

2022-2026

# Orientation Guide



ELGIN COUNTY COUNCIL



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# A MESSAGE FROM THE CAO/CLERK



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## JULIE GONYOU, CAO/CLERK

Whether newly elected, in a new role at County Council, or a long-standing Council Member, there is certainly a lot of information that you will need to perform your duties.

As staff, we are committed to providing you with all the information you need to succeed in your role!

We have prepared this booklet and the Council orientation presentation (November 22) with links to pertinent information about the County, our shared services and some of our planning documents. Should there be anything you can't find or need assistance with, please don't hesitate to contact me.

We look forward to working with you to support our community over the next four years.

Sincerely,

Julie Gonyou  
Chief Administrative Officer



# IMPORTANT RESOURCES

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The following important resources are included as appendices (starting at page 74):

- 1. Council's Procedural By-law (Appendix I)**
- 2. Council Policies (Appendix II)**
- 3. Code of Conduct (Appendix III)**
- 4. Procurement Policy (Appendix IV)**
- 5. Council's Committee By-law (Appendix V)**
- 6. EMS Performance Report (Appendix VI)**

# ABOUT ELGIN COUNTY



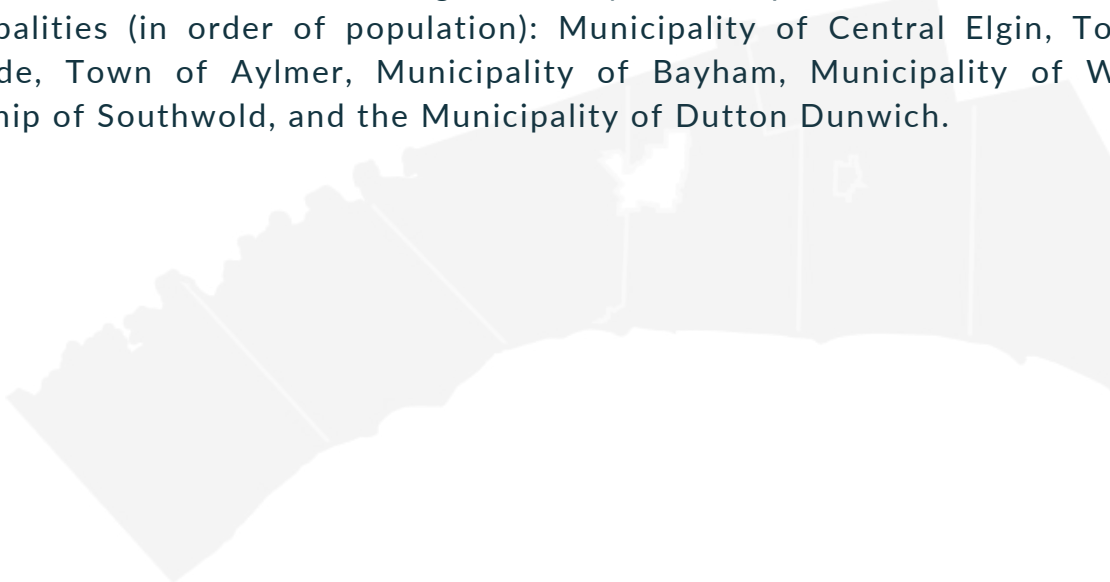
# ABOUT ELGIN COUNTY

Originally, Elgin County was part of Middlesex County, which was reorganized as the United Counties of Middlesex and Elgin in 1851. Elgin was named after Lord Elgin, who was the Governor-General of Canada at the time.

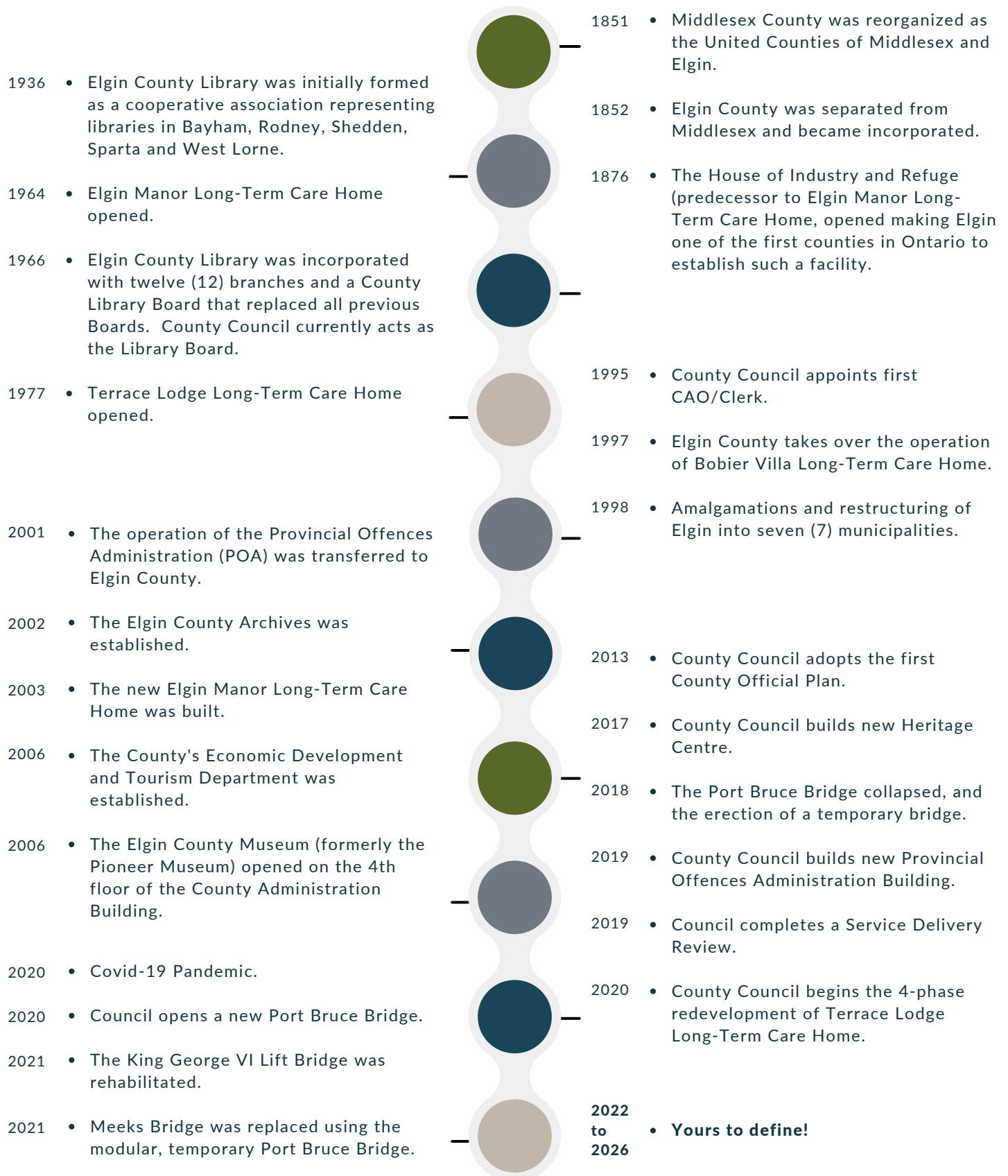
The County was separated from Middlesex and became incorporated in 1852; the original municipalities included the Townships of Aldborough, Dunwich, Southwold, Yarmouth, Malahide, Bayham and South Dorchester and the Village of St. Thomas, which also served as the County Seat. In 1861, the City of St. Thomas officially separated from the County and formed a single-tier government. The City of St. Thomas is geographically within the boundaries of Elgin County and part of the Elgin census division but is separated from County Administration.

While the boundaries of the County have remained unchanged to this day, there have been several changes to local governments over time, with the emergence of new towns and villages and the departure of others. However, the most significant change occurred in 1998 when the County was restructured into seven local municipalities.

The seven municipalities within Elgin County are all unique in their ways, providing employment, recreation, transportation options and a friendly and welcoming feel to residents and visitors alike. Elgin County is composed of seven incorporated municipalities (in order of population): Municipality of Central Elgin, Township of Malahide, Town of Aylmer, Municipality of Bayham, Municipality of West Elgin, Township of Southwold, and the Municipality of Dutton Dunwich.



# HISTORICAL TIMELINE







# POPULATION

A key component of the County's review of the Official Plan is the updating of population, housing and employment projections as these projects are then used to establish the urban land needs of the local municipalities for the next 20 years (and beyond) to accommodate their projected growth. This analysis is mandated by the Province in order for local municipalities to consider expansions to urban boundaries. It is completed to ensure that urban boundaries are not expanded prematurely and without justification, thus encouraging urban sprawl, inefficient expansions to municipal infrastructure, and unnecessary encroachment onto agricultural/rural lands.

Hemson and Stantec jointly undertook a recent analysis, which was conducted in compliance with the direction found in the Provincial Policy Statement and following best / standard practices related to population projections and land needs analysis in the Province of Ontario.

A copy of the **Population, Housing and Employment Forecasts and Associated Land Needs Analysis** can be found on the Engage Elgin website:

[https://engageelgin.ca/officialplanreview/news\\_feed/discussion-paper-3](https://engageelgin.ca/officialplanreview/news_feed/discussion-paper-3)

Of particular note, the paper projects that the County will grow from 53,290 people in 2021 to 67,150 people in 2051 (an increase of 11,460 people over a 30-year period). The majority of this growth will be concentrated in Central Elgin, Malahide, and Aylmer. However, all local municipalities are expected to grow over this period. Further, the analysis notes that the existing urban areas will be sufficient to accommodate all required growth over this period, with the exception of the Town of Aylmer, which is anticipated to require an additional 21 ha of land to accommodate their projected growth. Finally, the analysis also notes several recommendations regarding recommended changes to the County's growth management policies in the Official Plan.

# GIS / MAPPING

For interactive mapping, please visit: [www.elginmapping.ca](http://www.elginmapping.ca)

# COUNCIL INFORMATION



# STRATEGIC PLAN

In 2019 Elgin County Council embarked on a strategic planning process to develop a plan that would guide Council and staff actions for the remainder of the current Council term. This Strategic Plan is designed to act as a roadmap for serving, growing and investing in the community. The Plan seeks to align the County's efforts and resources in support of Council's strategic goals. As part of this strategy Council also developed an operational plan for staff, an action plan for Council, and a performance measurement framework to monitor progress in achieving strategic goals. For more information, please visit: [www.elgincounty.ca/strategicplan](http://www.elgincounty.ca/strategicplan)

**Council will review the strategic plan in early 2023 and likely draft a new Strategic Plan later in 2023 (to be determined by incoming Council).**

## 2019 - 2022 Strategic Plan

 <b>Serving Elgin</b> To re-design how we respond to community needs in a creative, sustainable way. We do this by focusing on: <ol style="list-style-type: none"><li>1. Ensuring alignment of current programs and services with community need.</li><li>2. Exploring different ways of addressing community need.</li><li>3. Engaging with our community and other stakeholders.</li></ol>	 <b>Growing Elgin</b> To be the place where people want to live, work and play. We do this by focusing on: <ol style="list-style-type: none"><li>1. Planning for and facilitating commercial, industrial, residential, and agricultural growth.</li><li>2. Fostering a healthy environment.</li><li>3. Enhancing quality of place.</li></ol>	 <b>Investing In Elgin</b> To make responsible financial decisions. We do this by focusing on: <ol style="list-style-type: none"><li>1. Ensuring we have the necessary tools, resources and infrastructure to deliver programs and services now and in the future.</li><li>2. Delivering mandated programs and services efficiently and effectively.</li></ol>
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# SERVICE DELIVERY REVIEW

- The County of Elgin received a grant through the Province's Municipal Modernization Program to find key efficiencies that will streamline the way services are delivered to members of the community.
- Elgin County has concluded its service delivery review, which was a review of the County's shared municipal services with its local municipal partners, the County's internal operations, and social and community services.
- Over the last eight months, staff across the organization have been working with the County's consultant, StrategyCorp, and through one-on-one interviews and workshops, identified over 110 different improvement initiatives. Twelve (12) of the identified initiatives are considered "high-impact" and represent a significant opportunity for the County and its partners.

## PROJECT FOCUS



- Reviewing and improving the County's human and community services with a focus on long-term care.



- Examining and improving the County's internal operations.



- Reviewing, improving and potentially expanding shared municipal services and resources with the County's seven (7) local municipal partners and the City of St. Thomas.

A copy of the Service Delivery Review can be found here:

[www.elgincounty.ca/servicedeliveryreview](http://www.elgincounty.ca/servicedeliveryreview)



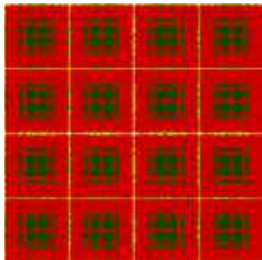
# CREST, TARTAN & LOGOS

## CREST

On April 16th, 1852, County Council passed a motion instructing the Clerk to purchase a seal about the size of a dollar with the device of a beaver and a maple leaf in the centre and the words "Corporation of the County of Elgin A. D. 1852" on the margin for the use of the Council. The purpose of this seal is to endorse all legal documents, including by-laws.



## TARTAN



The Bruce Tartan is the tartan of the Bruce Clan or family. The County was named after the Governor General at the time of formation in 1852, James Bruce, 8th Earl of Elgin but referred to as Lord Elgin. Elgin County Councillors wear a Bruce Tartan tie on formal occasions. The Bruce Tartan colours are red, forest green, white and yellow.

## LOGOS

In 2009, a modern logo and tagline were developed for marketing and branding purposes. The logo takes its shape from Elgin County's natural landscape elements: representing the lake's Erie waves, the hills of Elgin County and the sun. The green represents Elgin County's strong agricultural roots and its strength in environmental innovation, blue represents the expansive Erie lakefront, and yellow represents Elgin's communities' warmth and welcoming attitude.

The tagline "Progressive by Nature" represents the spirit of entrepreneurship that has been a cornerstone of Elgin County's pioneering perseverance since its establishment in the 1800s. It emphasizes the vast natural resource that Elgin County businesses, residents and tourists have access to. It is also indicative of the innovations and technologies being developed in the environmental, energy and agri-business sectors in Elgin County.





# COUNCIL GOVERNANCE

County Council is comprised of nine (9) Members. It includes the Mayors from each of the seven (7) municipalities within the County of Elgin and the Deputy Mayors of the Municipality of Central Elgin and the Township of Malahide. The Warden or Head of Council is elected by County Council from amongst the Members of Council on an annual basis. The Deputy Warden is held by the most immediate past Warden, who is a member of Council. The municipal election was held on October 24, 2022.

Each Member of Council has one (1) vote. Council's Procedural By-Law details the rules of order for Council and Committee Meetings (**attached - Appendix I**). Council also follows Council Policies (**attached - Appendix II**) and has a Code of Conduct (**attached - Appendix III**) which ensures that Members of Council share a common basis and understanding for acceptable conduct extending beyond the legislative provisions governing the conduct of Members as set out in legislation.

After its Inaugural Meeting, County Council generally meets in the Council Chambers of the Elgin County Administration Building, 450 Sunset Drive, St. Thomas, on the second and fourth Tuesday of each month at a time designated by the Warden (typically 9:00 am). Council will establish a set schedule for Council meetings on December 7, 2022. Depending on the length of the agenda, lunch is served immediately following the meeting. Coffee and water are available during the morning break.

County Council utilizes **Committee of the Whole** for the majority of their proceedings in an effort to relax the usual limits on debate and allow for a more open exchange of views without the urgency of a final vote. Please refer to the Procedural By-Law for more information on this, rules of debate and other Council proceedings (included as Appendix I).

# COUNCIL GOVERNANCE

The duties of the Warden, Deputy Warden and Council Members are provided for in the Procedural By-Law.

The responsibilities of Warden include but are not limited to carrying out duties established in the Municipal Act, 2001, acting as the Chief Executive Officer of the County, presiding over Meetings, providing leadership, representing Council at functions and providing information and recommendations to Council to ensure policies, practices and procedures are in place to implement decisions of Council.

The Deputy Warden fulfills the basic duties of the Warden in the absence of the Warden and when requested to do so by the Warden.

The duties of Council Members include carefully considering and making decisions about Meeting business, voting on Motions to put to a vote, listening attentively and participating in Meetings and respecting and following the decisions of Council or a Committee.

## **Key Resources:**

- Council's Procedural By-law: Appendix I
- Council / Warden Policy: Appendix II
- Council's Code of Conduct: Appendix III
- Procurement Policy: Appendix IV
- Council's Committee By-law: Appendix V



# GOVERNMENT AUTHORITY

The authority of local government in Ontario was established by the Municipal Act of 2001, which came into force on January 1, 2003, and was amended in 2007. As such, the previously specific and prescriptive powers were replaced with broad, permissive powers. The Municipal Act balances increased local autonomy and flexibility with requirements for improved accountability and transparency of municipal operations. In November 2016, Bill 68 – Modernizing Ontario’s Municipal Legislation Act, 2017 was introduced in response to a review of the Municipal Act and the Municipal Conflict of Interest Act.

In response to the many legislative changes outlined in Bill 68, County Council completed a comprehensive review and update of all Council documents. Council can look forward to doing the same in response to upcoming changes in legislation during its term.

## DECISION-MAKING (CORPORATION & COUNCIL)

The County of Elgin is both a government and a corporation and complies with the laws under which governments act, and also with laws of a corporation and an employer in the Province of Ontario. If there is a conflict between Council’s Procedural By-Law and a valid and binding statute, the provisions of the statute prevail.

The CAO/Clerk supports the approval, preparation, publication and public access to Council’s Agendas. County Council makes its decisions by passing resolutions and by-laws. Unless the Procedural By-Law states otherwise, a matter passes when a Majority of Members present vote in the affirmative. County Council must conduct itself in accordance with its Procedural By-law and must meet regularly in a public forum. The Municipal Act, 2001 includes provisions to consider matters in Closed Session.

Council Members are required by the Municipal Conflict of Interest Act, RSO 1990, c.M50 to declare any conflict of interest (“pecuniary interest”) both direct and indirect in a written statement provided to the CAO/Clerk. Disclosures will be made publicly available and CAO/Clerk will maintain a registry of statements.





# GENERAL COUNCIL INFO

## DRESS CODE

Business attire, including a dress shirt/blouse, jacket, dress pants or suit (tie is optional), is in place for all regular meetings of Council. Traditional dress code, including navy blazer with County Crest, grey dress pants/skirt and Bruce Tartan tie, are required for Warden's election, banquet, photo and any other occasion deemed appropriate by the Warden and may be worn at any County function/meeting if Members wish to do so. The County of Elgin supplies crest and tie. The cost of the blazer is reimbursed once per term up to \$200 (tax included with receipt).

## CORPORATE CLOTHING

An allowance of up to \$300 for the Warden and \$200 for members of Council will be provided once per term to purchase County-logoed clothing.

## FOOD / DRINK

- Pursuant to the County's Procedural By-Law, no member shall partake of food in the Council Chamber while the Council is meeting. Non-alcoholic beverages are permitted.
- At his or her discretion, the Warden will call a recess during Council meetings. Coffee and non-alcoholic refreshments will be available for Councillors and appointed officials.
- Councillors and appointed officials shall be provided with a meal when appropriate during Council meetings. Lunch may not be provided if the agenda is expected to be short.

# GENERAL COUNCIL INFO

## EMERGENCY & SPECIAL MEETINGS

The Warden may, at any time, summon a Special or Emergency Meeting of Council. In the absence of the Warden, the CAO/Clerk may call a Special or Emergency Meeting. As much notice as possible will be provided to both Council members and the public. Business conducted at Special or Emergency meetings are limited to the business included in the Notice of Meeting.

## AGENDA

The Council agenda is emailed to County Councillors at least five (5) days prior to the Council meeting. Additional items may occasionally be emailed out but not later than the Friday preceding Council.

## STATUTORY POSITIONS / SIGNING AUTHORITY

- CAO/Clerk and Treasurer (Director of Financial Services) – two (2) positions required to carry out statutory duties as outlined in the Municipal Act, 2001.
- Warden and CAO/Clerk have signing authority unless authority is delegated by by-law.





# CODE OF CONDUCT

## BACKGROUND

The members of Elgin County Council have and continue to recognize their obligation to serve their constituents in a conscientious and diligent manner, recognizing that as leaders of the community, they are individually and collectively held to a higher standard of behaviour and conduct.

