2021:

1. Advise County Council on environmental policy and sustainable matters and programs to promote the protection, enhancement, and management of the County's natural and built environment;
  - o Move to a paperless environment
  - o Look at ditches along roads as ecosystems
  - o Environmental Committee Members can participate in the 2021 Official Plan 5-year review/Natural Heritage System Study review public consultation process.
  - o Naturalized spaces north of the County Building
  - o Identify ways to increase habitats for local species (e.g. Bat boxes, etc.)
2. Research environmental sustainability practices to improve information available to County Council.
  - o Research best practices associated with sustainable green purchasing policy (in collaboration with Local Municipal Partners)

**Recorded Vote**

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn		No	
Southwold	Grant Jones		No	
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		7	2	0

- Motion Carried.

6.12 **Service Delivery Review – Chief Administrative Officer**

The Chief Administrative Officer presented the staff recommendations for 2021 with respect to the Service Delivery Review.

Moved by: Councillor Martyn  
Seconded by: Councillor Mennill

**Long-Term Care Homes**

RESOLVED THAT Elgin County Council support the following Long-Term Care Home recommendations in 2021, as identified in the Elgin County Service Delivery Review:

- Monitor provincial policy changes and how it affects the County homes (ongoing);



- Continue to advocate for increased funding to offset the Homes costs to the County (ongoing);
- Continue to explore recruitment initiatives with Human Resources (ongoing);
- Invest in online scheduling and online recruitment software (2021); AND

THAT staff be directed to include annual direct costs of \$38,000 and annual direct savings of \$60,000 in the Draft 2021 Budget to support the aforementioned initiatives.

### **Organizational Review**

RESOLVED THAT staff be directed to consider the options included in the Service Delivery Review for an improved Organizational Design and present options to Elgin County Council in 2021 for implementation in 2022.

### **Improvements to Manual Processes**

RESOLVED THAT Elgin County Council direct staff to create training manuals for digital tools, as needed; and

THAT staff be directed to formalize an internal Project Management structure to support initiatives identified in the Service Delivery Review to improve manual processes.

### **Information Technology (IT)**

RESOLVED THAT Elgin County Council direct staff to develop a 2021 Action Plan followed by a three-year digital transformation strategy in 2022; and

THAT County Council include a placeholder of \$170,000 in the draft 2021 budget and consider adding an IT Director to the current staffing complement.

### **Collaborative Initiatives with Elgin's Municipal Partners**

RESOLVED THAT Elgin County Council direct staff to undertake the following actions as recommended in the Service Delivery Review: codify consultation processes for new shared services; codify risk mitigation strategies into new agreements; undertake independent appraisals for the costs of delivery for shared services (costs to be shared); avoid using a weighted County levy option for cost structures going forward; add shared services as a standing item on the County-Local Municipal Partner CAO meeting agendas; establish governing processes for the current advisory committee (Public Works Managers Working Group) for road maintenance agreement; and conduct annual review of all shared services.

### **Road Maintenance Agreement**

RESOLVED THAT staff be directed to work with Local Municipal Partners to review Schedule C – Scope of Services Expectations and prepare a Request for Proposal for review by Local Municipal Partners and Council prior to issuance; and

THAT the Warden be directed to notify Local Municipal Partners that Service Coordination – Road Maintenance Agreement Review has been identified by Council as a priority for 2021; and

THAT staff be directed to include a placeholder of \$150,000 in the 2021 Draft Budget for consultant fees associated with a review of the RMA.

### **In-House Engineering Design & Adjusting Job Titles to Reflect Roles and Responsibilities**

THAT staff be directed to prepare a business case for Council's review that includes costs, opportunities, and savings associated with the recommendation to deliver engineering design in-house for consideration in 2021; and

THAT a placeholder of \$110,500 be included in the 2021 Draft Budget to support the capital cost-savings opportunity associated with bringing Engineering design in-house.

**Development Services**

RESOLVED THAT Council include \$10,000 for software subscriptions in the 2021 Draft Budget to support a streamlined process of submitting forms for review by the Land Division Committee.

**Human Resources**

RESOLVED THAT Staff be directed to present information with respect to an hourly HR Consulting services rate and list of offerings, following a discussion with LMPs, for Council’s consideration and direction in July/August 2021.

**Library Services**

RESOLVED THAT staff be directed to work with St. Thomas Public Library to identify opportunities for enhanced partnerships and opportunities to jointly plan for a future library location in a coordinated approach to reduce future capital and operating expenses; and,

THAT staff be directed to work with St. Thomas Public Library on joint procurement initiatives that target savings of \$15,000 - \$45,000 for the draft 2022 budget.

**Recorded Vote**

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

- Motion Carried.

**7. COUNCIL CORRESPONDENCE**

**7.1 Items for Consideration**

None.

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

7.2.1 SWIFT with their Monthly Project Update for December 2020.

7.2.2 Oxford County with a Letter regarding the “Zorra School Retention Plan.”

**Item #1**

Moved by: Councillor Jones  
Seconded by: Councillor French

RESOLVED THAT Correspondence Item #1 be received and filed.

**Recorded Vote**

		<b>Yes</b>	<b>No</b>	<b>Abstain</b>
Malahide	Dave Mennill	Yes		

West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

Item #2

Moved by: Councillor Mennill  
Seconded by: Councillor Martyn

RESOLVED THAT Correspondence Item #2 be received and filed.

**Recorded Vote**

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

- Motion Carried.

**8. OTHER BUSINESS**

**8.1 Statements/Inquiries by Members**

Deputy Warden Mennill requested that Council discuss the role of Committees and the associated staff support required by each Committee at a future meeting.

**8.2 Notice of Motion**

None.

**8.3 Matters of Urgency**

Moved by: Councillor Mennill  
Seconded by: Councillor Purcell

RESOLVED THAT the IT Director position as proposed in the Service Delivery Review report be discussed in the closed meeting session in accordance with the Municipal Act Section 239 (2) (b) *personal matters about an identifiable individual, including municipal or local board employees.*

**Recorded Vote**

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

Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

## 9. CLOSED MEETING ITEMS

Moved by: Councillor Ketchabaw  
Seconded by: Councillor Giguère

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

*(c) a proposed or pending acquisition or disposition of land by the municipality or local board; (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose; (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board – Land Acquisition Update and Analysis – Centennial Road / Elm Line*

### In-Camera Item #2

*(b) personal matters about an identifiable individual, including municipal or local board employees – IT Director.*

### **Recorded Vote**

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

- Motion Carried.

## 10. MOTION TO RISE AND REPORT

Moved by: Councillor Jones  
Seconded by: Councillor Ketchabaw

RESOLVED THAT we do now rise and report.

### **Recorded Vote**

		<b>Yes</b>	<b>No</b>	<b>Abstain</b>
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		

Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

In-Camera Item #1 – Land Acquisition Update and Analysis – Centennial Road/Elm Line

Moved by: Councillor Mennill  
Seconded by: Councillor Martyn

RESOLVED THAT staff proceed as directed.

**Recorded Vote**

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French		No	
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		8	1	0

- Motion Carried.

In-Camera Item #2 – IT Director

Moved by: Councillor McPhail  
Seconded by: Councillor Giguère

RESOLVED THAT the Chief Administrative Officer proceed as directed.

**Recorded Vote**

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

- Motion Carried.

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

Moved by: Councillor Jones  
Seconded by: Councillor McPhail

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

**Recorded Vote**

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		

West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

## 12. CONSIDERATION OF BY-LAWS

### 12.1 By-Law 21-02 – 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 January 26, 2021 Meeting.

Moved by: Councillor Mennill  
Seconded by: Councillor French

RESOLVED THAT By-Law No. 21-02 be now read a first, second and third time and finally passed.

#### Recorded Vote

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

- Motion Carried.

## 13. ADJOURNMENT

Moved by: Councillor Purcell  
Seconded by: Councillor Giguère

RESOLVED THAT we do now adjourn at 12:15 p.m. to meet again on February 9, 2021 at 9:00 a.m.

#### Recorded Vote

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

- Motion Carried.

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Julie Gonyou,  
Chief Administrative Officer.

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Tom Marks,  
Warden.



## REPORT TO COUNTY COUNCIL

**FROM:** Bob Purcell, Chair – TL Redevelopment Steering Committee

**DATE:** January 26, 2021

**SUBJECT:** T/L Redevelopment Project Budget

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### RECOMMENDATION:

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THAT the Terrace Lodge Redevelopment Steering Committee recommend a project budget of \$34,700,483 exclusive of HST; and,

THAT the CAO and Warden be authorized to sign an Acceptance of Cost Letter to D. Grant for a Stipulated Price Contract; and,

THAT January 26, 2021 report, titled “T/L Redevelopment Project Budget”, submitted by the Terrace Lodge Redevelopment Steering Committee Chair, be received and filed for information.

### INTRODUCTION:

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The tenders pricing results are now available, as are recently announced provincial funding changes. The net impact allows the Committee to recommend that \$1.4 million of the provincial funds be directed to County Council for other purposes.

### DISCUSSION:

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The tender bids have resulted in a Construction Manager cost of \$29,086,452 and ancillary/soft costs (include design, project management and fixtures and equipment) of \$5,614,031 for a total project cost estimate of \$34,700,483. In December, the province confirmed changes to the funding for LTC development. The Construction Funding Subsidy per diem is increased to \$21.28, providing the equivalent of \$1.9 million in incremental funding. Additionally, the province has announced a development grant of up to \$2,492,000. Given that the details of the grant are still pending, the committee is conservatively including only 40% of the grant in this analysis.

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<b>Sub-Total Project Costs</b>	<b>34,700,483</b>	
Non-Recoverable HST	610,729	
<b>Total Project Cost Estimate</b>	<b>35,311,212</b>	
<b>Council Approved Redevelopment Budget</b>	<b>33,774,100</b>	
Dec 2020 announced per diem	1,933,970	
Dec 2020 Development Grant (up to \$2.49 mil - assume 40%)	996,920	40.0%
Donations Budget	TBD	
<b>Total Potential Budget</b>	<b>36,704,990</b>	
<b>Cum Redevelopment Surplus/(Shortfall)</b>	<b>1,393,779</b>	

When the Construction Funding Subsidy per diem and 40% of the maximum Development Grant are added to the Council approved budget, the funding available for this project is \$36,704,990. This total funding is almost \$1.4 million in excess of the total project cost. Council could direct these excess funds to purposes it deems appropriate, including other service enhancements or a tax reduction of up to 0.4%.

In addition, since only a portion of the Development Grant maximum is included in this analysis, once the province announces the actual amount of the grant our project will received, any amount over the amount allocated in this report can be considered for other purposes, including as a reserve for this project. Given the level of investment that Elgin is committing to in this project, it is quite likely that we will receive well in excess of 40% of the maximum grant amount.

## ALIGNMENT WITH STRATEGIC PRIORITIES:

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

### Additional Comments:

### LOCAL MUNICIPAL PARTNER IMPACT:

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Aylmer and Malahide will be kept abreast of the project developments.

### COMMUNICATION REQUIREMENTS:

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A campaign kick-off was held in December and sod turning will be held with the province at a yet to be determined date. At this time staff and MMMC will work with the ministry to obtain FEC approval by the Ministry of Long-Term Care.

### CONCLUSION:

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With the new funding levels approved by the province, the Steering Committee is recommending a project budget of \$34,700,483 exclusive of HST while providing Council with \$1.4 million in unallocated funds to be used for other purposes.

Only 40% of the Development Grant maximum is included in this analysis. Once the actual amount of the grant to be received is determined, any amount over that amount can be considered for other purposes, including as a reserve for this project.



It should be noted that the Steering Committee and Council has previously indicated that we will intentionally approve the construction budget and the start of construction prior to FEC approval by the Ministry of Long-Term Care. This will allow D. Grant to mobilize on site the week of February 8, 2021. D. Grant will require a letter from the County authorizing them to proceed.

All of which is Respectfully Submitted

Bob Purcell  
Chair – Terrace Lodge Redevelopment Committee





## REPORT TO COUNTY COUNCIL

**FROM:** Julie Gonyou, Chief Administrative Officer

**DATE:** January 24, 2021

**SUBJECT:** Council Environmental Advisory Committee Priorities

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### RECOMMENDATION:

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THAT the report from the Chief Administrative Officer, titled “Council Environmental Advisory Committee Priorities” dated January 24, 2021 be received and filed for information; and

THAT Council approve the following Environmental Committee Priorities for 2021:

1. Review and distribute communication materials to educate residents, businesses, institutions and community groups on environmental sustainability;
  - Encourage growth of sustainable infrastructure
  - Awareness campaign in collaboration with other groups
  - Promote eco-friendly items for the home (e.g. smart receptacles)
  - Promote moving to electric vehicles
  - Deliver a program to encourage use of native plants and rain gardens
2. Advise County Council on environmental policy and sustainable matters and programs to promote the protection, enhancement, and management of the County’s natural and built environment;
  - Move to a paperless environment
  - Look at ditches along roads as ecosystems
  - Environmental Committee Members can participate in the 2021 Official Plan 5-year review/Natural Heritage System Study review **public consultation** process.
  - Naturalized spaces north of the County Building
  - Identify ways to increase habitats for local species (e.g. Bat boxes, etc.)
3. Amplify the environmental messages of Provincial Ministries and/or Conservation Authorities;
4. Help promote local environmental groups and community efforts;
  - Promote groups like ALUS (Alternative Land Use Services) to local Farmers.
  - Partner with local school boards to see if there are opportunities to promote environmental projects underway in the area

- Encourage community efforts – match up volunteers to groups, young people
5. Research environmental sustainability practices to improve information available to County Council.
- Research best practices associated with sustainable green purchasing policy (in collaboration with Local Municipal Partners)

**Note:** As an advisory Committee, it is not intended that the Committee participate in the technical review of, or comment on, individual development proposals or infrastructure projects. These functions are undertaken by technical staff of the relevant approval and commenting authorities.