The County of Elgin adopted a Code of Conduct for Members of Council in 2004 and adopted a new Code of Conduct in November 2017. The Code of Conduct (Appendix III) ensures that elected officials share a common basis and understanding for acceptable conduct extending beyond the legislative provisions governing the conduct of Members of Council as set out in the Municipal Act, 2001; Municipal Conflict of Interest Act; Municipal Elections Act, 1996; and the Municipal Freedom of Information and Protection of Privacy Act.

The Code of Conduct identifies expectations for council members and establishes rules for appropriate conduct. The Code of Conduct addresses council member conduct relative to access to information and confidentiality, staff relations, gifts, political activity, and participation in community groups and organizations, among others. Adherence to these standards will protect and maintain the County of Elgin's reputation and integrity. Members have important obligations and responsibilities to those they represent, serve and interact with in connection with carrying out the roles and duties attending a Member's office. Council's Code of Conduct is included as Appendix III.

## THE CODE OF CONDUCT SERVES TO:

- To establish guidelines for ethical conduct required of Members;
- To establish guidelines to encourage and ensure interpersonal conduct, communications and interactions consistent with legal requirements (i.e. Occupational Health and Safety Act, Ontario Human Rights Code); and
- To provide mechanisms to ensure accountability and compliance with the required ethical and interpersonal conduct standards of this Code of Conduct.



# INTEGRITY COMMISSIONER/ CLOSED MEETING INVESTIGATOR/OMBUDSMAN

## BACKGROUND

The County of Elgin (the municipality) is committed to ensuring that a request for an investigation under Section 239 of the Municipal Act, 2001 as amended (the Act) is dealt with in a fair, open and expeditious manner. Through By-law, Elgin County appointed Aird & Berlis LLP (Aird & Berlis) as Integrity Commissioner, Municipal Closed Meeting Investigator, and Ombudsman.

More information about the roles of Integrity Commissioner, Closed Meeting Investigator and Ombudsman is included in Council's Code of Conduct (Appendix III).

Contact information for Aird and Berlis is as follows:

**John Mascarin, Partner**  
**(416) 865-7721**  
**cell: (416) 863-1515**  
**[jmascarin@airdberlis.com](mailto:jmascarin@airdberlis.com)**





# COUNCIL COMMITTEES

In mid-December, the Warden will recommend, and Council will appoint representatives from Council to various committees/boards/agencies. All Members of Council are appointed to at least one (1) position on any Committee, Board or Agency.

All Members of Council are equally eligible to serve on any Committee, Board or Agency. Members will be asked to rank their choices by email. The Warden will recommend, and Council will appoint members to Committees at the extension of the Inaugural Meeting held in mid-December.

All Members of Council are equally eligible to serve on any Committee. All Members of Council will be appointed to at least one position on any Committee, Board or Agency. Any Member attending a meeting of a Committee, Board or Agency will not be entitled to additional compensation but will be entitled to reimbursement of travel expenses in accordance with County policy.

Unless Council specifies in the Procedural By-Law, and with the exception of the Greenlane Community Trust Committee (1-year term, alternating with the City of St. Thomas representative), all terms for Committee, Board or Agency appointments coincide with the term of Council. An employee of the County will function as the Secretary of the Committee wherever possible.

Council may, at any time, pass a motion to strike a Committee (ad hoc, steering, quasi-judicial) to report on any matter or to perform any special service pursuant to the Municipal Act, 2001. All Committees must have terms of reference that will be reviewed with each term of Council and prior to any new Committee appointments. An example of a Committee that has been established on an as-needed basis is a Human Resources Committee – composition is up to three (3) Councillors and is generally established when the County recruits individuals for key leadership positions.

A Meeting of any Committee may be called by the Chair whenever a Meeting is considered necessary by at least a majority of Members of such Committee. The general rules for Committees are included in the Procedural By-Law.

See Appendix V for a copy of Council's Committee By-law.

# WARDEN / DEPUTY WARDEN



# SELECTION OF THE WARDEN

## ANNUAL WARDEN'S ELECTION

The Municipal Act 2001 requires Council to appoint the Head of Council (“Warden”) at its first meeting. No other business is conducted until the Warden is confirmed. Each year a new Warden is elected.

The Inaugural Meeting and Election of the Warden will take place on December 6, 2022, at 7:00 pm. The majority of members of Council must be present to elect a Warden. Once a Warden is elected, a reception is held, and the meeting is suspended and resumes on December 7, 2022, at 9:00 am.

At the Inaugural Meeting, the CAO/Clerk prepares ballots for voting and takes the Chair until a Warden has been selected. Then, the CAO/Clerk asks those Members of Council seeking the Office of the Warden to stand. Each person aspiring to this position is granted the opportunity to address Council for no more than 5 minutes. This is done in alphabetical order if more than one person is aspiring to this position.

If only one Member indicates his or her intentions to run for the Office, the election procedure is dispensed with in favour of a resolution appointing the Warden.

If voting is required, it is done by secret ballot, and balloting will continue until a candidate obtains a majority of votes. The CAO/Clerk then counts the votes in the presence of a witness chosen by the CAO/Clerk. In the event there are more than two (2) candidates, the candidate receiving the lowest number of votes shall retire. 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.

In the case of equal 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.

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.

# APPOINTMENT OF DEPUTY WARDEN

For many years, the position of Deputy Warden was held by all members of Council on a rotating monthly schedule. Council had a desire for the Deputy Warden position to have increased continuity and continued leadership beyond their one-year term.

In 2018, Council undertook a 6-month pilot which utilized the immediate past Warden as Deputy Warden in the following year. This pilot was successful in achieving Council's goals for this position.

With a focus on promoting stability, providing leadership and organizational history for strategic discussions and providing the bridge to key organizational relationships throughout the year, Council decided to eliminate the rotating schedule for Warden and established a new procedure for the position of Deputy Warden.

The position of Deputy Warden will now be held by the most immediate past Warden, who is a member of Council.

The Deputy Warden for 2023 is Duncan McPhail (Mayor of West Elgin), who served as Warden in 2019.





# CONFERENCES/ ASSOCIATIONS

# COUNCIL ASSOCIATIONS & CONFERENCES



**ROMA 2023: Breaking New Ground**  
**Sunday, January 22 - Tuesday, January 24**  
**Sheraton Centre Hotel - 123 Queen Street West, Toronto**

The Rural Ontario Municipal Association (ROMA) is the rural voice of the Association of Municipalities of Ontario (AMO). The Association is an integral part of AMO, and many of its Executive Members serve on the AMO Board of Directors. ROMA undertakes policy, research and advocacy activities through AMO. ROMA represents rural communities through its policy and advocacy and recently includes resources such as:

- Opportunities for Rural Ontario in a Post-Covid World - An Action Plan
- Attainable Housing Task Force Report
- Supports for elected officials on broadband decision-making and implementation
- Policy and advocacy on a range of issues impacting rural communities
- Support for federal fairness to Ontario

ROMA is committed to promoting, supporting and enhancing strong and effective rural governments and socially and economically sustainable rural communities today and into the future. The Chair and the Executive Committee provide leadership. The Executive Committee meets approximately eight times a year at the AMO offices in Toronto.

Rural communities and those living within them are the core drivers of ROMA's advocacy work. This is supported by ROMA's commitment to:

- Rural municipal government, the value and unique qualities of rural communities, and the diversity of interests within rural municipalities
- The autonomy of rural municipalities
- Fairness and equity for rural municipalities
- Consultation and cooperation with member municipalities

The ROMA Executive undertakes a range of activities on behalf of its membership:

- Develops policy positions and reports on issues having an impact on and of interest to rural municipalities, in particular
- Represents and expresses the rural municipal viewpoint within AMO and to other levels of government and authorities
- Represents the rural municipalities in intergovernmental discussions and negotiations
- Informs rural municipal governments, the media and the public on municipal issues.

For more information, please visit: [www.roma.on.ca/roma-2023](http://www.roma.on.ca/roma-2023)

# COUNCIL ASSOCIATIONS & CONFERENCES



## **AMO 2023 Annual General Meeting and Conference Sunday, August 20 - Wednesday, August 23 London, Ontario**

AMO works to make municipal governments stronger and more effective. Through AMO, Ontario's 444 municipalities work together to achieve shared goals and meet common challenges.

- Through our policy development, cost-saving programs, conferences and training opportunities, AMO provides municipal officials with tools to succeed, and programs to help maximize taxpayer dollars.

### **AMO's Vision Statement**

- In Ontario's municipalities, people and families can live, thrive and prosper in the communities they call home, and children will have the choice and opportunity to live and work in the communities where they were raised."

### **Mandate**

- The mandate of the organization is to support and enhance strong and effective municipal government in Ontario. It promotes the value of the municipal level of government as a vital and essential component of Ontario and Canada's political system.
- The Mandate is delivered in a variety of ways. Of particular importance is the Memorandum of Understanding (MOU) between AMO and the Province. The MOU provides the opportunity for municipal input and reaction to provincial policy ideas (pre-consultation) so that they are fully informed as part of any provincial policy making process. The MOU also includes a Protocol that obligates the Province to consult with AMO and municipalities on matters that are of a federal-provincial nature that could affect municipal services and finances. The Protocol also sets out the Province's commitment to pursue a federal-provincial-municipal framework where municipalities have a 'seat at the federal-provincial table.'

### **Activities**

- The activities of AMO support both its Mandate and Vision Statement. AMO develops policy positions and reports on issues of general interest to municipal governments; conducts ongoing liaison with provincial government elected and non-elected representatives; informs and educates governments, the media and the public on municipal issues; markets innovative and beneficial services to the municipal sector; and maintains a resource centre on issues of municipal interest. The Association's Annual Meeting is held in August and is combined with a comprehensive conference program.

For more information, please visit: [\*\*www.amo.on.ca/\*\*](http://www.amo.on.ca/)

# COUNCIL ASSOCIATIONS & CONFERENCES



## **Ontario Good Roads Association 2023 Annual Conference Sunday, April 16 - Wednesday, April 19 Fairmont Royal York, Toronto**

Ontario Good Roads is a municipal association concerned with the quality and design of roads in Ontario. We have been devoted to the cause of better roads since 1894. Originally known as the Ontario Good Roads Association (and still using that name corporately), our members include most of Ontario's municipalities and a growing number of First Nations as well as dozens of affiliated corporate members in the transportation and infrastructure sectors.

For 128 years, the Ontario Good Roads Association – now simply “Good Roads” – has been dedicated to improving municipal roads and associated infrastructure in Ontario.

Today, Good Roads has 417 municipal members and 18 First Nations members. We exist to connect our members to each other, to other levels of government, to academia and to relevant private sector interests.

We provide our members with training, knowledge, political advocacy and solutions to their most pressing problems. This work is important because the management of roads and transportation are changing faster than ever.

For more information, please visit: [www.goodroads.ca/conference/](http://www.goodroads.ca/conference/)





# WESTERN ONTARIO WARDENS CAUCUS (WOWC)

The Western Ontario Wardens Caucus Inc. (WOWC) is a not-for-profit organization representing 15 upper and single-tier municipalities in Southwestern Ontario with more than three million residents. Our purpose is to enhance the prosperity and overall well-being of rural and small urban communities across the region. WOWC advocates on behalf of Counties on key items such as; infrastructure, transportation, long-term care, broadband and economic development.

The Caucus has identified the following key priorities for the coming year:

- 1.) Affordable and attainable housing
- 2.) Workforce Development
- 3.) Broadband Infrastructure and Advocacy
- 4.) Mental Health and Addictions

The WOWC recently adopted its strategic approach for advocacy in 2022 and early 2023 and identified a series of key priorities for the coming year.

The Warden represents Elgin County and County Council at monthly WOWC meetings. The local Chief Administrative Officers meet monthly (at minimum) and attend the WOWC monthly Wardens meetings.

For more information, please visit: <https://wowc.ca>

# SERVICES

# COUNTY SERVICES

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## ELGIN COUNTY PROVIDES:

County Roads - Capital Works / Critical Infrastructure

Land Ambulance Services

Community Paramedicine Services

Social Services and Affordable Housing (delivered by the City of St. Thomas)

Public Health Services (funding for Southwestern Public Health)

Library Services (10 branch libraries)

Museum - Elgin County Heritage Centre

Archives

Long-Term Care Homes and Seniors Services

- Bobier Villa Long-Term Care Home
- Elgin Manor Long-Term Care Home
- Terrace Lodge Long-Term Care Home

Land Use Planning Approval Authority

- Plans of subdivision
- Official Plan

Land Division Committee

- Consents, severances, etc.

Economic Development

Tourism

Fire Training Services / Community Emergency Management





# COUNTY OWNED / OPERATED FACILITIES



**Elgin County Administration Building**  
450 Sunset Drive, St. Thomas



**Elgin County Heritage Centre**  
460 Sunset Drive, St. Thomas



**Provincial Offences Administration**  
470 Sunset Drive, St. Thomas



**Elgin Manor Long-Term Care**  
39262 Fingal Line, St. Thomas



**Bobier Villa Long-Term Care Home**  
1 Bobier Ln, Dutton



**Terrace Lodge Long-Term Care**  
49462 Talbot St. E, Aylmer

- Other facilities include: Whites Station - Fruitridge Line (leased to the Municipality of Central Elgin for public works); Waste Water Treatment Plant, located at Elgin Manor Long-Term Care Home; and four (4) Ambulance Stations





# SHARED SERVICES

## CITY OF ST. THOMAS

The County and City share services in order to achieve operational efficiencies. The County provides Ambulance and Provincial Offences Act (POA) services on behalf of the City. The City provides Social Services (Employment and Income Support, Child Care and Social Housing) on behalf of the County. The cost for Ambulance and Public Health is distributed based on population, adjusted every 4 years based on the Statistics Canada census. POA and Social Services is distributed based on actual usage.

## LOWER-TIERS ("LOCAL MUNICIPAL PARTNERS")

In addition to providing a number of wide-reaching services (long-term care, EMS, libraries, etc.), the County has a number of shared services with its Local Municipal Partners including, but not limited to: fire training officer services, POA, community emergency management services, Elgin Group Police Services Board administrative support, and 9-11 Dispatch services.

The County hopes to continue to develop its existing shared services and explore new shared services in the area of Human Resources services and in-house Engineering Design Services in 2023.



# EXECUTIVE LEADERSHIP TEAM

The Executive Leadership Team is a multi-disciplinary/multi-departmental team representing all facets of the County's structure, responsible for implementing Council's vision/priorities with a focus on corporate priorities.

To ensure that critical decisions are made in a coordinated manner, the Executive Leadership Team reports to the Chief Administrative Officer and is comprised of all Senior Managers in the organization. This team meets weekly to review and direct ongoing service delivery, key corporate initiatives and address any issues and opportunities that arise. This team serves to deliver on Council's vision and priorities by ensuring coordination and collaboration in service delivery and corporate priorities.



**Julie Gonyou**

Chief Administrative Officer & County Clerk (oversees Administrative / Corporate Services and Legislative Services); and provides direct leadership to Information Technology Services, Provincial Offences Administration and Emergency Management.



**Brian Lima**

General Manager of Engineering, Planning and Enterprise / Deputy CAO



**Michele Harris**

Director of Homes and Seniors Services



**Brian**

**Masschaele**  
Director of Community and Cultural Services



**Amy Thomson**

Director of Human Resources



# ROLE OF THE CAO

## DESCRIPTION

CAO/Clerk manages “up and out” (Council & the public) and “down and in” (staff & services) providing management and administrative leadership for all departments to support Council’s vision and goals. The CAO/Clerk has a focus on building a County that delivers customer service excellence, develops strategic and corporate initiatives and is committed to strengthening Elgin County’s economic development base through the provision of services and programs that meet the needs of our growing community.

The Chief Administrative Officer/Clerk is the most senior non-elected position at the Municipality and reports to Council. The CAO is responsible for exercising general management of the affairs of the municipality and has supervisory function over all the departments’ activities through the Executive Leadership Team.

## KEY FUNCTIONS

- Leads and manages all County departments.
- Provides insight, strategic counsel and advice to support the County’s key strategic priorities and corporate values.
- Provides governance through the execution of corporate records, policy development, issue prioritization and monitoring of senior level action items including financial sustainability through cost containment.
- Researches and assesses opportunities for Council on emerging best practice issues, including emerging issues and directions from other levels of government.
- Advocates for the County’s strategic priorities, management team goals and objectives and departmental service plans.
- Builds and maintains relationships with senior government staff and agencies.
- Raises awareness and visibility of Elgin County as a model of municipal government.
- Helps the organization accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management and governance processes.
- Liaises with outside boards and agencies, such as the Health Unit, Hospital, etc.
- Provides support to the Police Services Board by acting as Secretary/Administrator.

## CHALLENGES & OPPORTUNITIES (FOR CAO / CLERK & TEAMS)

- Demanding portfolio with many areas of oversight / responsibility
- Keeping up with legislative / regulatory / staffing changes (and associated demands)



# COUNTY CLERK & LEGISLATIVE SERVICES

## DESCRIPTION & KEY FUNCTIONS

- The County Clerk is a statutory position under Section 228(1) of the Municipal Act. The Clerk's Department undertakes a variety of duties as regulated by the provincial legislation (the Municipal Act and other related Acts and Regulations) in order to support County Council and its Committees and Boards.
- The County Clerk/Administration Department is responsible for delivering the following services:
  - Interpretation and administration of legislation
  - Providing advice to Council
  - Researching and compiling of information on upcoming issues
  - Ensuring compliance with the Municipal Act and municipal by-laws
  - Providing overall administrative support to Council, the Warden
  - Preparation of agendas, by-laws, minutes and correspondence, including scheduling delegations and presentations
  - Recording all resolutions, decisions and proceedings of County Council and Committees
  - Meeting follow-up – processing by-laws and agreements, communicating Council decisions to other levels of government, other municipalities, organizations, and internally to County staff
  - Custodian of County's records (minutes, By-laws, resolutions, etc.)
  - This department acts like a "bridge" between County Council and the public. They champion transparency and accountability for the County.

## COMMUNICATIONS

- The management and dissemination of Corporate Communications, including media releases, notices, service and information updates, the administration of the corporate website, and providing communication support to all County departments.





# FINANCIAL SERVICES

## DESCRIPTION

The Financial Services Department is comprised of a director, a manager of finance, a manager of purchasing and risk, two senior financial analysts, a payroll and ap co-ordinator, and a purchasing coordinator. The role of the Finance Department is to ensure that the objectives and policies of Council are delivered upon.

The ten-year business plan is a tool used to ensure that our critical infrastructure is maintained at the lowest cost into the future. It enables County Council to communicate to taxpayers the operating and capital costs considered essential to the successful operation of the County. As a planning tool, it provides stability in our tax rates by taking a long-term perspective in the decision-making process. The ten-year plan is an expansion upon the annual budgeting process whereby staff identify and implement cost savings and efficiencies throughout the organization. The budget is an allocation of resources among different functions that is a statement and a synthesis of community goals and expectations as outlined in the annual budget survey. Monthly performance reporting provides management with a tool to proactively manage their costs throughout the year as compared to the established budget. The purchasing policy ensures procurement decisions will be made using a competitive process that is open, honest, fair and impartial.

## KEY FUNCTIONS

- Financial Planning
- Budgeting
- Cost Control
- Cash flow management
- Preparing monthly variance analysis
- Preparing annual statements
- Accounting
- Purchasing, Payroll
- Internal Control and Compliance
- Funding (taxation and debt)

## CHALLENGES & OPPORTUNITIES

- Balancing increased service demands with desire for a reduced tax rate
- After many years of stability, overall inflation is the highest experienced in recent years
- Continued growth puts pressure on infrastructure use and needs
- Ensuring capital investments are made in a timely basis results in lowest life-cycle costs
- Supply chain shortages are causing strain on budget and unforeseen extended life-cycle replacement of aging equipment and infrastructure is concerning in to service areas
- Continuous improvement of services and technology to reduce risk and costs is high priority



# EMERGENCY MANAGEMENT

## DESCRIPTION & KEY FUNCTIONS

### **Elgin-Middlesex Regional Fire School:**

- The training school provides firefighters from Elgin County's seven (7) Local Municipal Partners as well as Middlesex County and other regional municipalities with the opportunity to receive new recruit training as well as higher level training courses for career advancement such as certification for instructors and fire officers. Training is hosted at existing facilities across Elgin County using local training instructors.

### **Emergency Management:**

- Some of the principal responsibilities include:
  - Development, implementation, and publication of enhanced emergency response plans for the County and five (5) County of Elgin municipalities to include supporting plans for high risks (e.g. hazardous facilities, floods, severe weather, transportation accidents, critical infrastructure etc.) and the maintenance of the essential level program as per the present provincial regulations
- Development and publication of supporting plans for the dissemination of emergency information
- Development and implementation of a public education programs for residents and school children
- Development and implementation of an annual emergency management exercise and emergency management training program, involving appropriate staff, volunteer organizations and emergency services

### **Fire Training Officer Services:**

- Provides resources as requested by local Fire Chiefs and Fire Training Officers for departmental training needs including identifying issues, needs, resources, and opportunities for fire service training across the County.
- Assists local fire services with the development of individualized annual training plans to be delivered at local training nights by qualified instructors. Undertakes research, analysis and gathers information about legislation, technology advancements, best practices and community needs and trends as required.
- Provides leadership, support and expertise in fire training to staff; provide ongoing education to County and local municipal staff regarding fire service as required.
- **NOTE: EMS Performance Report included as Appendix VI; and Challenges/Opportunities included in Council Orientation presentation.**



# PROVINCIAL OFFENCES ADMINISTRATION (POA)

## DESCRIPTION

The Provincial Offences Administration (POA) has been operated by the County since 2001. There are currently 3 full-time staff members and a Manager. It is a very fast-paced environment that often requires the need to deal with challenging interpersonal situations and working in accordance with the Provincial Statutes and Guidelines.

Provincial offences are minor (non-criminal) offences that include, but are not limited to:

- Highway Traffic Act (HTA)
- Compulsory Automobile Insurance Act (CAIA)
- Liquor Licence Act (LLA)
- Trespass To Property Act (TPA)
- Occupational Health and Safety Act (OHSA)
- Environmental Protection Act (OPA)
- Ontario Society for the Prevention of Cruelty to Animals (OSPCA)
- Municipal Bylaws

## KEY FUNCTIONS

Management of all court documents and proceedings, including:

- Data entry
- In court proceedings
- Scheduling
- Customer service to all stakeholders
- Payments
- Remaining impartial to all parties.
- Enforcement

## CHALLENGES AND OPPORTUNITIES

- Dealing with challenging interpersonal situations and ill temperaments from at-times aggrieved customers.
- Collection of past due fines – working within legislated parameters (it is difficult to collect 'bad debt').
- Working with outdated, mandatory, data management system provided by the province.
- Scheduling resources – judiciary and enforcement availability within specified court days is becoming increasingly challenging.



# INFORMATION TECHNOLOGY SERVICES (ITS)

## DESCRIPTION

The Information Technology Services (ITS) Department is responsible for the stable, reliable and secure operation of the County's server and network infrastructure. County ITS provides services to the Municipality of Central Elgin and the Municipality of Bayham. The ITS department has four (4) full-time staff and is supported by a Managed ITS Service Provider, Stronghold IT Services. Departmental leadership is provided by the Chief Administrative Officer.

## KEY FUNCTIONS

The department is responsible for Elgin County's Local Area Network, Wide Area Network, data management, websites, most telephone systems and technology training. The ITS team works closely with all other departments to improve processes with technology. The department also ensures appropriate policies and resources are allocated to support County operations, including:

- Desktop Support
- Hardware/Software Management
- Voice and Data communications
- Internet and Intranet
- Business Applications Support
- Database Administration
- Project Management

## CHALLENGES AND OPPORTUNITIES

- Cyber Security - ongoing response, investment and training
- Budget challenges
- Resource review (Director and Manager positions currently gapped)
- Service / Departmental Review (Spring 2023)





# HUMAN RESOURCES

## DESCRIPTION

The five (5) full-time Human Resources staff provide support to all nearly five-hundred (500) staff across all County service areas. One (1) full-time Accessibility Coordinator is responsible for compliance across two Counties (Elgin and Middlesex) and all fifteen Local Municipal Partners.

Responsibilities include developing, recommending and administering numerous policies and guidelines in areas of Recruitment and Onboarding, Compensation and Personnel Administration, Pension and Benefits, Health and Safety, Accessibility, Equity, Diversity and Inclusion, Training and Development, Occupational (WSIB) and Non-Occupational Claims/Attendance Management, and Pay Equity. In addition, Labour Relations and Collective Agreement Administration, Collective Bargaining with our three union partners, and Grievance Administration.

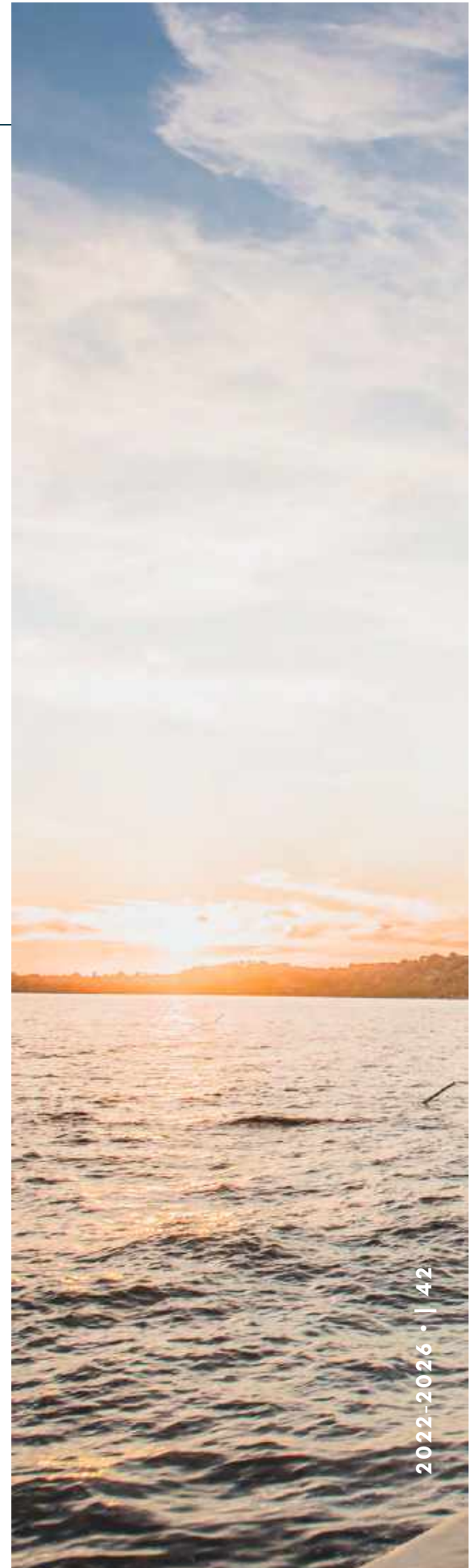
## KEY FUNCTIONS

- **Transactional:** Personnel functions to maintain efficient and effective operation. Including governmental compliance activities, personnel record keeping, non-union program administration (compensation, benefits, pension, performance management, job evaluation, illness and accident claims management) and collective agreement administration.
- **Business Partner:** Value-add functions to elevate operational effectiveness with a customer focus. Some activities include recruiting, onboarding, and orientation of new hires; assisting in the development of organizational succession planning; collaborative resolution of employee and labour relations issues; working closely with management to deliver effective and timely training and development activities; working with staff and Local Municipal Partners develop and implement accessibility policies to ensure AODA compliance.
- **Relationship Management:** Provide best practice advice and counsel to organizational leadership to proactively manage challenges ahead; work closely with others throughout the organization to build, sustain, and reward success; change management.

# HUMAN RESOURCES

## CHALLENGES AND OPPORTUNITIES

- **Legislative Landscape:** Frequent legislation changes with respect to the Employment Standards Act, Fixing Long-Term Care Act, Ontario Human Rights Code, AODA and Occupational Health & Safety Act, etc.; enhanced workload on the department, to ensure compliance is achieved and maintained.
- **Union Negotiations:** Bargaining for renewal collective agreements with SEIU and ONA (2022 – 2023); inflationary pressures and the pandemic will likely present additional challenges.
- **Recruitment & Retention:** Organization-wide recruitment challenges, exacerbated by the pandemic. Employee health and wellness must be a key focus.
- **HCM System Implementation:** New system will replace antiquated systems and paper-based/manual processes to increase efficiency; enhanced workload throughout the implementation process.





# LIBRARY SERVICES

## DESCRIPTION

Elgin County Library operates ten branches at the following locations: Straffordville, Port Burwell, Aylmer, Springfield, Belmont, Port Stanley, Shedden, Dutton, West Lorne and Rodney. Each municipality has at least one branch. The library has approximately 35 full and part-time staff and has over 8,500 active card holders, most of whom are county residents. The library is one of the few systems in Ontario that does not operate through a library board. Elgin County Council is the library's board which has proven highly effective. Leases for library buildings have been renewed with local municipal partners effective 2023.

## KEY FUNCTIONS

- Loaning of a collection comprising over 227,000 items encompassing books, e-books, audio books, music, movies, magazines, games and educational materials. The collection is constantly changing to meet popular demand.
- Public access to computers, tablets and wireless networks. The library is often the only wireless network that is publicly available in our communities.
- Processing of materials and linkage to a catalogue for public access, both in-branch and on-line through the library's website and mobile applications.
- Daily transiting of materials to all branches in the system. Any item in the collection can be made available to patrons often within three days regardless of location (e.g. a book in Rodney can be loaned to a patron in Aylmer within 3 days and sometimes within 24 hours).
- Inter-library loan services with other public libraries and universities across Ontario.
- Participation in numerous partnerships and community organizations such as Elgin Children's Network, Southwestern Public Health and Mennonite Community Services.
- Hosting of programs for all ages such as Summer Reading Club, adult book clubs, arts & crafts, health & wellness, e-waste recycling and tutoring / homework help. In 2022, 1,088 children participated in the annual summer reading club.
- Government services such as income tax clinics and assistance with thousands of reference questions each year, including a Live Chat service.
- Active presence on social media with approximately 3,500 followers on Facebook and Instagram.





# LIBRARY SERVICES

## CHALLENGES AND OPPORTUNITIES

- Aylmer Library serves the largest population and has the largest circulation in the system by far yet operates in the smallest facility by far on a per capita basis.
- Ability to offer more operating hours without impacting the County budget.
- Collection costs are increasing by more than the rate of inflation.
- Constant pace of changing technology and ability to keep up with electronic resources.



# MUSEUM

## DESCRIPTION

The Elgin County Museum's mission is to promote Elgin County's rich historical and agricultural heritage to all Canadians by acquiring, documenting, preserving, exhibiting and interpreting artifacts pertaining to the history of the County of Elgin; and to provide leadership and support to County museums in the promotion of a heritage partnership. The museum operates the Elgin County Heritage Centre which houses exhibits, programs and a gift shop. Curatorial offices and artifact storage are located on the 4th floor of the Elgin County Administration Building. The museum is served by two full-time staff, a summer student and a large base of volunteers. A member of council is appointed annually to serve on the Elgin County Museum Advisory Committee.

## KEY FUNCTIONS

- Development and installation of two to three exhibits per year on topics of local and national interest.
- On-site visits and educational programming to schools in Elgin County and the London region.
- Leadership on cultural tourism projects such as historical plaques, barn quilts, virtual reality experiences, heritage trails and commemorative events such as Remembrance Day.
- Hosting of community meetings and special events at the heritage centre.
- Operation of a gift shop showcasing Elgin County products and local arts & crafts.
- Hosting and maintenance of the "Museums of Elgin County Database" which houses artifact descriptions for several partner museums across the county which is available to the public.
- Proper preservation and control over 10,000 artifacts through two facilities that possess humidity, temperature and lighting controls.
- Annual funding and support to the St. Thomas-Elgin Public Art Centre.

## CHALLENGES AND OPPORTUNITIES

- Storage space: The museum has had to resort to storage of larger artifacts in the basement of Elgin Manor but this is not a long-term solution.
- Collection review: Many artifacts no longer fit the museum's mandate and require an item by item review.





# ARCHIVES

## DESCRIPTION

The archives acquires, preserves and makes available to the public permanent records relating to the County of Elgin, its constituent municipalities (including those of amalgamated municipalities) and records from private sources relating to the history of the county. The archives has two full-time staff, one part-time contract staff and at least one summer student and is open five days a week.

## KEY FUNCTIONS

- Appraisal and processing of archival records of permanent value in all formats, including paper, photographs, maps, audio/visual records and digital media.
- Maintaining a proper environment to properly preserve collections through temperature, humidity and lighting controls.
- Assisting with reference requests from the general public and municipal staff. Staff receives over 2,000 reference requests per year and also assist municipal partners on matter such as land-use planning, environmental site assessments, anniversaries, and research into heritage features.
- Digitization of collections for availability on-line. The archives has one of the largest on-line collections in Canada for an institution of its size and has an active presence on social media.
- Responsible for records management for all county departments, including secure destruction of materials under the county's records retention policy and compliance with freedom of information and privacy legislation.

## CHALLENGES AND OPPORTUNITIES

- Storage space: An expansion to storage is planned once building and elevator renovations are complete.
- Accessibility into the current facility given limitations of the elevator and location in the basement of the Elgin County Administration Building. Staff and public research area will move to the 4th floor once elevator project is complete.



# ECONOMIC DEVELOPMENT

## DESCRIPTION

The Economic Development department works with the Local Municipalities and other regional partners to foster an environment of the economy and opportunity for Elgin County, its residents and businesses. To achieve this goal, the department is committed to supporting local business through the Business Enterprise Facilitator (BEF), revitalizing downtowns and tourism corridors, attracting investment, and marketing local and regional assets.

The Department is led by a team of four including a Manager, Business Enterprise Facilitator, Tourism Officer and Administrative Assistant. In 2022, the County introduced Business Enterprise Facilitation (BEF) to provide a boots on the ground presence in the community. Listening to the needs of local entrepreneurs, the BEF works with business owners to provide collaborative assistance in overcoming challenges. In addition to direct business supports, the Department works to cultivate creativity and talent in the community and to promote Elgin County as a great place to live, work, and play.

## KEY FUNCTIONS

- Tourism
- Business Enterprise Facilitation
- Marketing
- Investment retention and attraction
- Residential attraction

## CHALLENGES AND OPPORTUNITIES

- Lack of "shovel ready" employment lands and limited supply of available buildings to meet the demand for leased space limits opportunities to attract and economic growth.
- Limited high speed internet/broadband impacting business retention and attraction efforts.
- Lack of a rural transportation transit network.
- Lack of affordable housing limiting the ability to attract new residents.
- Attraction of skilled labour/workforce development
- Limited funding to address challenges (i.e. infrastructure, water, sewers, transportation, transit, etc.).
- Coordinating economic development with Municipal Partners.



# TOURISM

## DESCRIPTION

Working with Economic Development, Tourism plays a significant role in making Elgin County a great place to live, work, and play. Promoting Elgin County as a premier tourist destination, the Department's goal is to increase the number of people who visit, the length of time they stay, and the amount of money they spend in Elgin County.

The Tourism Officer, supported by Economic Development staff, works to develop and implement tourism products, programs and campaigns that attract visitors to Elgin County. Promotional and product development campaigns include the Visitor's Guide, Tourism Signage Program, Savour Elgin, Elgin Lakeshore, Cycle Elgin, Fall for Elgin, Shop Elgin, and Maple Syrup Trail.

The Department regularly communicates with businesses in all Local Municipalities through in-person visits, e-blasts and phone conversations. Shoulder season promotion is a top priority with a focus on increasing awareness of Fall and Winter activities happening throughout Elgin County. Together this work enhances Elgin's quality of place and supports marketing efforts to attract new businesses and investment to Elgin County.

## KEY FUNCTIONS

- Tourism product development (culinary, arts, cycling, etc.)
- Annual Visitor's Guide
- Tourism directional signage
- Promotional Materials (Savour Guide, Lakeshore Guide, etc.)
- Social media and marketing campaigns
- Video production
- Partnership development

## CHALLENGES AND OPPORTUNITIES

- Lack of overnight accommodations
- Increasing costs for advertising
- Importance of the tourism sector to the economy not always recognized.
- Increasing inflation and a possible projected recession placing increased pressures on local tourism operators who are trying to recover from pandemic related shut downs
- Strong competition for tourism dollars - regionally and globally
- Attraction of labour to the tourism sector/workforce development



# PLANNING SERVICES

## DESCRIPTION

The Elgin County Planning Department advises County Council on all land use planning matters. In addition, Planning staff provides resources and information to other County Departments and to local Municipalities. The Department is not engaged in local planning activities except as a commenting agency and as the Approval Authority for Official Plans and amendments, and Plans of Subdivision/Condominium.

## KEY FUNCTIONS

In accordance with the Planning Act, in 2022 Elgin County Council embarked a 5-year review of its Official Plan. This ongoing exercise is to ensure that the community vision/values, directions, policies and actions in the Plan, previously approved by the Province in 2013, reflects changes and meet the needs of the community for the future, and to review for consistency with the Provincial Policy Statement

With the anticipated approval of the County's updated Official Plan in 2023, the County continues in its role as the Approval Authority for local municipality Official Plans, Official Plan Amendments and Plans of Subdivision and Condominium. Elgin County is also a commenting agency for local applications such as zoning by-law amendments, consents, minor variances and site plans. (The application process is funded through user fees as set out in County of Elgin By-Law 13- 10).

## CHALLENGES AND OPPORTUNITIES

- County Manager of Planning Services Recruitment.
- The Planning Act requires that the County's Official Plan be revised every five years to ensure that it has regard to matters of Provincial interest and is consistent with the Provincial Policy Statement (2020).
- Preparation for the Official Plan five-year review is nearing completion and is anticipated to be submitted to County Council in the Winter of 2023.
- Elgin County's development industry has been very active over the last several years which make the County's role as "Approval Authority" challenging in ensuring that new plans of subdivision and condominium are approved in the most appropriate and expeditious manner.



# LAND DIVISION

## DESCRIPTION

The Elgin County Land Division Committee is a quasi-judicial body similar to a tribunal that is authorized and enacted pursuant to the Planning Act. It has a duty to act fairly and make decisions in conformance with the Planning Act and relevant planning policies. It operates at arm's length and free of political interference.

The Land Division Committee is appointed by County Council and consists of 7 members representing each of the County's local municipalities.

## KEY FUNCTIONS

- Responsible for authorizing the separation of a parcel of land to create two or more parcels in circumstances where a plan of subdivision is not necessary. This process is referred to as the "consent" process is also required in order to create easements, title corrections, rights-of-way and leases that extend for more than 21 years.
- Hold public meetings on proposed consents with adequate notice provided to prescribed persons and public bodies as per the Planning Act.

## CHALLENGES AND OPPORTUNITIES

- Land Division Committee members are appointed for the term of Council and can be re-appointed for a subsequent term after which they shall be replaced. Members who hold local political office shall be appointed annually.
- Applications for consent are subject to appeal under the Planning Act which may require the Land Division Committee to seek legal advice.
- The Province has proposed significant changes to the consent appeal process as part of the More Homes Built Faster Act including restrictions on third-party appeals to the Ontario Land Tribunal.





# ENGINEERING SERVICES

## DESCRIPTION

Engineering Services is responsible for engineering and administrative aspects of:

- Road Infrastructure Management (corridor control, municipal consents for utilities, asset management, capital investment planning and project implementation, environmental assessments, RMA administration)
- Facilities Infrastructure Management (asset management, tenant administration, capital Investment planning and implementations and maintenance operations)

## KEY FUNCTIONS

- Building and maintaining an efficient, affordable, effective and safe transportation network that accommodates the diverse needs of our communities and is able to support economic development and sustainable growth while adhering to various mandated legislation requirements.
- Managing transportation assets that include: 689 km of County Roads, 59 bridges, 84 culverts (greater than 3m span), 95,000m of storm sewers, 2,988 catch basins, 10 signalized intersections and thousands of smaller culverts.
- Responding to public, agency and municipal concerns and requests for all transportation related issues.
- Annual capital/maintenance project budgets, tender package preparations, project inspection/administration and commissioning. Transportation asset management and developing the 10-Year Capital Plan valued at approximately \$188M
- Administering the County Road Maintenance Agreement with our member municipal partners.
- To maintain facilities that meet the needs of the Corporation and the public, meeting the requirements of the required legislation.
- The County owns, operates and maintains 12 facilities.

## CHALLENGES AND OPPORTUNITIES

- Ongoing relationship building with local municipal partners
- Rising costs
- Opportunity to develop additional shared services
- Road Maintenance Agreement renewal/refresh



# LEGAL SERVICES

## DESCRIPTION

In-house lawyers, led by the Director of Legal Services, provide advice and representation on all matters of County operations and municipal administration. Legal services also conducts all prosecutions in the Provincial Offences Court in conformance with the Memorandum of Understanding between the Ministry of the Attorney General and the County. The department provides local municipal partners with the opportunity to access a 'shared service', with the legal services office acting as retained counsel, to obtain legal advice and representation at cost-effective rates that generate revenue for the County.