## **INTRODUCTION:**

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In July 2020, Council reviewed and approved Terms of Reference for the Elgin County Environmental Advisory Committee (“Environmental Committee” and appointed Councillor Martyn and Councillor Jones to serve as Council representatives on the Committee. Staff recommended that the Committee structure and Terms of Reference be re-evaluated at the end of 2020.

**The purpose of this report is to seek Council’s support for clearly defined Environmental Committee Priorities to ensure alignment with Council’s expectations and Council’s Strategic Plan 2020-2022.** The Terms of Reference (Appendix I), as approved by Council in July 2020, are attached to the report, along with a Work Plan (Appendix II) developed by the Environmental Committee.

## **DISCUSSION:**

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Resources allocated to the development and ongoing support of the Environmental Advisory Committee and any associated action-items have been implemented primarily through the Administrative Services department, with support from Engineering Services, Economic Development and County Planning. The Committee meets monthly and meetings are approximately 2-hours in length and require considerable staff support.

### ***Committee Members***

The Environmental Advisory Committee relies upon advice and expertise from members of the Elgin County community (Committee volunteers), staff, additional key stakeholders, and other levels of government to provide information and advice to promote environmental sustainability, stewardship, and protection within Elgin County.

### ***Staff Support/Resourcing***

Competing Council priorities, including the County's ongoing efforts to respond to the COVID-19 pandemic, make it critically important that the amount of staff effort required to support Committee work is both understood by Council and directly supports Council's priorities.

Council plays a key role in ensuring the Environmental Advisory Committee has clearly defined priorities and a work plan that supports Council's desired outcome and deliverables for the Committee. Clear priorities will ensure that the time of the very passionate and committed volunteers is maximized and their focus is on the initiatives that matter most to County Council. As well, clear priorities ensure the CAO is able to balance the level of staff resources required to support the Committee.

### ***Purpose of Committee***

At a high level, Council established the Environmental Committee to support its work in the following areas:

- Provide input and comments on policies, procedures and regulations of the County including any environmental issues impacting the County;
- Recommend and advise Council on policies to be developed and offer suggestions for the formulation of environmental policies and comment on policies prepared by staff;
- Review studies, proposals and other documents referred to the Committee by Council and staff and provide advice regarding their application;
- Assist Council and staff in identifying research needs and environmental data gaps and formulate a strategy for Council's consideration.

### ***Jurisdictional Considerations***

We have found that the scope of the Environmental Advisory Committee is limited when considering initiatives that are within the County's jurisdiction. Often, the Committee discusses opportunities that are outside of the County's jurisdiction.

Within the County of Elgin there exist several different levels of government (Federal, Provincial, Municipal – Upper and Lower Tier) each of which is responsible for the provision of different services and programs as they relate to the natural environment. In order to respect the jurisdiction of our seven (7) municipal partners and adhere to appropriate legislation, **initiatives recommended to County Council by the Elgin County Environmental Advisory Committee must fall within the County's jurisdiction.**

The County of Elgin is responsible for providing the following services in accordance with relevant Provincial Legislation:

- County Facilities (Admin Building, POA, Heritage Centre, Land Ambulance Stations, Long-Term Care Homes);
- Internal Operations (Administration, HR, IT, Accessibility, Finance);
- Three (3) Long-Term Care Homes (Bobier Villa, Elgin Manor, Terrace Lodge);
- Provincial Offences Administration (POA);
- Arterial Roads;
- Economic Development and Tourism (Promotion and dissemination of information);
- EMS;
- Social Services (provided by the City of St. Thomas on behalf of the County);
- Tree Commissioner/Weed Inspection;
- Libraries/Archives/Museum; and
- Transportation

Our seven (7) Local Municipal Partners are responsible for providing the following services in accordance with relevant Provincial Legislation.

- Local Roads;
- Water Distribution;
- Waste water collection and treatment;
- Garbage and Recycling Collection;
- Municipally owned parkland;
- Recreational Facilities;
- Collection of Storm Water and Drainage; and
- Animal Control.

Conservation Authorities (under the authority of the Ministry of the Environment, Conservation and Protection) are governed by the Conservation Authorities Act and provide the following services:

- natural hazard management;
- flood and erosion control;
- ice management;
- flood forecasting and warning;
- drought/low water program;
- clean water protection (under the Clean Water Act);
- provide advice to municipalities on natural hazard management;
- regulate development and other activities in areas affected by water-based;
- natural hazards (e.g., floodplains, shorelines, wetlands) through a permit process

Conservation authorities may also deliver programs that address local priorities including:



- stewardship/conservation (e.g. tree planting, habitat restoration);
- watershed studies, research and education programs;
- recreation programs (e.g. operating conservation areas)
- other services to municipalities (e.g. storm water management advice, tree planting, assessment of environmental impacts, septic system reviews)<sup>1</sup>

## COMMITTEE PRIORITIES:

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### 2021 Priorities

The Committee developed a workplan in November 2020 and reviewed it on December 2, 2020 (workplan Appendix II). It is easy to see from the workplan that the Committee has identified a large number (38) of priorities and initiatives for 2021, and a number of the initiatives are either currently underway (staff/Council), fall outside of Elgin's jurisdiction and/or would require Council's direction.

2021 Actions identified by the Committee are:

1. Encourage the growth of sustainable infrastructure  
**Committee Initiative**
2. Promote local goods and foods  
**Note: County Economic Development**
3. Promote communities using business parks  
**Note: County Economic Development**
4. Explore a rural transportation program  
**Note: Link to Transportation Master Plan – County staff initiative**
5. Encourage companies to mitigate the odour of landfills  
**Note: Lower-tier**
6. Create affordable housing with less impacts on the environment  
**Note: County Council/Lower-tier**
7. Encourage building of roundabouts  
**Note: County Council/County Engineer**
8. Move to a paperless environment  
**Committee Initiative**
9. Implement LED lighting at all County facilities  
**Note: County Engineering/Facilities - underway**
10. Advocate to lower-tier municipalities to implement down lighting for streets  
**Note: Outside of Committee Scope**
11. Look at ditches along roads as ecosystems  
**Committee Initiative/County Engineering**

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<sup>1</sup> <https://www.ontario.ca/page/conservation-authorities>



12. Participate in the 2021 Official Plan review, including reviewing the way the County does subdivisions (5% for park land) – reduce the carbon footprint, sever farms with woodlots vs. agricultural fields.

**Committee Members can participate in public consultation (voluntary)**

13. Move to a sustainable green purchasing policy in collaboration with other municipalities

**Committee Members can research best practices for 2022 and beyond**

14. Encourage and train people about how to recycle

**Note: Lower-tier (recycling practices may vary by municipality)**

15. Awareness campaign in collaboration with other groups

**Committee Initiative**

16. Promote eco-friendly items for the home (e.g. smart receptacles)

**Committee Initiative**

17. Put in electric charging stations with local municipal partners

**Note: County Council/County Engineering (underway)**

18. Promote moving to electric vehicles

**Committee Initiative**

19. Naturalized spaces north of the County Building

**Committee Initiative**

20. Review the Natural Heritage Systems Study and identify potential actions

**Committee Members can participate in public consultation (voluntary)**

21. Promote habitat preservation with landfill operators

**Note: Lower-tier**

22. Develop a program to encourage use of native plants and rain gardens

**Committee Initiative**

23. Promote new systems of stormwater management vs. stormwater ponds for Local Municipal Partners

**Note: Lower-tier**

24. Enhance and promote Provincially Significant Wetlands (PSWs) to land owners, promote expansion of these areas.

**Note: Requires Council Direction**

25. Work with conservation authorities, including advocating for a provincial park in the area

**Note: Requires Council Direction**

26. Promote an increase in the amount of forest cover throughout the County

**Note: Requires Council Direction**

27. Explain the significance of large seed trees being kept in logging practices

**Note: County Tree Commissioner**

28. Identify ways to increase habitats for local species (e.g. Bat boxes, etc.)

**Committee Initiative**

29. Identify an approach to invasive species

**Note: County Engineer (i.e. Phragmites)**

30. Review the programs put in place by the Tree Commissioner/Weed Inspector

**Note: Council Responsibility**

31. Evaluate the initiatives utilizing sprays across the County

**Note: Requires Council Direction**

32. Provide letters of support for environmental projects and initiatives

**Note: Requires Council's support/delegation**

33. Educate and provide information about zero carbon energy buildings and available funding

**Committee Initiative**

34. Advocate to the City of St. Thomas and Township of Southwold to extend the St. Thomas elevated park trail

**Note: Requires Council Direction/Support**

35. Explore the use of rail line beds as a trail system

**Note: Requires Council Direction (currently under review)**

36. Partner with local school boards to see if there are opportunities to promote environmental projects underway in the area

**Committee Initiative**

37. Encourage community efforts – match up volunteers to groups, young people

**Committee Initiative**

38. Promote groups like ALUS (Alternative Land Use) to local Farmers.

**Committee Initiative**

**Recommended 2021 Priorities/Work Plan:**

It is recommended that the Committee be responsible for the following, in consultation with County staff:

6. Review and distribute communication materials to educate residents, businesses, institutions and community groups on environmental sustainability;
  - o Encourage growth of sustainable infrastructure
  - o Awareness campaign in collaboration with other groups
  - o Promote eco-friendly items for the home (e.g. smart receptacles)
  - o Promote moving to electric vehicles
  - o Deliver a program to encourage use of native plants and rain gardens
7. Advise County Council on environmental policy and sustainable matters and programs to promote the protection, enhancement, and management of County's natural and built environment;

- Move to a paperless environment
  - Look at ditches along roads as ecosystems
  - Environmental Committee Members can participate in the 2021 Official Plan 5-year review/Natural Heritage System Study review **public consultation** process.
  - Naturalized spaces north of the County Building
  - Identify ways to increase habitats for local species (e.g. Bat boxes, etc.)
8. Amplify the environmental messages of Provincial Ministries and/or Conservation Authorities;
9. Help promote local environmental groups and community efforts;
- Promote groups like ALUS (Alternative Land Use) to local Farmers.
  - Partner with local school boards to see if there are opportunities to promote environmental projects underway in the area
  - Encourage community efforts – match up volunteers to groups, young people
10. Research environmental sustainability practices to improve information available to County Council.
- Research best practices associated with sustainable green purchasing policy (in collaboration with Local Municipal Partners)

**Note:** As an advisory Committee, it is not intended that the Committee participate in the technical review of, or comment on, individual development proposals or infrastructure projects. These functions are undertaken by technical staff of the relevant approval and commenting authorities.

### **FINANCIAL IMPLICATIONS:**

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There are financial implications associated with staff support for the Committee. Council is encouraged to monitor this closely.

Since there is no established budget for the Environmental Committee, any requests for financial support will be presented to County Council for approval.

## 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 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.

### Additional Comments:

As part of County Council's Strategic Planning Process, Council established the priority "Growing Elgin: to be the place where people want to live, work and play". The objective associated with this priority is "fostering a healthy environment".

Council included "establish an Environmental Committee" with the associated timeline of August 31, 2020 as part of its Actions to support the Strategic Plan 2020-2022.

The Environmental Committee has held meetings in October, November, and December. The Committee will meet again on January 27, 2021.

## LOCAL MUNICIPAL PARTNER IMPACT:

### Future Involvement of Local Municipal Partners

Ongoing participation by, and partnerships with and amongst the local municipalities, will be critical to the execution of any outcomes resulting from the Committee's work and will continue to be key in successfully identifying and implementing broader priorities for their respective communities.

Once local capacity exists, Council may determine that there is a need to formalize the role of local municipal partners, regional municipalities or other key stakeholders on the Committee.

**COMMUNICATION REQUIREMENTS:**

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This plan will be promoted to all Local Municipal Partner Councils. Staff and the Warden will set up dates to attend local Council meetings to present the plan.

**CONCLUSION:**

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Council-established priorities for the Environmental Committee's deliverables and 2021 priorities will ensure staff and volunteer time is appropriately directed to best support Council's priorities.

All of which is Respectfully Submitted

Julie Gonyou

Chief Administrative Officer





## REPORT TO COUNTY COUNCIL

**FROM:** Julie Gonyou, Chief Administrative Officer

**DATE:** January 22, 2021

**SUBJECT:** Service Delivery Review – 2021 Priorities

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### RECOMMENDATION(s):

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#### Long-Term Care Homes

THAT Elgin County Council support the following Long-Term Care Home recommendations in 2021, as identified in the Elgin County Service Delivery Review:

- Monitor provincial policy changes and how it affects the County homes (ongoing);
  - Continue to advocate for increased funding to offset the Homes costs to the County (ongoing);
  - Continue to explore recruitment initiatives with Human Resources (ongoing);
  - Invest in online scheduling and online recruitment software (2021);
- AND

THAT staff be directed to include annual direct costs of \$38,000 and annual direct savings of \$60,000 in the Draft 2021 Budget to support the aforementioned initiatives.

#### Organizational Review

THAT staff be directed to consider the options included in the Service Delivery Review for an improved Organizational Design and present options to Elgin County Council in 2021 for implementation in 2022.

#### Improvements to Manual Processes

THAT Elgin County Council direct staff to create training manuals for digital tools, as needed; and

THAT staff be directed to formalize an internal Project Management structure to support initiatives identified in the Service Delivery Review to improve manual processes.

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## Information Technology (IT)

THAT Elgin County Council direct staff to develop a 2021 Action Plan followed by a three-year digital transformation strategy in 2022; and

THAT Elgin County Council provide direction with respect to adding an IT Director to the current staffing complement and whether an estimated \$170,000 is to be included in the 2021 Draft Budget.

## Collaborative Initiatives with Elgin's Municipal Partners

THAT Elgin County Council direct staff to undertake the following actions as recommended in the Service Delivery Review: codify consultation processes for new shared services; codify risk mitigation strategies into new agreements; undertake independent appraisals for the costs of delivery for shared services (costs to be shared; avoid using a weighted County levy option for cost structures going forward; add shared services as a standing item on the County-Local Municipal Partner CAO meeting agendas; establish governing processes for the current advisory committee (Public Works Managers Working Group) for road maintenance agreement; and conduct annual review of all shared services.