## KEY FUNCTIONS

- Provide legal advice and opinions to County Council and, when appropriate, Municipal Councils;
- Provide legal advice and opinions to Elgin County administration and staff, and, when appropriate, administration and staff of local municipal partners;
- Draft and/or review by-laws, contracts, and related documents affecting the interests of Elgin County and, when appropriate, local municipal partners and related agencies;
- Representation of the legal interests of Elgin County and, when appropriate, local municipal partners at all levels of court and relevant administrative tribunals;
- Prosecution of Part I, II and III proceedings in Provincial Offences Court.
- Prosecution of charges for violations of Elgin County by-laws and, when appropriate, charges for violations of by-laws of local municipal partners.

## CHALLENGES AND OPPORTUNITIES

- A transition year for workflow practices and personnel.
- It is expected that any challenges associated with moving to digital practices and onboarding new personnel will be internal only and will have no / negligible impact on service delivery to the County or its local municipal partners. The end result will increase efficiencies.



# HOMES AND SENIORS SERVICES

## DESCRIPTION

- 3 County of Elgin Long-Term Care Homes – Bobier Villa, Dutton; Elgin Manor, St. Thomas; and Terrace Lodge, Aylmer providing basic, semi-private and private accommodations, respite beds
- All 3 Homes performance ratings are in “good standing” with Ministry of Health and Long-Term Care (MOHLTC)
- Long-standing reputation for pursuing opportunities and partnerships locally and at a provincial level (educational initiatives, RNAO Best Practice Guidelines – Best Practice Spotlight Organizations, Ideas project work with Health Quality Ontario, Elgin and South West Hospice Palliative Care Network, Elgin Elder Abuse Committee, Sub Region Integration Table, Elgin OHT) to enhance resident care, services and programming
- Provincial funding through Ontario Health West Long-Term Care Service Accountability Agreement (LSAA) –resident care and services; and, municipal funding to further enhance resident care and services
- Multi-Sector Service Accountability Agreement (MSAA) – community outreach programs
- Exceptional staff and volunteers dedicated to providing quality care and services

## KEY FUNCTIONS

- Provision of 24/7 high-quality, person-centered care and services to 247 residents (including 3 respite/short stay beds across the Homes)
- Provision of care and services that align with applicable legislation – i.e. Fixing Long-Term Care Act, 2021; Ontario Regulation 246/22; and Ministry of Long-Term Care (MOLTC) Inspection Protocols
- Programs to support fall prevention and management; skin and wound care; pain management, continence care; and responsive behaviour management
- Provision of community services – Adult Day Program at two (2) Homes, Stroke Rehabilitation Program at one (1) Home, overnight respite, Meals on Wheels at three (3) Homes

# HOMES AND SENIORS SERVICES

## CHALLENGES AND OPPORTUNITIES

- Recruitment and retention of nursing and dietary staff – Personal Support Workers (PSW's), Registered Nurses (RN's) and Registered Practical Nurses (RPN's), Cooks and dietary aids related to declining program enrolment, legislative updates, pandemic pressures, and competition across health care sectors with limited human resources
- Despite announcement related to the “4 hours of care” funding approach over 3 years, provincial funding for nursing and personal care services does not sufficiently fund the staffing requirements for the increasingly complex resident care needs and responsive behaviours within the current long-term care environment and legislative requirements
- Risk Management related to the extensive Ministry Inspection processes for LTC Homes including for follow up related to critical incidents and complaints
- Implementation of Administrative Monetary Penalties for repeat compliance orders beginning in 2022



# ACROYNMS



# ACRONYMS

- AMO – Association of Municipalities of Ontario
- AODA: The Accessibility for Ontarians with Disabilities Act, 2005
- EA – Environmental Assessment
- EFA – Elgin Federation of Agriculture
- FCM – Federation of Canadian Municipalities
- FIR – Financial Information Return
- LPAT – Local Planning Appeal Tribunal
- LTC – Long-Term Care
- MAG – Ministry of the Attorney General
- MEDJCT – Ministry of Economic Development Job Creation and Trade
- MOE – Ministry of the Environment
- MOHLTC – Ministry of Health and Long-Term Care
- MNR – Ministry of Natural Resources
- MPAC – Municipal Property Assessment Corporation
- MTO – Ontario Ministry of Transportation
- OFA – Ontario Federation of Agriculture
- OGRA – Ontario Good Roads Association
- OMAFRA – Ontario Ministry of Agriculture, Food and Rural Affairs
- OMPF – Ontario Municipal Partnership Fund
- POA – Provincial Offences Act
- RFP/RFQ – Request for Proposal/Request for Quote
- ROMA – Rural Ontario Municipal Association
- SWIFT – Southwest Integrated Fibre Technology
- WOWC – Western Ontario Wardens Caucus

# ODDS & ENDS



# HOW-TO GUIDE FOR MEETING PARTICIPANTS (WEB BROWSER)



ElginCounty

# HOW-TO-GUIDE - LOGGING IN

The following section provides users of eScribe with all of the information required to successfully access agendas for Council and Committee meetings.

Below is a step-by-step guide of logging in including screenshots directly from the eScribe website. Should any issues arise, please email [adminteam@elgin.ca](mailto:adminteam@elgin.ca).

## STEP ONE

- Navigate to <https://elgincounty.escribemeetings.com>
- \* Bookmarking this page on your web browser is highly recommended.

## STEP TWO

- Click on the ADFS (Active Directory Federated Services) login option.



## STEP THREE

- Enter your full email address and your active directory password (the same password you use to log in to your email).



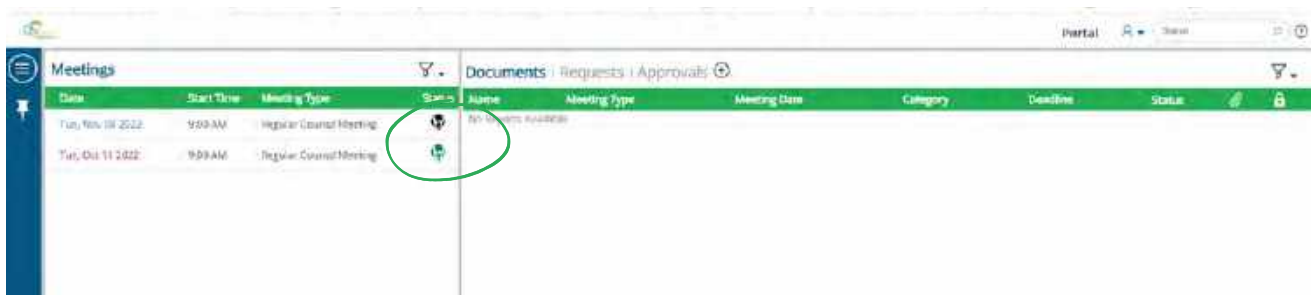
# HOW-TO-GUIDE - ACCESSING THE AGENDA PACKAGE

## STEP ONE

- Once logged in, you will be brought to the main “portal” page. On the left-hand side, there will be a list of meetings that are available to you.



## STEP TWO

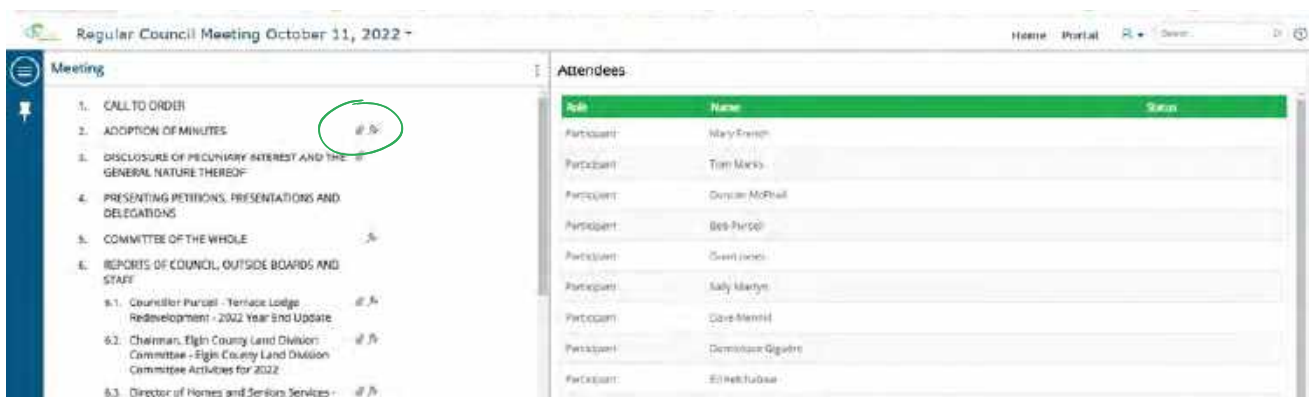
- The “Status” column indicates whether an agenda is ready to be viewed.
  - A BLACK icon means the meeting has been scheduled, but the agenda has not been published. You will not be able to access the meeting yet.
  - A GREEN icon means that the agenda has been published, and you now have access to view it.



Date	Start Time	Meeting Type	Status	Name	Meeting Type	Meeting Date	Category	Deadline	Status
Tue, Nov 08 2022	9:00 AM	Regular Council Meeting	⬛	No agenda available					
Tue, Oct 11 2022	9:00 AM	Regular Council Meeting	⬜						

## STEP THREE

- Click on the meeting date to enter the meeting site and view the agenda.
  - Agenda items with the  indicate that there is an attachment available for this item.
  - Agenda items with the  indicate that there is a resolution for this item.



Regular Council Meeting October 11, 2022	
<b>Meeting</b>	<b>Attendees</b>
1. CALL TO ORDER	Participant: Mary French
2. ADOPTION OF MINUTES	Participant: Tim Marks
3. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF	Participant: Duncan McNeil
4. PRESENTING PETITIONS, PRESENTATIONS AND DELEGATIONS	Participant: Bob Purse
5. COMMITTEE OF THE WHOLE	Participant: Scott Jones
6. REPORTS OF COUNCIL, OUTSIDE BOARDS AND STAFF	Participant: Sally Marlyn
6.1. Councilor Paper - Terrace Lodge Redevelopment - 2022 Year End Update	Participant: David Marshall
6.2. Chairman, Elgin County Land Division Committee - Elgin County Land Division Committee Activities for 2022	Participant: Dominique Ogilvie
6.3. Director of Homes and Seniors Services	Participant: Ed Reithouse



# HOW-TO-GUIDE - ACCESSING THE AGENDA PACKAGE

## STEP FOUR

- Click on the agenda item to view more details about that item.
  - On the right-hand side, under “Details” you can view all attachments provided for that item.
  - Comments: You also have the ability to add private comments for a specific item. These can only be viewed by you.
  - Votes: This is where the draft resolutions for each agenda item will be listed.

Regular Council Meeting October 11, 2022

Meeting

- 6.1. Councillor Purcell - Terrace Lodge Redevelopment - 2022 Year End Update
- 6.2. Chairman, Elgin County Land Division Committee - Elgin County Land Division Committee Activities for 2022
- 6.3. Director of Homes and Seniors Services - Homes - Infection Control Policy 2.10 - Immunization - Staff COVID-19 and Administration Policy 1.35 Visitors and Resident Absences During a Pandemic
- 6.4. General Manager of EPSC/Deputy CAO - Township of Southwold Official Plan Amendment No. 2 concerning 37437 Lake Line, Port Stanley, Lot R Plan 58, Township of Southwold, County of Elgin
- 6.5. Chief Administrative Officer - Integrity Commissioner/Closed Meeting Investigator/Ombudsman Appointment By-Law
- 6.6. Chief Administrative Officer - Updated COVID-19 Measures
- 6.7. Chief Administrative Officer - Changes to Billing Rates - Legal Services
- 6.8. Chief Administrative Officer - Elgin Middlesex Regional Fire School Update Report
- 7. COUNCIL CORRESPONDENCE
  - 7.1. Items for Consideration
  - 7.2. Items for Information (Consent Agenda)
    - 7.2.1. Letter from the Municipality of Grey Highlands re increasing speeding

6.1 Councillor Purcell - Terrace Lodge Redevelopment - 2022 Year End Update

Details

Attachments

0601 Council - Terrace Lodge Redevelopment - 2022 Year End Update.pdf

Comments

Private

Votes

Motion: Adopted (Voted)

1

Moved: Councillor Jones  
Seconded: Councillor Marilyn  
Result: Motion Carried

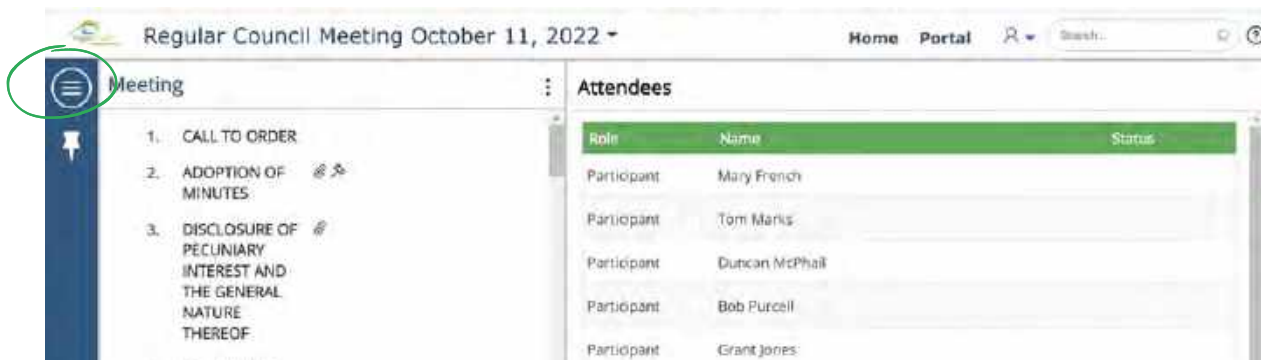
RESOLVED THAT the report titled "Terrace Lodge Redevelopment - 2022 Year End Update" dated October 11, 2022 from Councillor Purcell, Terrace Lodge Redevelopment Steering Committee Chair be received and filed.

Save

# HOW-TO-GUIDE - DOWNLOADING A PDF COPY OF THE AGENDA OR MINUTES

## STEP ONE

- Click the menu icon on the left-hand side in the blue bar.



## STEP TWO

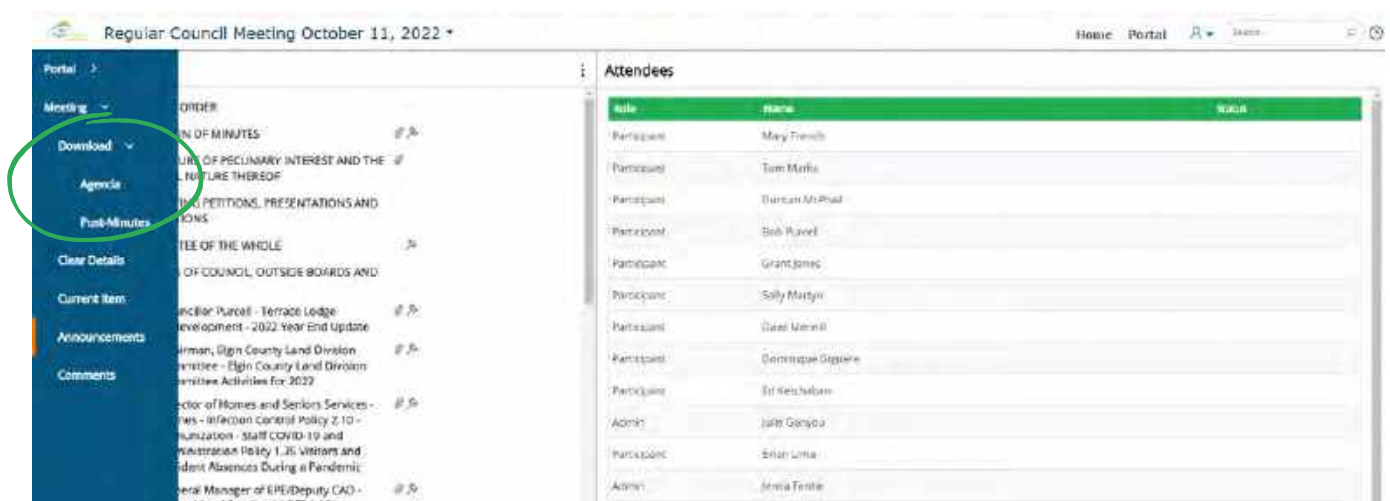
- Click Download.

## STEP THREE

- Click Agenda or Minutes.

## STEP FOUR

- A PDF copy will open in your web browser.



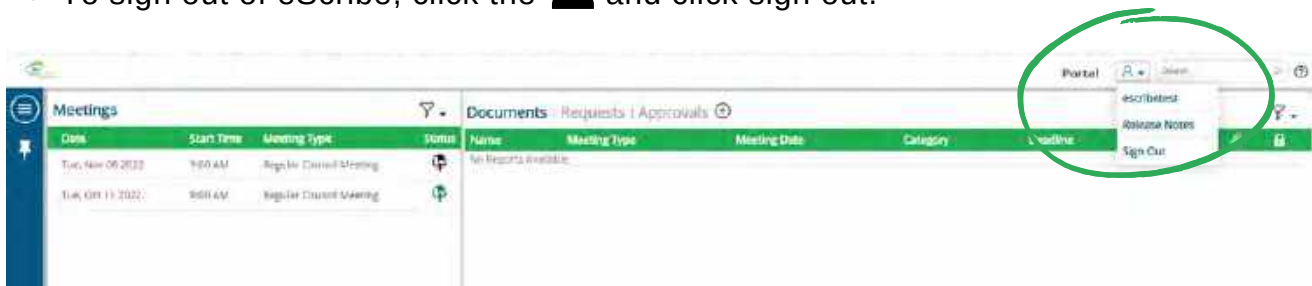
# HOW-TO-GUIDE - MISCELLANEOUS

## RETURNING TO THE MAIN PAGE

- Click “Portal” in the top right corner. This will take you back to the main page where you can view the list of meetings.

## SIGNING OUT

- To sign out of eScribe, click the  and click sign out.



## ACTION LOG

In the action log, you will find tasks assigned to you after that particular Council meeting. Tasks are assigned following direction from Council. Admin Staff will create the tasks required on agenda items, and you will receive an email notification if you are assigned a task. This will replace the “Council Follow-Up” emails that are regularly sent by Admin Staff. A summary of your tasks can be found by clicking the menu bar, choose “Portal”, choose “Action Log”, then choose “Tasks”.





# HOW-TO GUIDE FOR MEETING PARTICIPANTS (IPAD STANDARD APP)



ElginCounty

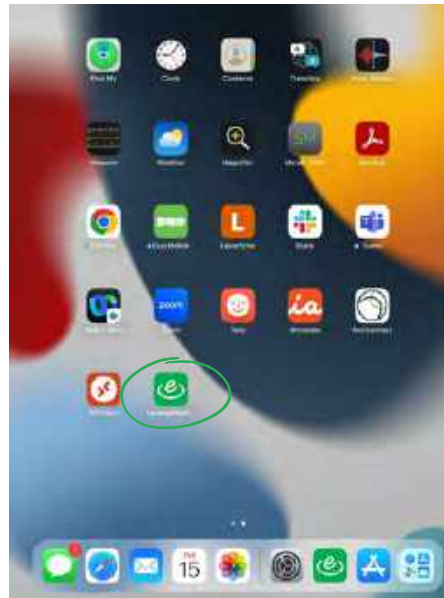
# HOW-TO-GUIDE - LOGGING IN

The following section provides users of eScribe with all of the information required to successfully access agendas for Council and Committee meetings on the iPad Standard app.

Below is a step-by-step guide of logging in including screenshots directly from the eScribe iPad app. Should any issues arise, please email [adminteam@elgin.ca](mailto:adminteam@elgin.ca).

## STEP ONE

- Click on the eScribe app icon on your iPad.



## STEP TWO

- If you are prompted to enter a site URL, please enter: [elgincounty.escribemeetings.com](http://elgincounty.escribemeetings.com). You should only need to enter this URL the first time that you log into the app.