## Road Maintenance Agreement

THAT staff be directed to work with Local Municipal Partners to review Schedule C – Scope of Services Expectations and prepare a Request for Proposal for review by Local Municipal Partners and Council prior to issuance; and

THAT the Warden be directed to notify Local Municipal Partners that *Service Coordination – Road Maintenance Agreement Review* has been identified by Council as a priority for 2021 and request that Local Municipal Partners co-fund this initiative, as recommended in the SDR; and

THAT Council provide direction with respect to how costs will be shared for this initiative; and

THAT staff be directed to include a placeholder of \$75,000 in the 2021 Draft Budget for the County's contribution for consultant fees associated with a review of the RMA.





## **In-House Engineering Design & Adjusting Job Titles to Reflect Roles and Responsibilities**

THAT staff be directed to prepare a business case for Council's review that includes costs, opportunities, and savings associated with the recommendation to deliver engineering design in-house for consideration in 2021; and

THAT a placeholder of \$110,500 be included in the 2021 Draft Budget to support the capital cost-savings opportunity associated with bringing Engineering design in-house.

## **Collaborative Procurement**

*It is recommended that staff research this opportunity in 2021 and make it a priority in 2022. It is not recommended that any annual direct costs associated with collaborative procurement be included in the 2021 Draft Budget.*

## **Development Services**

THAT Council include \$10,000 for software subscriptions in the 2021 Draft Budget to support a streamlined process of submitting forms for review by the Land Division Committee.


## **Human Resources**

THAT Staff be directed to present information with respect to an hourly HR Consulting services rate/hr and list of offerings, following a discussion with LMPs, for Council's consideration and direction in July/August 2021.

*It is anticipated that revenue received from LMPs, once an hourly rate for HR consulting services is established by Council, will be minimal throughout the balance of 2021 and impact should be considered in the 2022 Budget.*

## **Economic Development**

It is not recommended that annual direct savings be included in the 2021 Draft Budget at this time. The budget can be adjusted following Council's decision (March/April 2021).





## Library Services

THAT staff be directed to work with St. Thomas Public Library to identify opportunities for enhanced partnerships and opportunities to jointly plan for a future library location in a coordinated approach to reduce future capital and operating expenses.

### FINANCIAL SUMMARY – 2021 Draft Budget Impacts:

#### Savings

#### Costs (to be included in 2021 Draft Budget)

<b>Long-Term Care Homes</b>	
Annual Direct Costs – LTCH Software	\$38,000
Annual Direct Savings – overtime reduction	\$60,000
<b>LTCH: Net Annual Direct Savings</b>	<b>\$22,000</b>
<b>Information Technology</b>	
Annual Direct Costs – Director of IT	\$170,000 (includes base salary + benefits)
<b>Road Maintenance Agreement</b>	
Study (partnership with Local Municipal Partners)	\$75,000
<b>Engineering Services</b>	
In-House Design	\$110,500
<b>Development Services</b>	
Subscriptions (Technology/resolving paper processes)	\$10,000
<b>TOTAL SAVINGS</b>	
	<b>\$22,000</b>
<b>TOTAL EXPENDITURES</b>	
	<b>\$365,500</b>

### INTRODUCTION:

Elgin County Council received the Municipal Service Delivery Review (SDR) completed by StrategyCorp Inc. at its meeting on November 10, 2020. At that time, staff were directed to provide Council with additional information, recommendations and suggested timelines associated with the recommendations put forward by the consultants. On November 28, 2020, staff provided a follow-up report to Council and the

decision was made to wait until after Council's Action Planning meeting to determine what recommendations from the SDR would be priorities in 2021.

This report includes the SDR recommendations that staff recommend be prioritized in 2021, and seeks Council's approval for the 2021 priorities as well as direction that these priorities be included in the 2021 Draft Budget for Council's consideration and approval at a later date.

## **DISCUSSION:**

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In 2020, 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 \$125,000 in funding through the Ministry of Municipal Affairs and Housing to support the Municipal Service Delivery Review. The total cost of the SDR was \$189,000.

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. The consultants were tasked with finding efficiencies and reducing the costs to delivering services.

## **SDR RECOMMENDATIONS SUGGESTED FOR 2021:**

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### **#1 – Long-Term Care Home (LTCH) – Short Term Improvements – Invest in Online Scheduling Software & Invest in Online Recruitment Software**

#### *LTCH – Overview*

The goal of the LTCH SDR review was to achieve cost savings while maintaining quality of care for the three (3) County Long-Term Care Homes. It is recommended that, since the Homes comprise a significant portion of the County's staff and budget, Elgin's Homes require professional management with healthcare administration experience to reduce expenditures while preserving quality of care.

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The SDR recommends that the County create a professional, municipal services board and hire a CEO to manage transformational change projects. It is suggested that this new capacity will allow the County to achieve cost savings while maintaining quality care. It is also suggested that cost savings may be used to attract a non-municipal operator for one or more LTCHs as a future strategic direction.

As indicated in the SDR report, there are three (3) current provincial reviews underway and the outcome of the reviews will likely result in a change to the province's operating and capital formulas.

The SDR report indicates that short-term improvements could improve some of the LTCH operational challenges. The goal of the short-term initiatives is to improve recruitment and scheduling processes within the Homes. Both of these functions do not currently use digital tools, relying primarily on manual reviews and paper-based processes. The report suggests that Homes' recruitment processes and scheduling should be part of the overall human resources digital transformation efforts.

### *SDR Recommendations – LTCH 2021 Priorities*

1. Monitor provincial policy changes and how it affects the County homes (ongoing);
2. Continue to advocate for increased funding to offset the Homes costs to the County (ongoing);
3. Continue to explore recruitment initiatives with Human Resources (ongoing);
4. Invest in online scheduling software (2021); and
5. Invest in online recruitment software (2021).

### *SDR Recommendations – LTCH 2021-2022 Priorities*

1. SDR recommends that the County explore creating a municipal service board – including attracting a professional board and CEO (2024 – target date identified in SDR)
2. Explore and evaluate partnership opportunities including divestment opportunities (long-term)

### *Financial Implications – LTCHs:*

<b>Annual Direct Costs</b>	
1. Online Recruitment Subscription	\$20,000
2. Online Scheduling Software	\$18,000
Total	\$38,000
<b>Annual Direct Savings</b>	
1. Overtime reductions*	\$60,000

<b>Net Annual Direct Savings</b>	
<b>Total</b>	<b>\$22,000</b>
<b>Annual Productivity Gains</b>	
1. Clerk Time Savings	\$200,000
2. Nurse Time Savings	\$42,000
<b>Net Annual Productivity Gains</b>	
<b>Total</b>	<b>\$242,000</b>

(\*) Note: Annual Direct Savings includes a reduction in overtime expenses associated with scheduling inefficiencies. This does not include a reduction in Clerk hours as productivity gains will result in more meaningful work for Clerk staff.

### *Council Direction - LTCHs*

It is recommended:

THAT Elgin County Council support the following Long-Term Care Home recommendations in 2021, as identified in the Elgin County SDR:

- Monitor provincial policy changes and how it affects the County homes (ongoing);
  - Continue to advocate for increased funding to offset the Homes costs to the County (ongoing);
  - Continue to explore recruitment initiatives with Human Resources (ongoing);
  - Invest in online scheduling and online recruitment software (2021);
- AND

THAT staff be directed to include annual direct costs of \$38,000 and annual direct savings of \$60,000 in the Draft 2021 Budget to support the aforementioned initiatives.

## #2 – Organizational Review

### *Organizational Review – Overview*

The SDR report indicates that the County’s organizational structure is not optimized to achieve the County’s strategic goals or deliver County-wide and shared services to residents and staff. Elgin’s current “person-driven design” (assigning services based on expertise or capacity) has resulted in a portfolio for the CAO that is too large. The SDR recommends that Elgin’s organizational structure be redesigned to ensure the most effective processes are in place for achieving strategic objectives and delivering high-quality services to residents as effectively as possible.

## *SDR Recommendations – Organizational Review*

- Create a Corporate Services Department overseen by Director of Corporate Services/Deputy Clerk.
- Move Planning and Land Division to their own department to better deliver planning as a shared service.
- Transfer Economic Development services to a standalone, economic development Corporation with the City of St. Thomas.
- Move IT to Corporate Services and eventually transition to an IT Department.
- Transfer Long-Term Care Homes management and operations to a standalone municipal services Board.
- Transfer EMS contract management responsibilities to the Fire Trainer/CEMC.

### *Financial Implications – Organizational Design:*

Net Annual Direct Costs		(\$425,000)
	Total	\$425,000 (cost)
Net Productivity Savings/Year		\$60,000

### *Council Direction – Organizational Review:*

It is recommended:

THAT staff be directed to consider the options included in the SDR for an improved Organizational Design and present options to Elgin County Council in 2021 for implementation in 2022.

## **#3 – Improvements to Manual Processes**

### *Manual Processes – Overview*

The SDR identified a number of manual and paper-based processes across Human Resources, IT, LTCHs, and Finance departments that allocate staff time to non-value-added activities. The resulting duplication in efforts and misallocation of staff time represent annual productivity gains that would be addressed by digitizing these processes through one (1) or two (2) software solutions, reallocating staff time to higher value-added activities.

Staff are currently working together in the beginning phases to issue an RFP that will meet the unique requirements of each department (IT, Finance, LTCHs).

## *SDR Recommendations – Manual Processes 2021 Priorities*

- Immediately create a training manual for all digital tools, like Laserfiche and Kronos (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 (underway);
- 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 (2021).

### *Financial Implications – Manual Processes:*

<b>Estimated Annual Costs of Current Processes – Decreased Annual Productivity</b>	
Timekeeping, scheduling, payroll, attendance, data entry, and records management processes	\$322,000
Total	\$322,000
<b>Estimated Annual Productivity Gains</b>	
75% reduction in time spent on above processes	\$241,000

- Note: Priority #2 - \$250,000 already included in Draft 2021 Budget

### *Council Direction – Manual Processes:*

A total budget of \$250,000 has been included in the Draft 2021 Budget, with consent of the Budget Committee. A Request for Proposal for Human Capital Management Software (priority #2 – listed above) was issued in 2020 and responses have been received and are currently being reviewed. Since this is a two-stage RFP process, prices/bids will not be reviewed until the initial evaluation is complete. It is anticipated that the final results of the RFP will be brought to Council in March.

It is recommended:

THAT Elgin County Council direct staff to create training manuals for digital tools, as needed; and

THAT staff be directed to formalize an internal Project Management structure to support initiatives identified in the SDR to improve manual processes.

## #4 – Information Technology Services

### *IT Initiative – Overview*

The SDR describes Elgin’s IT functionality as being “behind other municipalities” – it relies on primarily paper-based processes for recruitment, scheduling, among other processes. Elgin’s current suite of software tools are not framed in an overall IT Master Plan, leading to a reactive approach to IT. Elgin’s IT Department provides IT support to two local municipalities (Central Elgin and Bayham) – they, along with other local municipal partners (LMPs) noted that there are opportunities for improvement and more LMPs would join this service if it became modernized and forward-thinking.

### *SDR Recommendations - IT 2021 Priorities*

1. Mandate that the current IT staff develop a County-focused, three-year digital transformation strategy.

Note: Council consented to undertaking a 2021 Action Plan, to be followed by a digital transformation strategy in 2022. The first Action Planning meeting is scheduled for January 27<sup>th</sup>, 2021.

### *SDR Recommendations - IT 2021 Priorities*

1. Hire a Director of Corporate Services and move IT into the Corporate Services Department and once Elgin’s IT functionality is improved, begin attracting other LMPs and partners to the service and hire a Director of IT.

Note: an IT Director position could support the Connectivity Committee/Connectivity Strategy. It is not necessary to hire a Director of Corporate Services before hiring a Director of IT. This position supports attracting other LMPs to participate in a shared IT service. The report indicates that this position would need to be funded first to attract other communities.

### *Financial Implications – IT Priorities:*

Estimated Annual Costs	
IT Director Salary	\$120,000 (*this is too low – estimate does not include benefits)
<b>Total</b>	<b>\$170,000 (estimated, including benefits)</b>
<b>Annual Direct Savings (Gross)</b>	
2020 Budget	\$69,000,000
0.5% Annual Direct Savings	\$345,000

Note: StrategyCorp assumes that Elgin County would achieve 0.5% in annual direct savings from digital transformation initiatives, but the true level of annual direct savings will be dependent on the digital transformation initiatives it prioritizes. This estimate does not include the productivity saved. IT Director's salary is counted in the organizational review section of the SDR, the savings reflected in the chart above are gross annual direct savings instead of net.

The savings reflected in this section are part of a longer-term strategy any immediate savings are reflected in other areas of the report. It is not recommended that total savings of \$345,000 be included in the 2021 Draft Budget.

### *Council Direction – IT Services:*

It is recommended:

THAT Elgin County Council direct staff to develop a 2021 Action Plan followed by a three-year digital transformation strategy in 2022; and

THAT Elgin County Council provide direction with respect to adding an IT Director to the current staffing complement and whether an estimated \$170,000 is to be included in the 2021 Draft Budget.

## #5 – Collaborative Initiatives with Elgin Local Municipal Partners

### *Collaborative Initiatives – Overview:*

The SDR explores how codified processes on shared services with Elgin's Local Municipal Partners (LMPs) are designed, agreed upon, and governed. While all of the LMPs agree that the County has provided many successful shared services and that new leadership at the County level has improved the working relationship, the primary challenges that remain are the roads maintenance agreement (RMA) and the process surrounding establishing new shared services. Both Elgin County and the LMPs want to continue to improve the working relationship and have agreed that policies that balance responsibilities on both sides are needed.