# HOW-TO-GUIDE - LOGGING IN

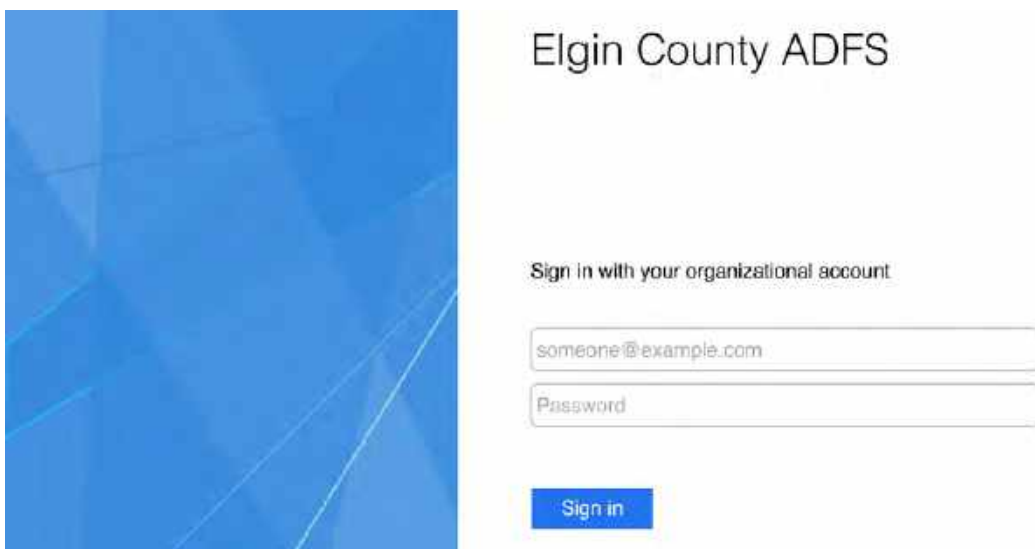
## STEP THREE

- Choose the ADFS (Active Directory Federated Services) log in option.



## STEP FOUR

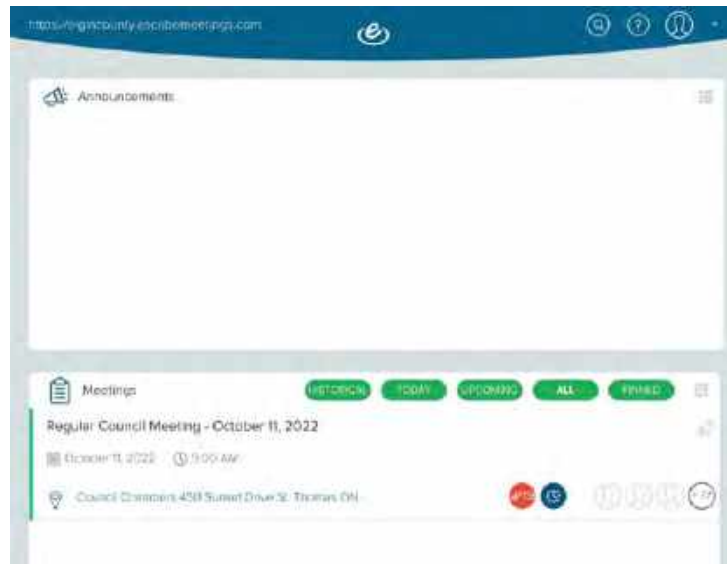
- Enter your @elgin.ca email address, and your active directory password (the same password you use to log in to your email).

A screenshot of the Elgin County ADFS login page. The page has a blue background with a geometric pattern. On the right side, there is a white box with the title 'Elgin County ADFS'. Below the title, there is a link that says 'Sign in with your organizational account'. Underneath this link, there are two input fields: one for the email address, which contains the text 'someone@example.com', and one for the password, which contains the text 'Password'. Below these fields is a blue 'Sign in' button.

# HOW-TO-GUIDE - ACCESSING THE AGENDA PACKAGE

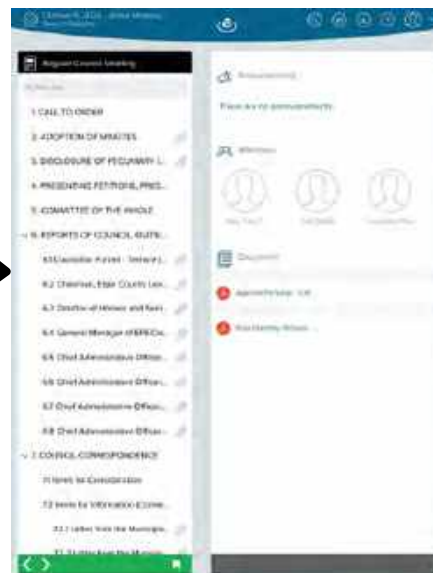
## STEP ONE

- Once logged in, you will be brought to the main “portal” page on the app. Meetings that are available to you will be listed near the bottom of the screen. Any announcements for Councillors will be listed at the top.





## STEP TWO

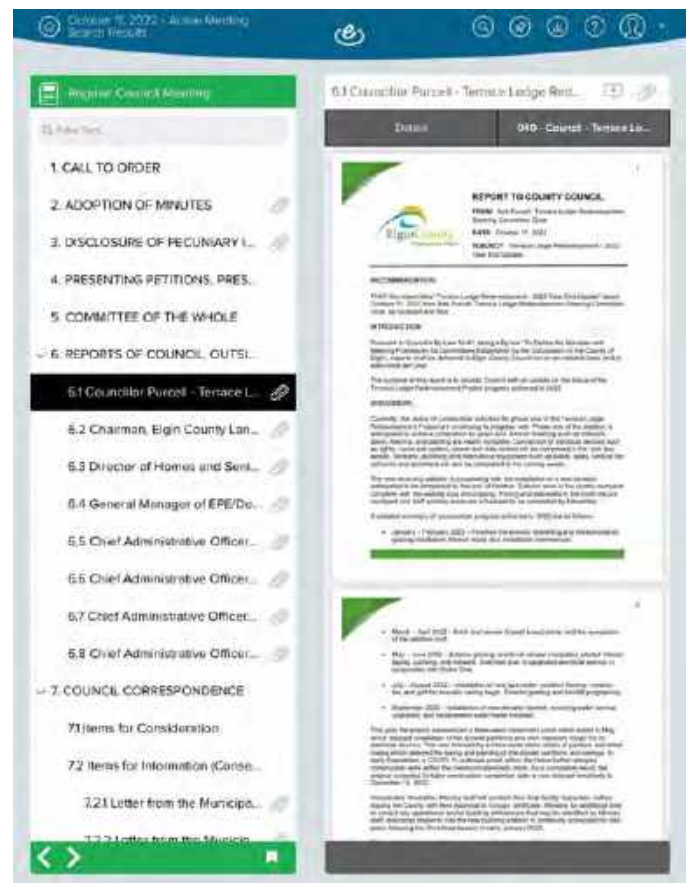
- Tap on the meeting date to enter the meeting site and view the agenda.
- When you enter the meeting site, you will see the options to download the .pdf version of the agenda. To view the interactive version of the agenda, click on the white arrow in the grey bar at the bottom of the screen (circled in the image below).



# HOW-TO-GUIDE - ACCESSING THE AGENDA PACKAGE


## STEP THREE

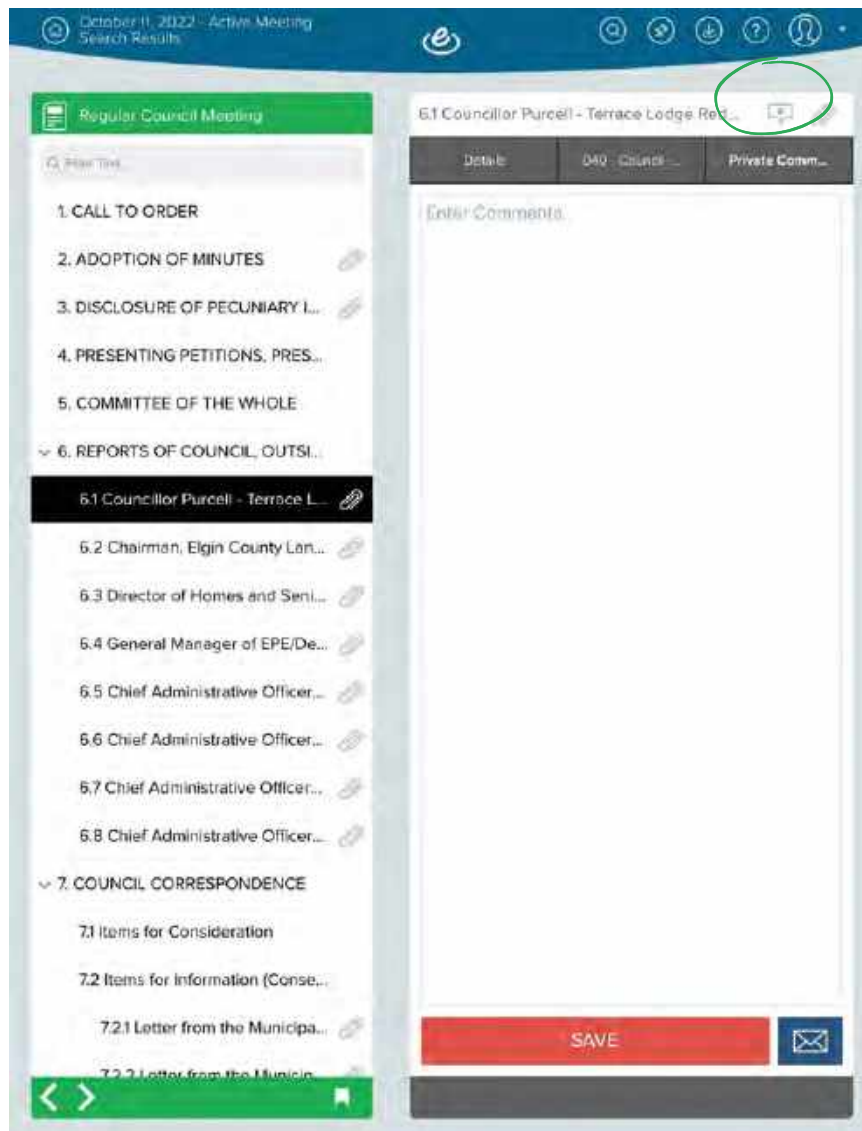
- Any agenda items that have a corresponding attachment will show the  icon. Click on each agenda item to expand that item. Once expanded, click on the  in the top right corner to read the report and any corresponding attachments.



# HOW-TO-GUIDE - ACCESSING THE AGENDA PACKAGE

## STEP FOUR

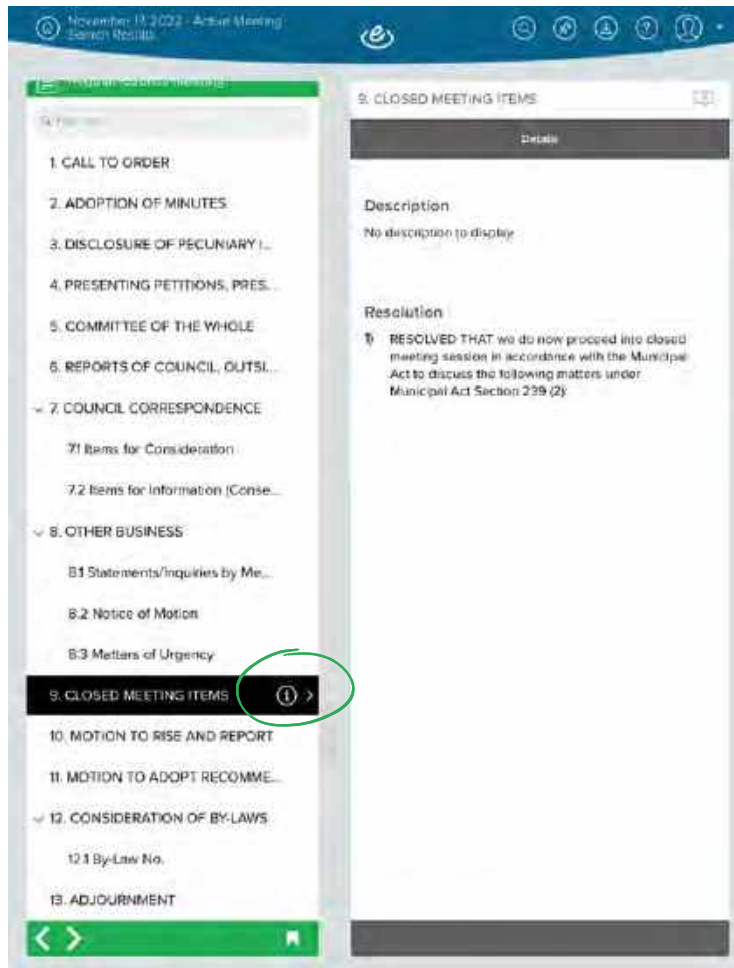
- To add any private comments to an agenda item/report, click the  icon on the top right corner (circled below). A text box to enter any comments regarding that item will be displayed.



# HOW-TO-GUIDE - ACCESSING THE CLOSED SESSION AGENDA PACKAGE

## STEP ONE

To access the Closed Session agenda items, click on item #9 Closed Session items. Click on the icon (i) to enter the closed session agenda site.

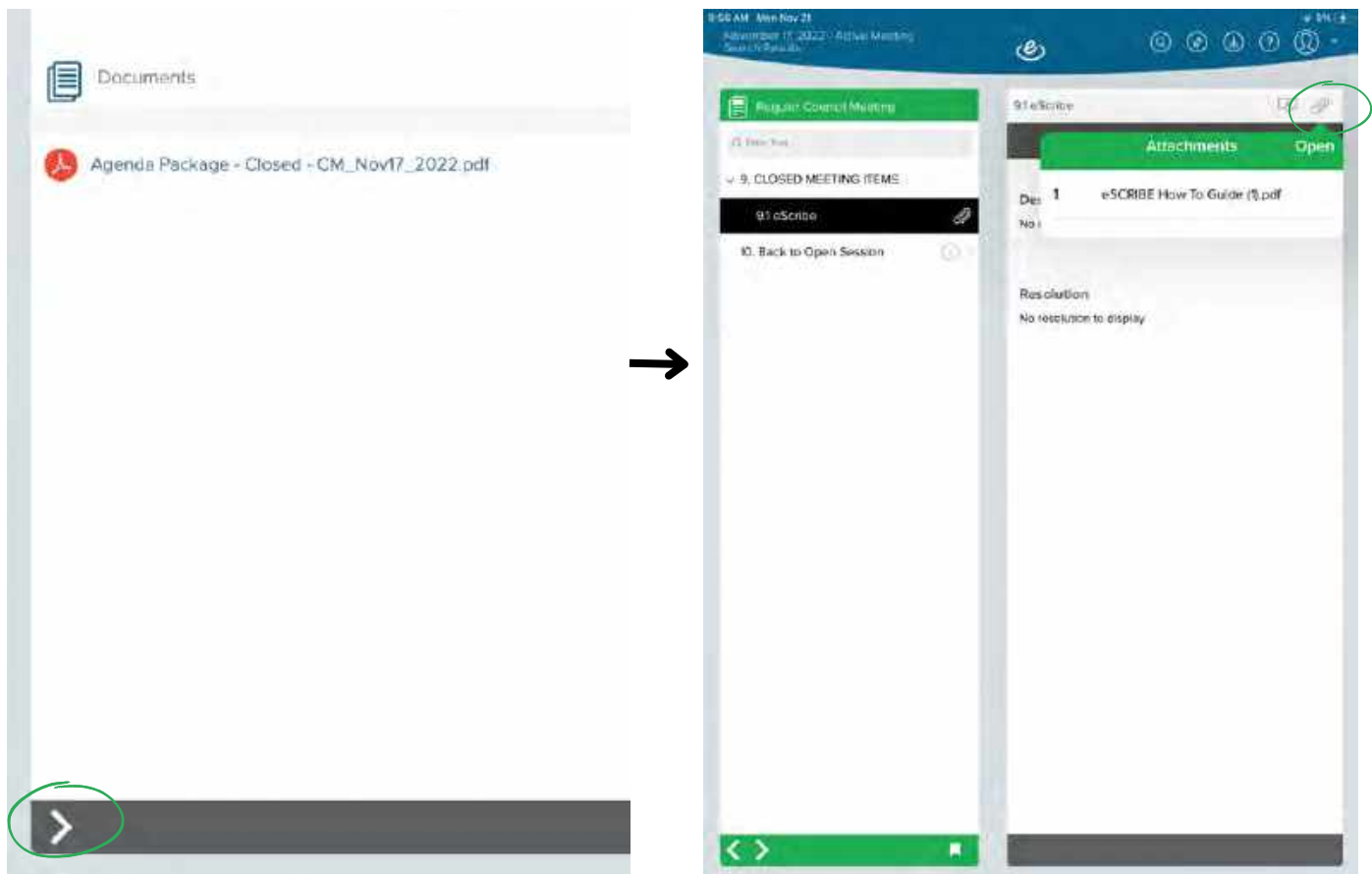




# HOW-TO-GUIDE - ACCESSING THE CLOSED SESSION AGENDA PACKAGE

## STEP TWO

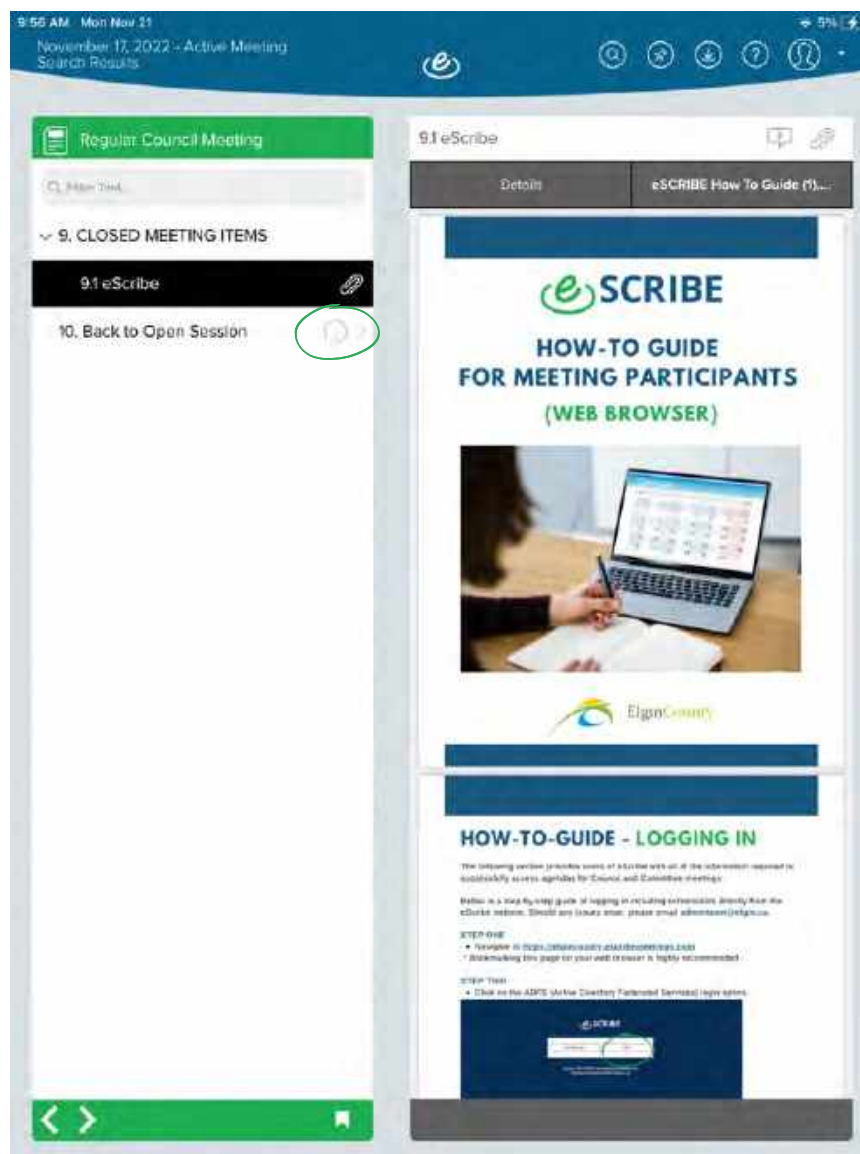
Click on the white arrow at the bottom of the screen to expand the closed session meeting site. Once expanded, you can now click on each agenda item, and click on the paper clip icon on the top right side of the screen to view the attachments. Click the attachment file name to open it.



# HOW-TO-GUIDE - ACCESSING THE CLOSED SESSION AGENDA PACKAGE

## STEP THREE

To return to the Open Session meeting, click on the (i) icon on 10. Back to Open Session (circled in green on the image below).



# SOCIAL MEDIA PLATFORMS

- Please follow us!