### *SDR Recommendations - Collaborative Initiatives - 2021 Priorities*

1. Codify consultation processes for new shared services (ongoing)
2. Codify risk mitigation strategies into agreements (ongoing)
3. Undertake independent appraisals for the costs of delivery for shared services (ongoing) – SDR recommends that these costs would be shared with LMPs.
4. Avoid using the weighted County levy option for cost structures (ongoing)
5. Add shared services as a standing item on the County-LMP CAO meeting agendas (2021)
6. Establish governing processes for the current advisory committee for the road maintenance agreement (2021)
7. Conduct annual review of all shared services (2021)

### *Financial Implications – Collaborative Initiatives:*

The SDR suggests that implementing the recommendations 1-7 will add value and have the following impact:

- Balanced interests
- Improved communication and transparency
- Predictability
- Opportunities for continuous improvement

They note that these initiatives will require staff time and potential investments from the County and LMPs.

### *Council Direction – Collaborative Initiatives:*

It is recommended:

THAT Elgin County Council direct staff to incorporate Collaborative Initiatives 1-7 (above) in an effort to improve the working relationship between the County and lower-tier municipalities.

## #6 - Road Maintenance Agreement (RMA)

### *Collaborative Initiatives – RMA - Overview:*

- The 1998 restructuring of Elgin County resulted in the dissolution of the County roads department, and, pursuant to an order in County Council, County road maintenance responsibilities were transferred to the lower tiers—along with personnel and assets.
- Because the County maintained ownership of the roads, bridges, and culverts, a roads maintenance agreement (RMA) between the County and lower tiers was negotiated (over the course of seven years). In 2017, the RMA was renegotiated among all Local Municipal Partner/Lower-tiers (LMPs), and a new agreement was created for January 2018 – December 2022 with a potential for a 5-year extension.
- It includes provisions on minimum maintenance standards as designated by provincial legislation and an additional scope of services, which were recommended by the roads superintendents of the LMPs—for example tree trimming, grass cutting, etc.
- The County provides a \$/km amount, and LMPs are expected to meet the minimum maintenance standards and the additional scope of services. All LMPs meet the minimum maintenance standards, and LMPs are required to submit quarterly reports to the County.
- Both the LMPs and County agreed that the RMA is the best option but that improvements need to be made to improve the service. Because roads is a large item on both the County and LMP budgets, **improving this service is a high priority for both parties.**

### *SDR Recommendations - RMA:*

- 1.) As part of the shared service standing item at the CAO meetings, discuss the RMA more regularly among CAOs to improve enforcement issues.
- 2.) Establish governing processes for the current advisory committee for the road maintenance agreement.
- 3.) Codify policies for working together to discuss, resolves issues on, and continue to improve the RMA.
- 4.) Develop service standards and best practices to further clarify the Schedule C Scope of Services expectations

5.) **In advance of the RMA renewal, undertake an independent review of the \$/km funding arrangement.**

6.) Improve the financial reporting process.

7.) Improve and digitize the quarterly reporting process.

The consultants noted that the current funding arrangement is one the key areas of tension regarding the RMA. The SDR suggests that, once the service standards for the Scope of Services in Schedule C are established, ***the County and LMPs should work together and share the cost of hiring an independent reviewer to review the current \$/km funding amount for both operational and capital expenses and recommend an updated \$/km quantum if needed.***

### *Financial Implications – RMA:*

The consultants noted that if funding increases are recommended following the study, and it is noted in the SDR that Council should support the needed increases to the County levy.

They also suggested that the reviewer undertake an index review and a market assessment via tender to understand market costs for the services. Furthermore, they suggest that the consultant would work with the County and LMPs to develop a tender to use as a market test that best reflects the current realities of the RMA arrangement. For example, it should consider:

- Differences in managing private sector contractor vs. public sector contractor
- Administration costs with responding to public concerns and complaints on roads
- Fleet capital costs

Estimated One Time Cost	
Consultant to undertake review and market assessment	Cost to be shared with Local Municipal Partners (To be determined) <ul style="list-style-type: none"> <li>• Depending on scope of work (detailed financial analysis and evaluation of LMP capacities, capabilities, and competency – it is estimated that such evaluation will cost between \$150,000 - \$225,000) – the last time Elgin County commissioned a similar evaluation (2008), completed by AECOM \$150,000</li> </ul>
<b>Total</b>	<b>Placeholder – Elgin's Contribution ~ \$75,000</b>

It is suggested in the SDR that implementing these recommendations is a value-added activity that will require staff time and investments.

### *Timing & Coordination:*

The consultants suggest that review must be completed in advance of the 2022 renewal period so that updated service standards and funding arrangements can be included in the new contract. It is also recommended that Engineering Staff work with LMPs to further clarify the Schedule C Scope of Services expectations as soon as possible and prepare a Request for Proposal for review by LMPs for consultant services to support the recommended independent review of the \$/km funding arrangement and support for tender development.

### *Council Direction – RMA:*

It is recommended:

THAT staff be directed to work with LMPs to review Schedule C – Scope of Services Expectations and prepare a Request for Proposal for review by Local Municipal Partners and Council prior to issuance; and

THAT the Warden be directed to notify LMPs that *Service Coordination – Road Maintenance Agreement Review* has been identified by Council as a priority for 2021 and request that LMPs co-fund this initiative, as recommended in the SDR; and

THAT staff be directed to include a placeholder of \$75,000 in the 2021 Draft Budget for the County's contribution for consultant fees associated with a review of the RMA.

## #7 – In-House Engineering Design & Adjusting Job Titles to Reflect Roles and Responsibilities

### *SDR Recommendations – Engineering Services:*

- Given the engineering department's reliance on consultants, explore cost-benefit analysis of bringing more positions in-house (in-house design).
- As part of this departmental restructuring, it should consider changing titles to better reflect the roles and responsibilities of positions.

### *Financial Implications – Engineering Services:*

1. In-house design: this recommendation will require an investment (to be determined – consider a placeholder) upfront to realize savings. A business case will be developed by the County Engineer to provide Council with more information about this option.
2. Adjusting job titles to reflect roles and responsibilities (no cost) – plans underway.

Estimated One Time Cost	
Engineering Design and Construction Technologist	\$75,000-\$95,000 (estimated) + benefits/pension (30%) = \$110,500
Total	\$110,500 (placeholder)

### *Council Direction – Engineering Services:*

It is recommended:

THAT staff develop a business case including costs and opportunities and savings associated with the recommendation to deliver engineering design in-house for consideration in 2021; and

THAT a placeholder of \$110,500 be included in the 2021 Draft Budget to support capital cost-savings opportunity associated with bringing Engineering design in-house.

## #8 – Collaborative Procurement

### *Collaborative Procurement - Overview:*

Elgin County staff and LMPs recognize the significant annual direct savings opportunities available through more strategic sourcing and collaborative procurement of commodities and services.