**Facebook**

Elgin County  
Elgin County Economic Development & Tourism  
Elgin County Archives  
Elgin County Library  
Elgin-Middlesex Regional Fire School  
Elgin County Homes and Seniors Services



**Instagram**

@elgincounty  
@elginarchives  
@elgincountyheritagecentre  
@librelgincounty (Elgin County Library)  
@elgincountyhomes

## HAVE A QUESTION?

Ask us!

Julie Gonyou

Chief Administrative Officer

519-868-0299

email: [cao@elgin.ca](mailto:cao@elgin.ca)

County Administration Building

450 Sunset Drive

St. Thomas ON

N5R 5V1

# COUNCIL'S PROCEDURAL BY-LAW

# APPENDIX I

COUNTY OF ELGIN

By-Law No. 19-41

**"TO REGULATE THE PROCEEDINGS IN THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE COUNTY OF ELGIN AND TO REPEAL BY-LAW NO. 18-38"**

WHEREAS pursuant to Section 238 of the Municipal Act, 2001, S.O. 2001, Chapter M. 45, as amended, every municipality shall pass a procedure by-law for governing the calling, place and proceedings of Meetings; and

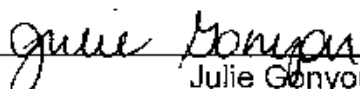
WHEREAS the Council of the Corporation of the County of Elgin did pass By-Laws No. 18-38, 11-06, 02-37, 03-33 and 07-36 and amendments thereto, in order to make and establish rules and regulations for governing the proceedings of Council; and

WHEREAS it is necessary to update the Procedural By-Law in keeping with the requirements of Bill 68 "Modernizing Ontario's Municipal Legislation Act and to repeal previous by-laws to comply with amendments to the Municipal Act, 2001, S.O. 2001.

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

1. THAT this By-Law comes into force and take effect upon passing.
2. THAT By-Law 18-38 and any previous By-Law inconsistent with this By-Law be and are hereby repealed.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 26<sup>TH</sup> DAY OF NOVEMBER 2019.

  
Julie Gonyou,  
Chief Administrative Officer.

  
Duncan McPhail,  
Warden.



## APPENDIX 'A'

## By-Law No. 19-41

**RULES OF ORDER AND PROCEDURES GOVERNING THE MUNICIPAL COUNCIL OF  
THE CORPORATION OF THE COUNTY OF ELGIN**

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## 1. Definitions

(a) In this By-Law:

**“Act”** means the Municipal Act, 2001 S.O. 2001, Chapter 25, as amended from time to time.

**“Ad Hoc Committee”** means a committee, sub-committee or similar entity of which at least 50 per cent of the Members are also Members of Council, appointed by Council to review and report on a specific issue. Once the final report is delivered and a resolution of Council is adopted concerning the specific issue, the Ad Hoc Committee is automatically dissolved.

**“Alternate Member”** means an authorized individual who, during the absence of the Member for whom that individual is an alternate, shall act in the place and stead of such member and perform such other duties as assigned.

**“Business Day”** means the days of the week in which Council or Committee shall conduct its business transactions and hold its meetings, excluding Saturday and Sunday or statutory holidays.

**“CAO/Clerk”** means the Chief Administrative Officer/Clerk of the County or his or her designate. Clerk means the person duly appointed, by By-Law pursuant to Section 228 of the Act, as the Clerk of the County.

**“Chair”** means the position of the person appointed to preside, or presiding at, a meeting, whether that person is the regular Chair or not.

**“Closed Session”** means a meeting of Council or Committee that is not open to the public, pursuant to Section 239 of the Act or any successor provision thereto.

**“Committee”** means any advisory or other committee created by Council, of which at least one Member is also a Member of Council, which is established under any Act with respect to the affairs or purposes of one or more municipalities.

**“Committee of the Whole”** means the committee of which all Members present sit on Council. The purpose of this committee is to enable Council to give detailed consideration to a matter under conditions of freedom approximating that of a Committee. When sitting as Committee of the Whole, the results of votes taken are not final decisions of Council, but have the status of recommendations which Council is given the opportunity to consider further and which it votes on finally under its regular rules.

**“Confidential matter”** means those items of business discussed in *Closed Session*.

**“Council”** means the elected Mayors and/or Deputy Mayors or alternate of the County's constituent municipalities when they sit in deliberative assembly.

**“County”** means the Corporation of the County of Elgin.

**“Delegation”** means to address Council or a Committee at the request of the person wishing to speak.

**“Deputy Warden”** means the Member of Council appointed, by By-law or resolution, pursuant to Section 242 of the Act, to act in the place of the Warden when the Warden is absent or refuses to act or when the office of the Head of Council is vacant and while so acting such Member has all the powers and duties of the Head of Council.

**“Ex-Officio”** means a Member who has the right, but not the obligation, to participate in the proceedings of the meeting, and is not counted in determining the number required for a quorum or whether a quorum is present at a meeting. Ex-Officio cannot attend a Committee meeting if by attending a minimum quorum of Council is created.

**“Inaugural Meeting”** means the first meeting of Council after a regular election as set out in the Act.

**“Meeting”** means an event wherein business is transacted for any regular or special purpose by Council or local board, or a Committee or sub-Committee of either of them, as the case may be, where, (a) a quorum of Members is present, and (b) Members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of Council, local Board or Committee.

**“Member”** means a person duly elected to hold office with the County of Elgin's constituent municipalities, pursuant to the Municipal Elections Act, 1996 S.O. Chapter 32, as amended; or, a person appointed by Council to a Committee.

**“Minutes”** means a written Record of meetings of Council, and the Minutes are to include the events of the meeting, a list of attendees, a statement of the issues considered by the Members, and related responses and decisions on issues.

**“Motion”** means a proposal moved by a Member, and if moved in Council or Committee, seconded by another Member, to adopt, amend or otherwise deal with a matter before Council or Committee.

**“Municipal Office”** means 450 Sunset Drive, St. Thomas, Ontario, N5R 5V1 or any location in the County subsequently designated as its municipal office.

**“Notice”** means written Notice, except where legislation, By-Law or Corporate Policy provides for another form and manner of Notice.

**“Open Meeting”** means a Meeting at which a quorum of Members is present and they discuss or otherwise deal with a matter in a way that materially advances the business or decision-making of the relevant council, local board or Committee.

**“Point of Order”** means a statement made by a Member during a meeting, drawing to the attention of the Chair a breach of the rules of procedure.

**“Pecuniary Interest”** means an interest that has a direct or indirect financial impact for a Member, be it positive or negative, as defined under the *Municipal Conflict of Interest Act*, RSO 1990, c. M.50, ss. 2, ss. 3.

**“Pregnancy and Parental Leave”** for the purposes of this By-Law means the period of time the Member of Council will not attend meetings of Council or any Committee to which the Member has been appointed as a result of the Member’s pregnancy, the birth of the Member’s child or the adoption of a child by the Member.

**“Quasi-Judicial Board”** means a local board or Committee that has been delegated Council’s decision-making powers; for example, the Land Division Committee.

**“Question”** means a Motion that has been appropriately placed before Council or Committee. Only once duly recognized by the Chair and “on the floor” can a Motion be debated and put to a question of the Members for proper resolution.

**“Quorum”** means, in the case of Council, a majority of Members representing at least one-half of the lower-tier municipalities, pursuant to Section 237 of the Act. In the case of a Committee of Council, quorum is a majority of the whole number of Members of the Committee, including the Chair.

**“Recorded Vote”** means a vote taken on a matter of business, whereupon the CAO/Clerk duly notes the name of each Member present and their vote in the Minutes, as provided for in Section 246 of the Act. Section 246(2) of the Act specifically notes that a failure to vote by a Member who is present at the Meeting at the time of the vote and who is qualified to vote shall be deemed to be a negative vote.

**“Rules of Procedure”** means the rules and regulations provided in this By-Law and, where necessary, Robert’s Rules of Order (Newly Revised).

**“Secretary”** means the person responsible for recording the Minutes of Council or Committee meetings, the preparation of the agenda and the preparation of any resulting correspondence, as designated by the CAO/Clerk.

**“Standing Committee”** means a Committee established by Council, comprised entirely of Members of Council, to carry out duties on an ongoing basis, as specified by Council.

**“Steering Committee”** means any advisory body, roundtable or other body Council established to advise on specific areas of interest, with Members of the public and staff making up more than 50 per cent of the membership and Council Members or other elected officials making up the rest.

**“Warden”** means the Warden of the Corporation of the County of Elgin, in accordance with the Act, and the term is interchangeable with “Chair”, “Chief Executive Officer (CEO)”, and “Head of Council” for the purposes of conducting Committee meetings.

## **2. Purpose**

- (a) This By-Law (referred to as the Procedural By-Law) establishes the rules of order for Council Meetings.

### **3. Principles of the Procedural By-Law**

- (a) The principles of openness, transparency and accountability to the public guide the County's decision-making process. In the context of Council proceedings, this is accomplished by:
  - i. Ensuring the decision-making process is understood by the public and other stakeholders;
  - ii. Providing access to information and opportunities for input by the public and other stakeholders consistent with the requirements of this By-Law and other statutory requirements;
  - iii. Exercising and respecting individual and collective roles and responsibilities provided for in this Procedural By-Law and other statutory requirements; and
  - iv. The protection of basic rights by recognizing the right of the majority to decide, the minority to be heard and individuals have the opportunity to participate.
- (b) The principles of parliamentary law governing Council include:
  - i. The majority of Members have the right to decide;
  - ii. The minority of Members have the right to be heard;
  - iii. All Members have the right to information to help make decisions, unless otherwise prevented by law;
  - iv. All Members have a right to an efficient Meeting;
  - v. All Members have the right to be treated with respect and courtesy; and
  - vi. All Members have equal rights, privileges and obligations.

### **4. Application**

- (a) The rules and regulations contained in this By-Law set out the rules of order for the dispatch of business in Council and shall be observed in all proceedings of Council.

### **5. Interpreting the Procedural By-Law**

- (a) In the event of conflict between this By-Law and a valid and binding statute, the provisions of the statute prevail.
- (b) A specific statement or rule in this By-Law has greater authority than a general one.
- (c) If there is a conflict between two or more rules in this By-Law, or if there is no specific rule on a matter, the Chair will rule. In making a ruling, the Chair may consult the CAO/Clerk, rely on previous rulings or practices, or refer to *Robert's Rules of Order* (Newly Revised).

### **6. Suspension of Rules**

- (a) The rules and regulations contained herein that are discretionary and not mandatory under statute may be temporarily suspended by a majority vote of Council present, with the exception of the following circumstances:
  - i. Where required by-law;
  - ii. Contractual agreements binding the County;
  - iii. Amending this Procedural By-Law; and,
  - iv. Quorum requirements.

### **7. Majority Vote**

- (a) Unless this Procedural By-Law states otherwise, a matter passes when a Majority of Members present vote in the affirmative.



## **8. Council Composition**

- (a) Section 458 of the Act, provides that as of January 2, 2003, the composition of the Council of a municipality, the method of electing or appointing its Members, the number of votes given to each Member and the titles of its Members shall be the same as they were on December 31, 2002. On December 31, 2002, pursuant to By-Law 97-8 passed on March 18, 1997, the composition of the Corporation of the County of Elgin Council ("Elgin County Council" was:

County Council will have nine (9) Members, being the Mayors from each of the seven (7) municipalities within the County of Elgin and the Deputy Mayors of the Municipality of Central Elgin and the Township of Malahide, thereby constituting the composition of such Council as follows:

- i. Municipality of West Elgin – One (1) Member (the Mayor);
  - ii. Municipality of Dutton Dunwich – One (1) Member (the Mayor);
  - iii. Township of Southwold – One (1) Member (the Mayor);
  - iv. Municipality of Central Elgin – Two (2) Members (the Mayor and the Deputy Mayor);
  - v. Township of Malahide – Two (2) Members (the Mayor and the Deputy Mayor);
  - vi. Town of Aylmer – One (1) Member (the Mayor); and
  - vii. Municipality of Bayham – One (1) Member (the Mayor).
- (b) The Head of Council, the Warden, will be elected by County Council from amongst the Members of Council on an annual basis.
- (c) Each Member of Council will have one (1) vote.
- (d) As provided for in the Act, the Councils of the seven (7) municipalities have the authority to appoint alternates from the Members of Council to represent the municipality on County Council in the absence of Mayor and/or Deputy Mayor in accordance with Section 32 of this Procedural By-Law.

## **9. Inaugural Meeting and Annual Election of Warden**

- (a) A person elected or appointed as a Member of Council shall not take a seat on Elgin County Council until the CAO/Clerk has received the certificate from the constituent municipality certifying the name of each person elected or appointed.
- (b) No business shall be conducted at the first meeting of Council until after the declarations of office have been made by all Members who present themselves for that purpose.
- (c) The first Meeting of a new council of a municipality after a regular election 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 the Council are present in the Council Chamber but in any case not later than 31 days after its term commences, as provided for in the Act.
- (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.
- (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.
- (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;
  - ii. The CAO/Clerk shall prepare 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 ballot and balloting will continue until a candidate obtains a majority of votes. The CAO/Clerk shall count the votes, 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 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.

#### **10. Appointment of Deputy Warden**

- (a) A position of "Deputy Warden" shall be held by the most immediate past Warden who is a member of Council. In the event that there are no Past Wardens on Council following a Municipal Election, Council shall vote and appoint a Deputy Warden at the Inaugural Meeting.
- (b) The Warden may request said Deputy Warden or any other member of Council to represent him or her at any Meeting or function where the Warden is unable to attend.
- (c) Councillors attending a function as "Deputy Warden" shall be paid mileage at the same rate established for the use of personal vehicles for County business and any other eligible "out of pocket" expense that may occur.

#### **11. Regular Meetings of Council**

- (a) Location and Schedule of Meetings of Council
  - i. After its Inaugural Meeting, Council shall meet in the Council Chambers of the Elgin County Administration Building, 450 Sunset Drive, St. Thomas, ON or other designated location, at a time designated by the Warden, on the second and fourth Tuesday of each month as provided for in the Act as amended and when Notice is given;
  - ii. Council shall approve a schedule of regular Meetings of Council for each calendar year, which may be amended. The schedule of Meetings is made available to the public on the County's website and from the Municipal Office;
  - iii. As soon after the time appointed for a Meeting of Council as a Quorum is present, the Warden shall assume the Chair and call the Meeting to order;
  - iv. Council shall always recess/adjourn no later than 12:00 noon and 6:00 P.M., if in a Meeting at these hours, unless otherwise determined by a resolution, but in all cases shall adjourn no later than 10:00 P.M.; and
  - v. The Members of Council shall not leave their places on adjournment, until the Warden or other Presiding Officer leaves the Chair.

(b) Notice of Meetings of Council

- i. The agenda shall be considered as Notice of regular Meetings of Council and By-Law 07-29, being a By-Law to establish a policy respecting the manner in which Notice will be provided, as amended, shall be utilized in respect thereof;
- ii. Reports or actions before Council that require enactment of a By-Law, with Notice, shall be subject to terms of the By-Law 07-29, as amended; and
- iii. The CAO/Clerk gives Notice of a Meeting of Council by:
  - a) Providing Council with a regular agenda on each Thursday preceding a Meeting day of Council.
  - b) Where required, providing Council with a Closed Session agenda in accordance with the publishing timeframes set out of regular, addenda and additional addenda set out in Sections 12, 14 and 15.

(c) Special Meetings of Council

- i. If a matter arises which, in the opinion of the CAO/Clerk, in consultation with the Warden, is considered to be of an urgent or time sensitive nature, or which could affect the health or well-being of residents of the County, and/or if a state of emergency is declared by any Provincial Ministry, the Notice requirements of By-Law 07-29, as amended, may be waived and the CAO/Clerk shall make his or her best effort to provide as much Notice of such Special Meeting of Council as is reasonable under the circumstances;
- ii. A Special Meeting of Council may be called by the Warden at any time. A Special Meeting of Council is limited to business matters included in the Notice of Meeting; and
- iii. When the CAO/Clerk receives a petition for a Special Meeting of Council signed by a majority of the Members of Council, a Special Meeting of Council is called for the purpose and at the time identified in the Petition. The Petition shall include:
  - a) Original signatures of Members;
  - b) A clear statement of the purpose of the Special Meeting;
  - c) A proposed date and time for such Special Meeting.

(d) Notice of Special Meetings of Council

The CAO/Clerk gives Notice of Special Meetings of Council by:

- i. Providing Council with an agenda in person or by telephone, mail, or electronic means at least 24 hours prior to the Meeting; and,
- ii. Posting a Notice on the County's website and time permitting, Notice shall be sent to local media that indicates the date and time of the Meeting of Council; or
- iii. Where item (ii.) cannot be achieved, posting a Notice at the main entrance to the Municipal Office that indicates the date and time of the Special Meeting of Council and the purpose of the Special Meeting.

(e) Emergency Meetings of Council

- i. Notwithstanding any other provision in this By-Law, the Warden may, at any time, call or provide Notice of an Emergency Meeting of Council. An Emergency Meeting of Council is limited to business matters included in the Notice of Meeting; and
- ii. In the case of an emergency, Council may hold its Meetings at any convenient location within or outside the territorial limits of Elgin County.

(f) Notice of Emergency Meetings of Council

- i. The CAO/Clerk gives Notice of Emergency Meetings of Council to Members by:
  - (a) Providing Council with an agenda in person or by telephone, mail, or electronic mail at least 24 hours prior to the Meeting.

- (b) Posting a Notice at the main entrance to the Municipal Office that indicates the date and time of the Emergency Meeting of Council and the general nature of the matters to be discussed.

(g) Workshop and Orientation Meetings

- i. The Warden and/or CAO/Clerk may convene a Workshop or Orientation Meeting for Members of Council to discuss issues in an informal venue. With the exception of Procedural Matters, no Motions are passed and no matter is discussed which advances the business of the Municipality during the course of such Workshop or Orientation Meeting; and
- ii. A record describing, in general terms, the proceedings and the subject matter discussed is made at all Workshop or Orientation Meetings and placed on a future Council agenda to be received only for the purposes of information.

(h) Notice of Workshop and Orientation Meetings

The CAO/Clerk gives Notice of Workshop and Orientation Meetings of Council by:

- i. Providing, at least 24 hours in advance, Notice to Council in person or by telephone, mail or electronic means that indicates the date and time of the Workshop or Orientation Meeting and the general nature of the matters to be discussed; and,
- ii. Posting a Notice on the County's website and time permitting, Notice shall be sent to local media that indicates the date and time of the Workshop or Orientation Meeting and general nature of the matters to be discussed; or
- iii. Where item (i.) cannot be achieved, posting a Notice at the main entrance to the Municipal Office that indicates the date and time of the Workshop or Orientation Meeting and general nature of the matters to be discussed.

(i) Cancellation or Postponement of Meetings

- i. A regular, special, or emergency Meeting of Council or a Workshop or Orientation Meeting of Council may be cancelled or postponed where Quorum cannot be achieved, by Council resolution, in the event of an emergency, or where the Meeting is no longer required, as deemed by the Warden and/or CAO/Clerk; and
- ii. The CAO/Clerk gives Notice on the County's website and time permitting, through the local media, of a cancellation or postponement of a regular, special, or emergency Meeting of Council or a Workshop or Orientation Meeting. Where time is limited, a Notice is posted at the main entrance to the Municipal Office.

(j) Invalidation of Notice of Meeting

- i. If a Meeting Notice is substantially given, but varies from the form and manner provided in this Procedural By-Law, the ability to hold the Meeting and actions taken at the Meeting are not invalidated.

(k) Quorum

- i. Members of Council will attempt to advise the office of the CAO/Clerk at least two days in advance if unable to attend a Meeting of Council. If Quorum cannot be met, the Meeting may be cancelled by the CAO/Clerk;
- ii. Unless there shall be a Quorum present within thirty (30) minutes of the time appointed for the Meeting of Council, Council shall then stand absolutely adjourned until the date of the next regular Meeting and the CAO/Clerk shall record the names of the Members present at the expiration of such thirty (30) minutes; and
- iii. Where there is an insufficient number of Members of Council present to achieve Quorum at a Meeting of Council due to a provision of the *Municipal Conflict of Interest Act*, RSO 1990, c. M.50, ss. 2, ss. 3., the remaining Members of Council constitute Quorum, provided that such number in no case be less than two (2).

(l) Late Arrival

- i. If a Member arrives late at a Meeting, any prior discussion is not reviewed without the consent of the Members present.

(m) Electronic Participation

- i. Electronic Participation at Meetings shall be reserved for emergencies or accessibility requirements. A Council Member who is unable to attend a Council Meeting in person may participate in Council Meeting by electronic or other communication facilities if:
  - (a) The facilities enable the other Council Members to hear and be heard by the Council Member.
  - (b) Except for any part of the Council Meeting that is closed to the public, the facilities enable the public to hear, or watch and hear, the Council Member.
  - (c) A Council Member who intends to participate in a Regular Council Meeting by electronic or other communication facilities shall give the CAO/Clerk Notice of this intention at least 72 hours prior to the Council Meeting or as soon as the Member becomes aware of the emergency. The CAO/Clerk shall, as soon as reasonably possible thereafter, provide the Council Member with instructions on how to connect to and participate in the Council Meeting by electronic or other communication facilities;
- ii. If a Council Member participates in a regular Council Meeting by electronic or other communication facilities:
  - (a) The Council Member shall advise Council when they join the Council Meeting and when they leave the Council Meeting;
  - (b) The Council Member shall not be counted towards Quorum but can participate electronically;
  - (c) The Council Member may participate electronically but their vote shall not be counted or recorded;
  - (d) The Chair shall repeat the results of each vote, including the names of Council Members voting in favour and opposition, immediately following each vote.
  - (e) The Council Member may participate in meetings that are open to the public. Participation in Closed Meetings is restricted to Members who are participating in person.

**12. Preparation of the Agendas of Council**

- (a) The CAO/Clerk and his or her staff are charged with providing guidance and recommendations to Council related to municipal business and to implement the decisions of Council.
- (b) The CAO/Clerk shall chair a regularly scheduled internal meeting of senior staff and invited attendees to review draft agenda items in order to support the business of Council.
- (c) The CAO/Clerk shall either personally or by his or her approved staff establish an administrative process to support the approval, preparation, Notice, publication and distribution/public access to agendas and agenda items.

**13. Agenda**

In respect of a Regular, Special or Emergency Meeting of Council, the CAO/Clerk shall have prepared an agenda of the Orders of the Day, containing:

(a) Regular Meeting

- 1<sup>st</sup> Meeting Called to Order
- 2<sup>nd</sup> Adoption of Minutes
- 3<sup>rd</sup> Disclosure of Pecuniary Interest and the General Nature Thereof
- 4<sup>th</sup> Presenting Petitions, Presentations and Delegations
- 5<sup>th</sup> Motion to Move into Committee of the Whole Council
- 6<sup>th</sup> Reports of Councillors, Outside Boards and Staff



- 7<sup>th</sup> Council Correspondence:
  - i. Items for Consideration
  - ii. Items for information (Consent Agenda)
- 8<sup>th</sup> Other Business:
  - i. Statements/Inquiries by Members
  - ii. Notice of Motion
  - iii. Matters of Urgency
- 9<sup>th</sup> Closed Meeting Items
- 10<sup>th</sup> Recess
- 11<sup>th</sup> Motion to Rise and Report
- 12<sup>th</sup> Motion to Adopt Recommendations from the Committee of the Whole
- 13<sup>th</sup> Consideration of By-Laws
- 14<sup>th</sup> Adjournment
- 15<sup>th</sup> Public Notice

(b) Inaugural Meeting/Annual Warden's Election

- 1<sup>st</sup> Meeting Called to Order
- 2<sup>nd</sup> Receipt of Declaration of Acclamation to Office or Declaration of Election from Councillors (the first year only after a municipal election)
- 3<sup>rd</sup> Declaration of Office by Councillors (the first year only after a municipal election)
- 4<sup>th</sup> Election of Warden
  - Candidates for Warden to Stand
  - Prospective Candidates to Speak (alphabetical order)
  - Proceed with Election (Ballot or Resolution)
- 5<sup>th</sup> Administering and Signing of Declaration of Office
- 6<sup>th</sup> Gowning
- 7<sup>th</sup> Presentation by Past Warden
  - Chain of Office
  - Lord Elgin Watch
  - Gavel of Office
- 8<sup>th</sup> Warden's Address
- 9<sup>th</sup> Resolution to Destroy the Ballots (if required)
- 10<sup>th</sup> Adoption of Minutes
- 11<sup>th</sup> Warden to Recommend Committee and Outside Board Appointments
- 12<sup>th</sup> Consideration of By-Laws
- 13<sup>th</sup> Other Business:
  - i. Statements/Inquiries by Members
  - ii. Notice of Motion
  - iii. Matters of Urgency
- 14<sup>th</sup> Recess

**14. Changes in Order of Agenda of Committee of the Whole**

- (a) The business of Council is dealt with in the order stated on the published agenda, unless the Warden consents to changing the order.

**15. Matters of Urgency/Addendum to Agenda**

- (a) When, after the Agenda has been prepared and distributed as Notice of a Meeting of Council, a Member wishes to inform Council of an additional matter that, in his or her opinion, should be considered immediately and during the course of such Meeting, then, after notification of the CAO/Clerk, he or she shall present such matter to Council at such Meeting through the Chair and, with the consent of the majority of Members present, the matter shall only then be added to the Agenda and considered as an additional Matter of Urgency without any prior or further Notice being given or required.

**16. Other Business**

(a) Statements/Inquiries by Members

- i. When a Councillor wishes to inform Council of a matter that does not require action and consideration by Council or otherwise wishes clarification of a matter, such information may be announced under "Statements/Inquiries by Members". It is understood that these announcements are made solely for Council's information and that under no circumstances shall Council take action within this category.

(b) Notice of Motion

- i. Notices of Motion shall be received by the CAO/Clerk at any time Council is meeting and in his or her office in advance of the production and distribution of the agenda material and shall be printed in the agenda;
- ii. A Notice of Motion shall be dealt with by Council at the Meeting at which it appears printed in the agenda. A Notice of Motion that is not printed in the agenda shall be dealt with in the order of business of Motions at any subsequent Meeting of Council;
- iii. The business of such Motions shall, in all cases, be taken up in the way in which it appears upon the Orders Of The Day, unless otherwise determined by a vote of the majority of the Members present taken without debate thereon;
- iv. All Motions shall be moved and seconded before being debated or put to vote; and all Motions shall be read and then conveyed to the Warden, who may again read the same;
- v. After a Motion has been received by the Warden or other Chair, it shall be deemed to be in possession of Council, but may be withdrawn at any time by consent of a majority of the Members present;
- vi. A Motion to refer the main Motion to staff or an outside board shall preclude all amendment of the main question until decided;
- vii. A Motion to adjourn shall always be in order unless a vote is being taken;
- viii. A Motion to table is always in order and will supersede the main Motion;
- ix. All amendments shall be placed in the reverse order in which they are moved; and every amendment to the Motion shall be decided upon or withdrawn before the main question is put to vote;
- x. There shall not be more than two (2) amendments to the main question or any Motion;
- xi. Not more than one (1) amendment shall be allowed to any amendment;
- xii. After any question is finally put to vote by the Warden or other Chair, no Member shall speak to the question nor shall any other Motion be made until after the result is declared;
- xiii. Whenever the Warden or other Chair is of the opinion that a Motion offered to Council is contrary to law or the rules and privileges of Council, he or she shall apprise the Members thereof immediately;
- xiv. Members shall always take their places prior to any decision being called; and
- xv. When the Warden or other Chair is called on to decide a point of order or practice, he shall state the rule or authority applicable to the case.

**17. Reports from County Staff**

- (a) If deemed appropriate by the CAO/Clerk, any County Staff may report to the Warden and Members of Council at any session of Council.

**18. Petitions, Delegations, Correspondence and Minutes**(a) Petitions

- i. Every petition, protest, or other written application intended to be presented to Council must be legibly written or printed on paper, and signed by at least one person, complete with their mailing address and telephone number. The Warden, in consultation with the CAO/Clerk, shall determine whether the delegation(s) request is suitable and appropriate for consideration by County Council. In determining the suitability of each delegation for authority to address Council, the Warden shall ensure that the request is within the purview and jurisdiction of Council;
- ii. Every Member presenting any petition, protest, or other written application to Council, shall examine the same and shall be answerable that they contain only relevant or proper matter and that the same is respectful and temperate in its language; he or she shall also endorse thereon the name of the applicant and the substance of such application, sign his or her name thereto, which endorsement only shall be read by the

CAO/Clerk, unless a Member shall require the reading of the paper, in which case the whole shall be read; and

- iii. All petitions or other written communications received prior to any Meeting of Council and on any subject that falls within the jurisdiction of any outside board shall, upon presentation, be referred to the outside board by the CAO/Clerk for consideration. Any matters arising subsequently shall be referred by the Warden without Motion and no Member shall speak upon nor debate on the presentation of any such petitions or other communications to Council.

(b) Delegations

- i. An individual may make a delegation at any Meeting of Council related to an item of business on the agenda. Any person or groups of persons wishing to address Council is required to make the necessary arrangements through the CAO/Clerk, at least eight (8) days prior to the date of the Council Meeting. Written briefs shall be provided so that sufficient time will permit distribution to the Members of Council, prior to the said Meeting;
- ii. The CAO/Clerk's determination as to when a deputation will be scheduled is final;
- iii. Once a delegation has addressed Council, no further request on the same issue will be entertained until written information is produced to Council and it agrees that another delegation is warranted;
- iv. No person or delegation shall be permitted to address Council on a subject not on the Agenda, unless permission is granted on the consent of the Chair and on two-thirds majority of members in support of such presentation;
- v. A delegation shall be limited to a maximum of fifteen (15) minutes. Council may, by Motion, and with the support of the majority of its members lengthen the time for hearing of delegations;
- vi. A delegation consisting of more than five (5) persons shall be limited to two speakers and to a total time limitation of fifteen (15) minutes for the delegation presentation. Council may by Motion lengthen the time for hearing of delegations;
- vii. No more than four (4) delegations shall be scheduled to address Council at any Regular, Special or Emergency Meeting, unless otherwise permitted by the Warden;
- viii. The CAO/Clerk shall provide all individuals or groups seeking to address Council with a copy of the appropriate section of this Procedural By-Law dealing with delegations;
- ix. No person shall be allowed to address Council during any Meeting of Council without the permission of the Warden or other Chair;
- x. Members of Council may ask questions of a delegation but shall not enter into debate with any representative of any such delegation. With the permission of the Chair, the CAO/Clerk may ask questions of any delegations. All questions to delegations shall be addressed through the Chair. No other person may ask any questions of delegations, unless directed to do so by the Warden or other Chair; and
- xi. Should an individual wish to be provided with further Notice related to a matter addressed by a delegation before Council, he or she is required to indicate this wish to the CAO/Clerk as part of his or her delegation request originally delivered.

(c) Correspondence

- i. When correspondence has been requested to be included on a Council agenda or on the request of a Member of Council to the CAO/Clerk, such correspondence is placed on the agenda for a regular Meeting. Correspondence must be received no less than eight (8) days prior to a regular Council Meeting. Where required due to urgency or timing, correspondence may be considered directly by Council as an item of New Business, as an Addendum to the Agenda, or as a matter for Closed Session;
- ii. Staff may prepare recommendations related to any matter raised in Correspondence for consideration by Council;
- iii. Council will direct, to the CAO/Clerk, correspondence clearly intended to be considered as part of an agenda of Council;

- iv. The CAO/Clerk is required to verify whether it is the intent of an individual to include his or her correspondence on a public agenda. For reasons of privacy, irrelevant personal information will be severed from correspondence. General correspondence between Councillors or staff and constituents or stakeholders will not be included unless the CAO/Clerk is satisfied that it was clearly the individual's intent to include his or her correspondence on a public agenda;
  - v. Correspondence must be legible and not contain any defamatory statements. Anonymous correspondence will not be acknowledged, circulated or placed on an agenda;
  - vi. Receipt of correspondence by Council does not constitute endorsement of either the correspondence by the County or of any recommendations it may contain or actions it may advocate; and
  - vii. When not requested to be included in a Council agenda, correspondence may be circulated by the CAO/Clerk to Members of Council and applicable staff for their information.
- (d) Minutes
- i. The Minutes of Council shall consist of:
    - (a) A record of the place, date and time of Meeting;
    - (b) The name of the Chair, a record of all Members present, and the names of those Members who are absent;
    - (c) The reading, if requested, correction and adoption of the Minutes of prior Meetings;
    - (d) All other proceedings of the Meeting without note or comment.
  - ii. The CAO/Clerk shall ensure that a copy of the Minutes of each Meeting is delivered to each Member of Council at least forty-eight (48) hours prior to the commencement of the Meeting of Council; and
  - iii. The CAO/Clerk shall keep a permanent copy of all Council Minutes for public inspection.

## 19. Committee of the Whole

- (a) When Council wishes to consider a subject(s) with all the freedom granted an ordinary committee, it may refer the matter to Committee of the Whole. Members may speak more than once to the same question and the limitations on length of speaking, if any, are relaxed.
- (b) The rules of Council shall be observed in the Committee of the Whole, so far as may be applicable.
- (c) The Chair, subject to an appeal to Council, shall decide any questions of order arising in Committee of the Whole, and if any sudden disorder should arise in the Committee, then the Warden or other Chair will resume the seat of Chair, without any question being put.

## 20. Pecuniary Interest

- (a) As required by the *Municipal Conflict of Interest Act*, RSO 1990, c. M.50, ss. 2, ss. 3, at the commencement of a Meeting, or prior to considering a Motion under New Business or at the first Meeting attended thereafter, a Member who was absent from any previous Meeting at which such matter was considered, such Member shall disclose any direct or indirect pecuniary interest and state the general nature of such interest and it shall be recorded by the CAO/Clerk in the Minutes.
- (b) A Member shall file with the CAO/Clerk a written statement of any interest declared by the Member in accordance with the *Municipal Conflict of Interest Act*, RSO 1990 Act and its general nature, and the CAO/Clerk will make the disclosure publicly available and will maintain a registry of written statements of disclosure.
- (c) In the case of items to be discussed in a Closed Session Meeting, the Member declaring a pecuniary or other conflict of interest shall leave the Meeting and shall take no action to participate in, or influence, the vote of the other Members when said item is to be resolved by Council.

## **21. Rules of Debate**

- (a) As soon after the hour of Meeting as a Quorum is present, the Warden shall take the Chair and Members present there at shall be called to order.
- (b) The Chair shall maintain a list of Members who have requested to speak or ask questions. The Chair designates Members to speak or ask questions in the order in which they appear on the list.
- (c) When the Warden or other Chair is putting forth the question, no Member shall walk across or out of the room, shall not interrupt the speaker, except to a question of order, nor pass between the speaker and the Chair.
- (d) Any Member called to order shall at once cease speaking, unless permitted to explain, and the ruling of the Warden or other Chair shall be final, unless otherwise decided by Council on an appeal from such ruling.
- (e) No Member shall speak disrespectfully of any person or use un-parliamentary or offensive language in or against Council or against any Member, staff or other person in the Council Chamber.
- (f) No Member shall partake of food in the Council Chamber while the Council is Meeting.  
No Member shall speak outside the question in debate.
- (g) Any Member may require the question or Motion under discussion be read at any time during the debate but only so as not to interrupt a Member while speaking.
- (h) During any Council Meeting, except during any period sitting as Committee of the Whole, no Member, unless Council consents to it, shall speak more than once on the same question or during any period sitting as Committee of the Whole, until all other Members have had the opportunity to speak to the question.
- (i) After a Motion is passed or a report adopted, no Motion to alter or amend the same shall be considered during the same Meeting of Council, unless the Motion to alter or amend is moved and seconded by two Members of Council from among those Members in attendance and who voted with the majority that carried said Motion or report.
- (j) Questions under the proper Orders of the Day may be put to the Warden or other Chair or through him or her to any Member of Council, relating to any Motion or other matter connected with the business of Council or the affairs of the County, but no argument or opinion is to be offered, nor any facts stated, except as may be necessary to explain the same; and in answering any such questions, a Member is not to debate the matter to which the same refers.
- (k) Members of Council or Committee, except the Warden, shall be referred to as County Councillors.
- (l) At any time when a vote, taken by a show of hands, is unclear as to the outcome, the Warden or other Chair may request the Members to stand to indicate their YEA or NAY in respect of such vote. In the case of electronic participation, the attending Member will be asked directly to indicate his or her YEA or NAY.
- (m) Upon a tie vote on any question, by a show of hands, a recorded vote shall then be taken.
- (n) Upon a tie recorded vote the question shall be considered a defeated Motion.
- (o) If the Warden or other Chair, as the case may be, desires to leave the seat of the Chair before adjournment of the Meeting and fails to call some Member to the position of the Chair, Council may appoint a Member to preside over the Meeting until the business of the Meeting is finished.
- (p) No person other than Members or employees of the County shall be allowed to speak from the gallery during the Meetings of Council without the permission of the Chair.

## **22. Reconsideration**

- (a) After a Motion has been voted on by County Council, no Motion for reconsideration thereof shall be introduced and such Motion may only be passed by a two-third vote of the entire Council in support of such reconsideration.
- (b) Reconsideration of a Motion must take place at the same meeting or, in a multi-day session, the next day.



## **23. Readings of By-Laws and Proceedings**

- (a) Every By-Law shall be printed in written or in electronic form and introduced by the CAO/Clerk and shall be considered for enactment by Council.
- (b) All By-Laws collectively shall be given first, second and third readings in a single Motion, unless a Member wishes to discuss the contents of a By-Law or a matter requires that the By-Law receive first and second reading only and third reading at a future Meeting, at which time the subject By-Law shall be removed from the Motion list and dealt with separately. The headnote only of the By-Law shall be read and a By-Law shall not be enacted until it has received three readings.
- (c) After By-Laws have passed, the CAO/Clerk shall be responsible for their corrections should amendment be required.
- (d) The Proceedings of every Regular, Special or Emergency Meeting shall be confirmed by a Confirmation By-Law so that every decision of Council and every resolution passed at that Meeting shall have the same force and effect as if each one of them had been the subject matter of a separate By-Law duly enacted.
- (e) All By-Laws adopted by Council shall be printed in the annual Proceedings of Council.
- (f) The CAO/Clerk shall maintain a permanent copy of all By-Laws for public inspection.

## **24. Motions from Other Municipalities and Organizations Requesting Endorsement**

- (a) Motions from other municipalities in Elgin County are placed on the agenda for County Council. Where required due to urgency or timing, the Motions from other municipalities and organizations that request endorsement or action by Council may be considered directly by Council as an item of New Business.
- (b) Staff may prepare recommendations related to the matter for Council's consideration.
- (c) Council's receipt of Motions from other municipalities in Elgin County does not constitute endorsement by the County of any recommendations or actions they may contain.
- (d) Motions from municipalities outside of Elgin County and requests for endorsement or action from other organizations will be dealt with as a matter of correspondence.

## **25. Presentations and Recognitions**

- (a) Presentations include those of staff or parties invited by staff or those of other government agencies and presentations to Council on matters of interest to the County as well as awards, certificates, grants and other recognitions presented to/by the County or its staff or related parties. Such presentations are received or presented by the Chair.
- (b) Presentations may be up to ten (10) minutes. The consent of Council is required to extend the presentation beyond ten (10) minutes.

## **26. Open Meetings and Closed Session Meetings**

### **(a) Open Meetings and Improper Conduct**

- i. Except as provided in this section, all Meetings of Council shall be open to the public pursuant to the Act, S. 239 (1); and
- ii. The Chair may expel any person for improper conduct at a Meeting, pursuant to the Act, 2001, S. 241 (2).

### **(b) Closed Session Meetings**

- i. Persons may be excluded when Council is in Closed Meeting in accordance with Section 239 of the Act and amendments thereto. As provided for in the Act, Council shall resolve to move into a session closed to the public in order to discuss matters related to one or more of the following:
  - (a) the security of the property of the County or local board;
  - (b) personal matters about an identifiable individual, including County or local board employees;

- (c) a proposed or pending acquisition or disposition of land by the County or local board;
  - (d) labour relations or employee negotiations;
  - (e) litigation or potential litigation, including matters before administrative tribunals, affecting the County or local board;
  - (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
  - (g) a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act;
  - (h) information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency or any of them;
  - (i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or the organization;
  - (j) a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value; or
  - (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;
- ii. A meeting or part of a meeting shall be closed to the public if the subject matter being considered is:
- (a) a request under the Municipal Freedom of Information and Protection of Privacy Act, if the council, board, commission or other body is the head of an institution for the purposes of that Act; or
  - (b) an ongoing investigation respecting the municipality, a local board or a municipally-controlled corporation by the Ombudsman appointed under the Ombudsman Act, an Ombudsman appointed by Council or the investigator appointed by Council;
- iii. A meeting of Council may be closed to the public if the following conditions are both satisfied:
- (a) the meeting is held for the purpose of educating or training the members; and
  - (b) at the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of Council;
- iv. Before holding a Meeting or part of a Meeting closed to the public, Council shall approve a Motion, stating the following:
- (a) The fact that the Meeting will be closed to the public as provided for in the *Act*; and,
  - (b) The general nature of the matter to be considered at the Meeting closed to the public;
- v. Pursuant to Section 239 of the *Act*, when a Motion to proceed in a Closed Meeting is carried, the Warden or the Chair may, with the approval of Council, exclude such persons as deemed appropriate from the meeting room;
- vi. When in a Closed Meeting, no one shall leave and re-enter the Meeting room without the approval of the Warden or Chair;
- vii. All Closed Meeting Minutes for Council Meetings shall be circulated electronically prior to the commencement of the next Meeting; and
- viii. Closed Meeting Minutes for Council Meetings are maintained by the CAO/Clerk and are only accessible by the CAO/Clerk.