### *SDR Recommendations – Collaborative Procurement:*

1. The County would hire a procurement specialist who would provide procurement support to LMPs on an hourly or project basis and manage centralized, online bids and tenders site for the County and LMPs. When not supporting LMPs, their time would be used to support County procurement and contract management needs.
2. The County would hire a procurement specialist whose salary would be paid for through a yearly contribution agreement with the LMPs. This resource would identify opportunities for collaborative procurement and develop shared tenders that reflects LMP needs. LMPs would need to agree to a set of principles regarding opting out, service level standards, etc.

### *Timing & Coordination:*

Prior to establishing additional shared services with LMPs, the SDR strongly recommends that Elgin County and LMPs work together to establish policies for shared services that balance responsibilities on both sides to ensure improved communication and transparency, predictability, opportunities for continuous improvement, and balanced interests.

### *Financial Implications – Collaborative Procurement:*

Annual Direct Costs	
Procurement Specialist Salary	\$80,000
<b>Total</b>	<b>\$80,000</b>
LMP Annual Direct Savings	
Potential Contract Total	\$7,380,000
5% Savings	\$369,000
15% Savings	\$1,107,000
<b>Net Annual Direct Savings (LMPs) 5%</b>	<b>\$289,000</b>
<b>Net Annual Direct Savings (LMPs) 15%</b>	<b>\$1,027,000</b>

### *Council Direction – Collaborative Procurement:*

It is recommended that staff research this opportunity in 2021 and make it a priority in 2022. It is not recommended that any annual direct costs associated with collaborative procurement be included in the 2021 Draft Budget.

## #9 – Development Services

### *Development Services - Overview:*

The SDR recommends improvements to the Land Division Committee and recommends that the County explore opportunities to offer Registered Professional Planning support to interested LMPs. This recommendation seeks to improve resident-facing services and the productivity of the Land Division Committee.

### *SDR Recommendations – Development Services:*

1. Improve the processes, technology, training, staffing, and skills development of the Land Division Committee;
2. Explore and co-create RFP support model for LMPs that improves resident experience;
3. Launch model and demonstrate its benefits to non-participating LMPs;
4. Review need for other development services coordination in the County (building).

### *Timing & Coordination:*

1. Land Division improvements are underway.
2. Shared development services (later years – 2022 and beyond); service's exact financial benefit will be dependent on the participating LMPs and their needs.

### *Financial Implications – Development Services:*

Annual Productivity Gains	
Land Division Productivity Gains	\$34,000
<b>Total</b>	<b>\$34,000</b>
Annual Direct Costs	
Software Subscriptions	\$10,000
<b>Net Operating Impact (with productivity gains)</b>	<b>\$24,000</b>

### *Council Direction – Development Services:*

It is recommended:

THAT Council include \$10,000 for software subscriptions in the 2021 Draft Budget to support a streamlined process of submitting forms for review by the Land Division Committee.

## #10 – Human Resources (HR) as a Shared Service

### *HR Shared Service - Overview:*

The SDR suggests that many of Elgin's LMPs lack in-house HR professionals, leaving room for potential labour risks.

### *SDR Recommendations – HR Shared Service:*

1. The SDR recommends that there is an opportunity to support LMPs with County HR expertise/staff as a formalized shared service.

### *Timing & Coordination:*

Elgin's HR team supports LMPs sporadically for such tasks as leadership recruitment, labour/union issues and policy support.

The SDR recommends a phased approach to developing a formalized shared service. The first phase would be to offer consulting services to LMPs on a cost-recovery basis (similar to the County's Legal Services offerings to LMPs).

### *Financial Implications – HR Shared Service:*

Consulting Services	
External Consulting Rate	\$125 - \$550
<b>Shared HR Services</b>	
Annual Direct Savings	20%



### *Council Direction – HR Services:*

It is recommended:

THAT Staff be directed to present information with respect to an hourly HR Consulting services rate/hr and list of offerings, following a discussion with LMPs, for Council's consideration and direction in July/August 2021.

It is anticipated that revenue received from LMPs, once an hourly rate for HR consulting services is established by Council, will be minimal throughout the balance of 2021 and impact should be considered in the 2022 Budget.

## #11 – Collaborative Initiatives with Neighbouring Municipalities – Economic Development

### *Collaborative Initiatives with Neighbouring Municipalities – Economic Development:*

The SDR reports that the County's Economic Development service does not align with Council's strategic priorities. The report also indicates that the St. Thomas Economic Development Corporation is high-functioning and recommends that consideration be given to whether the Corporation could include the County as well as the City of St. Thomas. The SDR suggests that this is aligned with rural economic development best practices (Windsor-Essex Model).

### *SDR Recommendations – Economic Development:*

1. Agree on funding model that maximizes the County's and the City's municipal contributions and reduces duplications.
2. Create a governance structure that has a mix of County and City elected officials and business representatives.
3. Determine roles, responsibilities, and specializations for the County's and City's staff to improve productivity.
4. Create a corporation strategy with feedback from both the County and City Councils and business communities.

*Timing & Coordination:*

Council is currently reviewing this SDR recommendation and, following extensive stakeholder consultation, it is anticipated that Council will be in a position to decide whether this recommendation is appropriate for Elgin County in March/April 2021.

*Financial Implications – Economic Development:*

Annual Direct Savings	\$145,000
Annual Productivity Gains	\$305,000
<b>Total Net Operating Impact (with productivity gains)</b>	<b>\$450,000</b>

*Council Direction – Economic Development:*

It is not recommended that annual direct savings be included in the 2021 Draft Budget at this time. The budget can be adjusted following Council's decision (March/April 2021).

## #12 – Collaborative Initiatives with Neighbouring Municipalities – Library Services

*Collaborative Initiatives with Neighbouring Municipalities – Library Services:*

The SDR suggests that Elgin County Library build on the existing strong, collaborative working relationship with St. Thomas Public Library.

*SDR Recommendations – Library Services:*

1. Formalize procurement of hardcopy and e-resources;
2. Explore partnerships for new facilities in high-growth areas; and
3. Explore partnerships for innovative service models.

*Timing & Coordination:*

Work on the collaborative procurement recommendation is underway, along with ongoing conversations to identify opportunities for enhanced partnerships and innovative shared services.

*Financial Implications – Library Services:*

Annual Direct Savings	<b>PROPOSED FOR 2022</b>
<b>Resource Spend Decrease (Elgin Specific)</b>	<b>\$15,000 - \$45,000</b>

*Council Direction – Library Services:*

THAT staff be directed to work with St. Thomas Public Library to identify opportunities for enhanced partnerships and opportunities to jointly plan for a future library location in a coordinated approach to reduce future capital and operating expenses.

**FINANCIAL IMPLICATIONS:**

As detailed above.

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

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

**LOCAL MUNICIPAL PARTNER IMPACT:**

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LMPs are impacted in a number of shared services improvements and future opportunities. Engagement and collaboration efforts will be ongoing throughout 2021.

**COMMUNICATION REQUIREMENTS:**

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LMPs will receive regular updates (CAO meetings, Council-to-Council correspondence, Council Meeting Highlights)

**CONCLUSION:**

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The SDR identified 12 high-impact areas, all of which are considered in this report.

All of which is Respectfully Submitted

Julie Gonyou

Chief Administrative Officer