(c) Voting During Meetings Closed to the Public

- i. No vote will be taken at a Meeting described in Section 26 (b) of this Procedural By-Law, and which is closed to the public, unless:
  - (a) The subject matter relates to an issue as described in Section 26 (b) of this By-Law; and
  - (b) The vote is for a procedural matter or for giving directions or instructions to officers, employees or agents of the Municipality or persons related by or under contract with the Municipality;
- ii. On Motion in Committee of the Whole in a Closed Meeting, to rise and report the question shall be decided without debate involving any of the following:
  - (a) Motion to rise without reporting
  - (b) Motion to rise and report
  - (c) Motion to provide staff direction;
- iii. With respect to debate and/or vote in a Meeting closed to the public:
  - (a) The number of times a Member may speak to any question shall not be limited during a Closed Session, provided that no Member shall speak more than once until every Member who desires to do so shall have spoken.
  - (b) A Member present at a Closed Session shall, prior to consideration of any matter, declare any pecuniary interest, direct or indirect and the general nature thereof and said Member shall leave the Closed Session, or part thereof, during which the matter is under consideration. The declaration of Pecuniary Interest shall be recorded in the Minutes.

(d) Notice of Meetings Closed to the Public

- i. Where a matter may be considered by Council for discussion in Closed Session, whenever possible, written Notice provided for in this By-Law shall disclose:
  - (a) The fact that the Meeting will be closed to the public as provided for in the Act;
  - (b) The general nature of the matter to be considered at the closed Meeting.

(e) Confidentiality of Closed Session Discussions and Public Disclosure

- i. A summary of any discussion held in Closed Session and any required vote if permitted, will occur following the Closed Session discussion of Council;
- ii. The summary of Closed Session discussion and vote will provide sufficient detail, without detrimentally affecting the confidentiality of the matter(s) discussed in Closed Session and the position of the Municipality;
- iii. No Member shall disclose or discuss, through written, electronic or verbal communication, to any individual or corporate third party, any information that has been or will be discussed at a Closed Session Meeting of Council until such time that such Council has determined or has been advised by staff that the matter, or any part of the matter, can be made public subject to review by the Chair or designate under the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56 or if directed to do so by a court;
- iv. A Motion to adjourn a Closed Meeting shall always be in order and be decided without debate, except when a Member is in possession of the floor; and
- v. Upon rising from a Closed Meeting, the Chair shall announce the result of the vote as it is to be recorded in the Minutes.

(f) Closed Meeting Investigation

- i. Council shall appoint a Closed Meeting Investigator to carry out Closed Meeting Investigations;
- ii. If, after completing an investigation, the investigator is of the opinion that the Meeting or part of the Meeting that was the subject-matter of the investigation appears to have

been closed to the public contrary to the Act or to this By-Law, the investigator shall report his or her opinion and the reasons for it to Council and may make such recommendations as he or she thinks fit;

- iii. The County of Elgin shall ensure that reports contemplated in this section are made available to the public as required by the Act;
- iv. If the investigator is of the opinion that the Meeting was closed to the public contrary to Act, Council shall pass a resolution stating how it intends to address such opinion and the report in which it was delivered; and
- v. A person may request that an investigation be undertaken to determine whether Council complied with the requirements of the Act and this By-Law in respect of a Meeting or part of a Meeting closed to the public. A person may initiate such a request by completing and submitting a copy of the *Municipal Investigation of Closed Meetings* form.

## **27. Duties of the Warden and Chair**

- (a) The Chair of a Meeting of Council, whether a Regular, Special, Workshop or Orientation Meeting is the Warden. In the absence of the Warden, the Deputy Warden is Chair as provided for in this By-Law.
- (b) It shall be the duty of the Warden or other duly appointed Chair:
  - i. to act as Chief Executive Officer of the municipality;
  - ii. to preside over Council Meetings so that its business can be carried out efficiently and effectively;
  - iii. to provide leadership to Council;
  - iv. to represent the County at official functions;
  - v. to carry out the duties of the Chair under any other Act or any other Statute of the Province;
  - vi. to provide information and recommendations to the Members of Council with respect to Council's role to ensure the accountability and transparency of the operations of the municipality including the activities of the senior management of the municipality;
  - vii. to provide information or recommendations to Council to ensure that administrative policies, practices and procedures are in place to implement the decisions of Council;
  - viii. to open the Meeting of Council by taking the Chair and calling the Members to order;
  - ix. to announce the business before Council in the order which it is to be acted upon;
  - x. to receive, in the proper manner, all Motions presented by the Members of Council and to submit these Motions as questions for proper debate;
  - xi. to put to a vote all questions which are duly moved and seconded or which necessarily arise in the course of proceedings and to announce the results;
  - xii. to decline to put to a vote Motions which infringe upon the Rules of Procedure as provided for in this By-Law;
  - xiii. to restrain the Members, within the Rules of Procedures, when engaged in debate;
  - xiv. to enforce on all occasions the observance of order and decorum among the Members and those before Council;
  - xv. to call by name any Member persisting in breach of the Rules of Procedure, thereby ordering the Member to vacate the meeting place;
  - xvi. to receive all messages and other communications and announce them;
  - xvii. to authenticate by his or her signature, when necessary, all By-Laws and Minutes of Council;
  - xviii. to inform the Members of Council, when necessary or when referred to for the purpose, on any point of order;

- xix. to represent and support Council, implicitly obeying its decision in all matters;
  - xx. to ensure that the decisions of Council are in conformity with the laws and By-Laws governing the activities of Council.
  - xxi. When appointed to be, may be an ex-officio Member of all Committees of Council;
  - xxii. To perform all duties as required of a Member of Council;
  - xxiii. To adjourn the Meeting without question in the case of grave disorder arising during the Meeting or suspend the sitting of Council until a time to be named by the Warden; and
  - xxiv. To adjourn the Meeting when the business of Council is concluded.
- (c) As Chief Executive Officer of the County, the Warden shall:
- i. uphold and promote the purposes of the municipality;
  - ii. promote public involvement in the municipality's activities;
  - iii. act as the representative of the municipality both within and outside the territorial limits of the municipality, and promote the municipality locally, nationally and internationally; and
  - iv. participate in and foster activities that enhance the economic, social and environmental well-being for the municipality and its residents.

## **28. Warden Entering Debate**

- (a) If the Warden desires to take part in the debate of Council, he or she may remain in the Chair to do so. Alternatively, and when he or she deems appropriate, he or she may leave the Chair and, at that time, call on the Deputy Warden to fill their place until they resume the Chair.

## **29. Council Member Roles and Responsibilities**

- (a) Council Members are responsible for, where applicable:
- i. Attending scheduled Meetings;
  - ii. Carefully considering and making decisions about Meeting business, including seeking information and advice from staff prior to and during a Meeting;
  - iii. Voting on Motions put to a vote;
  - iv. Respecting the rules of order in this Procedural By-Law;
  - v. Listening attentively, participating in a Meeting and not interrupting, unless to raise a Point of Order;
  - vi. Remaining silent in their seats while Council votes and until the Chair announces the results of the vote;
  - vii. Refraining from using any offensive, disrespectful or un-parliamentary language about any Member, municipal employee, Meeting attendees and Council as a whole;
  - viii. Respecting and following the decisions of Council;
  - ix. Respecting the confidentiality of matters discussed in Closed Session Meetings and not disclosing the subject or substance of these discussions unless authorized to do so;
  - x. Complying with the Chair's rulings and Council's decisions; and
  - xi. Complying with the Council Code of Conduct.
- (b) The role of Council Members also includes, where applicable:
- i. to represent the public and to consider the well-being and interests of the County;
  - ii. to develop and evaluate the policies and programs of the County;



- iii. to determine which services and the extent to which such services are provided to the residents of the County;
- iv. to ensure that administrative policies, practices and procedures and financial policies, practices and procedures are in place to implement the decisions of Council;
- v. to ensure the accountability and transparency of the operations of the County, including the activities of the senior management of the County;
- vi. to maintain the financial integrity of the County; and
- vii. to carry out the duties of a Member as provided for under any Act or By-Law.

### **30. Absence of Warden and/or Deputy Warden**

- (a) In case the Warden does not attend within fifteen (15) minutes after the time appointed for a Meeting of Council, the Deputy Warden shall call the Meeting to order and preside as Chair, subject to any restrictions regarding Conflict of Interest.
- (b) In case the Warden and Deputy Warden are unable to attend the Meeting, the Members will, by resolution duly moved and seconded, appoint a Chair. While so presiding, the Chair shall have all the powers of the Chair.
- (c) Should the Warden or Deputy Warden, as the case may be, arrive after the Meeting has been called to order, the Chair shall relinquish the position of the Chair to the Warden, or Deputy Warden as the case may be, immediately after the current item of business on the Council Orders of the Day is considered or otherwise disposed.

### **31. Alternate Council Member**

#### **(a) General Procedures**

- i. This following procedure relates to alternates to County Council who are appointed by local municipalities under section 268 of the Act when they are required to attend a Council Meeting;
- ii. The Council of a constituent municipality may appoint one of its Members as an Alternate Member of County Council to act in place of a person who is a Member of the Council of the constituent municipality and the County when the Member is unable to attend a Meeting of County Council for any reason;
- iii. County Council has no role in the appointment of Alternate Members but it can establish procedures for accommodating Alternate Members at County Council;
- iv. Constituent municipalities are able to appoint an Alternate Member of County Council in accordance with the following provisions:
  - (a) There can only be one Alternate Member appointed per municipality;
  - (b) The appointment is for the term of Council; and
  - (c) Municipalities cannot appoint another Alternate Member to act in place of the appointed Alternate Member;
- v. Alternate Members shall make their declaration of office prior to taking their seat as an Alternate Member of Council. This is not required for subsequent Meetings they might attend;
- vi. The Alternate Member shall have all the powers and duties of a Member, including the power to make motions and vote and the duty to abide by this By-Law and Code of Conduct, as applicable; and
- vii. Alternate Members must only be used when the Member is unable to attend an entire Meeting with the exception of an Inaugural Meeting or Meeting of any County Board or Agency.

#### **(b) Notification Process**

- i. A local municipality shall notify the CAO/Clerk in the event that its council appoints an Alternate Member of County Council;
- ii. The CAO/Clerk shall keep a record of all appointed Alternate Members which shall be available to the public;

- iii. The local Clerk or incumbent Council Member shall notify the CAO/Clerk, in writing, as soon as reasonably possible when an Alternate Member shall be attending a Meeting of Council;
- iv. Each local municipality will be responsible for notifying its Alternate Member that they are to attend any County Council Meeting;
- v. In situations where no prior notice has been given, the Alternate Member shall at the time they attend a County Council Meeting, provide the CAO/Clerk with written confirmation that they are acting as an Alternate Member for that Council Meeting;
- vi. Alternate Members shall receive a regular agenda on each Thursday preceding a Meeting day of Council. If no notice was provided, they shall receive a hard copy or electronic agenda at the time they attend the Council Meeting; and
- vii. Closed Meeting agendas, reports and minutes will be provided to the Alternate Member on paper and shall be returned at the end of the meeting.

(c) Meeting Administration

- i. The Alternate Member's powers and duties as a Member extend only to the time they are present at the Council Meeting;
- ii. Council Minutes shall note the absence of the incumbent Member and the attendance of an Alternate Member; and
- iii. Where both an Alternate Member and Member attend a Council Meeting, the Member shall assume their seat. The Alternate Member may attend as a spectator.

(d) Appointment of Alternate Member for a Period of Less Than One (1) Month

- i. If a person who is a Member of the council of a constituent municipality and a Member of County Council is unable to act as a Member of those councils for a period of less than one (1) month, the Council of the constituent municipality may appoint one of its Members as an Alternate Member of County Council to act in place of the Member until the Member is able to resume acting as a Member of those councils;
- ii. An Alternate Member appointed at the discretion of a constituent municipality as contemplated by section 31 (d)(i) above shall not receive compensation from the County for any Meetings of Council they are required to attend in the absence of the Member but shall be paid mileage at the same rate established for the use of personal vehicles for County business and any other eligible "out of pocket" expense that may occur;
- iii. An Alternate Member shall not be eligible to be reimbursed for attendance at conventions, seminars or training;
- iv. An Alternate Member while acting in his or her capacity, shall be governed by all applicable policies of the County such as but not limited to this By-Law and Council Code of Conduct; and
- v. An Alternate Member shall have access to applicable support resources such as but not limited to the County's Integrity Commissioner.

(e) Appointment of Alternate Member for a Period Exceeding One (1) Month

- i. If a person who is a Member of the council of a constituent municipality and a Member of County Council is unable to act as a Member of those councils for a successive period exceeding one (1) month, the council of the constituent municipality may appoint one of its Members as an Alternate Member of County Council to act in place of the Member until the Member is able to resume acting as a Member of those councils;
- ii. Upon notice of vacancy of a Member exceeding one (1) month, the Member's compensation and expense reimbursement eligibility will cease and will be provided to the Alternate Member so appointed in his or her place by the constituent municipality in the same manner;
- iii. An Alternate Member so appointed shall be eligible to be reimbursed for attendance at conventions, seminars or training;

- iv. An Alternate Member, while acting in this capacity, shall be governed by all applicable policies of the County such as but not limited to this By-Law and Council Code of Conduct; and
- v. An Alternate Member so appointed shall have access to all equipment supplied to a regular Member including but not limited to information technology equipment, account access and applicable support resources such as but not limited to the County's Integrity Commissioner.

## **32. Member Vacancy**

### **(a) Vacancy of Seat of Member of Council**

- i. The Council of the constituent municipality may appoint one of its Members as an Alternate Member of County Council to act in place of Member Vacancy. The office of a Member of Council becomes vacant if the Member:
  - (a) becomes disqualified from holding the office of a Member of Council;
  - (b) fails to make the declaration of office before the deadline;
  - (c) is absent from the meetings of council for three (3) successive months without being authorized to do so by a resolution of Council;
  - (d) resigns from his or her office;
  - (e) is appointed or elected to fill any vacancy in any other office on the same council;
  - (f) has his or her office declared vacant in any judicial proceeding;
  - (g) forfeits his or her office under the Act or any other Act; or
  - (h) dies, whether before or after accepting office and making the prescribed declarations.
- ii. Seats declared vacant by a constituent municipality will be dealt with as outlined in the Act;
- iii. Upon notice of vacancy, the Member's compensation and expense reimbursement eligibility will cease and will be provided to the Alternate Member so appointed by the constituent municipality in the same manner;
- iv. An Alternate Member, so appointed shall be eligible to be reimbursed for attendance at conventions, seminars or training;
- v. An Alternate Member, while acting in this capacity, shall be governed by all applicable policies of the County such as but not limited to the Council Code of Conduct; and
- vi. An Alternate Member so appointed shall have access to all equipment supplied to a regular Member including but not limited to information technology equipment, account access and applicable support resources such as but not limited to the County's Integrity Commissioner.

### **(b) Vacancy of Seat of Warden**

- i. If the position of Warden is vacant, Council shall fill the vacancy by appointment in the same manner as Warden was originally appointed, as provided for in this By-Law.

### **(c) Pregnancy and Parental Leave**

- i. The provisions of this sub-section applies to a Member of Council who is absent from Meetings of Council for at least three (3) consecutive months as a result of the Member's pregnancy, the birth of the Member's child, or the adoption of a child by the Member;
- ii. The office of a Member of Council shall not become vacant if a Member is absent for twenty (20) consecutive weeks or less when such absence is a result of the Member's pregnancy, the birth of the Member's child or the adoption of a child by the Member;
- iii. Prior to the Member missing meetings of Council for three (3) consecutive months, a Member of Council shall provide a request for pregnancy and/or parental leave in writing to the CAO/Clerk;

- iv. If a Member wishes to seek a leave in excess of twenty (20) consecutive weeks, the Member shall request an extended leave, in writing to the CAO/Clerk, as soon as the need for an extended leave is known. If an extended leave is requested, the CAO/Clerk shall prepare a report for Council's consideration of the extended leave;
- v. Member on pregnancy or paternity leave is exempt from attending meetings of Council to which the Member has been appointed;
- vi. Members shall still receive all Council Agenda packages;
- vii. Any Member on pregnancy or paternity leave shall participate in events, conferences, committee meetings, constituent meetings or respond to communications at the level they determine, utilizing an out of office email feature to identify they are on leave, the level of service offered and an alternate contact if required;
- viii. Members of Council on pregnancy or paternity leave shall continue to receive all remuneration afforded to regular Members of Council; and
- ix. Members of Council on pregnancy or paternity leave shall continue to have access to all equipment supplied to a regular Member including but not limited to information technology equipment, account access and staff support.

### **33. Administrative Authority of CAO/Clerk**

- (a) The Clerk is authorized to amend By-Laws, Minutes and other Council and Committee documentation for technical, typographical or other administrative errors or omissions for the purpose of ensuring an accurate and complete record of proceedings.
- (b) Significant changes to By-Laws, Minutes and other Council and Committee documentation including a change in meaning, shall be presented to Council or the involved Committee for approval and adoption.

### **34. Organization of Committees**

- (a) The Warden shall recommend and Council shall appoint representatives from within their membership to various Committees, Local Boards and Agencies at the first Meeting in December of each year.

### **35. Ad Hoc, Committee or Steering Committees**

- (a) Council may at any time, on Motion of a Member duly considered and agreed to by a majority vote strike a Committee, Ad Hoc Committee and/or Steering Committee, as the case may be, which shall consider and report on any matter or to perform any special service within the spheres of jurisdiction of Elgin County, pursuant to the Act.

### **36. Restriction on Power of Members**

- (a) No Member of Council shall have power to direct or interfere with the performance of any work of the County Corporation.

### **37. Repeal or Amendment of this By-Law**

- (a) This By-Law is not to be amended or repealed except by a majority vote when all Members of Council are present.
- (b) No amendment or repeal of this By-Law is to be considered at any Meeting of Council unless Notice of the proposed amendment or repeal has been given at a previous regular Meeting of Council.

### **38. Convention Attendance**

- (a) County Councillors shall be permitted to attend any convention or conference in accordance with the established convention policy, provided the said convention or conference is relevant to the business of the County, subject to a maximum allowance.

### **39. Public Record**

- (a) All communications that the CAO/Clerk receives about a matter on the agenda of a public or open Meeting will form part of the public record. Personal information and opinions in

communications are part of the public record unless the author of the communication requests the removal of his or her personal information when submitting it or when otherwise confirmed by the CAO/Clerk.

#### **40. General Provisions**

- (a) The rules and regulations contained herein shall be observed in all proceedings of Council and shall be the rules and regulations for the order and dispatch of business in Council.
- (b) Notwithstanding that set forth in subsection (a) above, the rules and regulations contained herein may be suspended by vote of two-thirds of the whole Council and otherwise in any case for which provision is not made herein.
- (c) That all newly-elected Mayors and Deputy Mayors to become Members of Council to be invited to attend upon Council proceedings at a November Session immediately preceding the commencement of their terms of office.

#### **41. Conflict with the Municipal Act**

- (a) In cases where the Rules of Procedure contained in this By-Law conflict with the Act, the Act shall prevail.

#### **42. Severability**

- (a) Each provision of this By-Law is distinct and severable. If any provision of this By-Law, in whole or in part, is or becomes illegal, invalid, void, voidable or unenforceable in any jurisdiction by order of any court of competent jurisdiction, the illegality, invalidity or unenforceability of that section, in whole or in part, will not affect:
  - i. the legality, validity or enforceability of the remaining provisions of this By-Law, in whole or in part; or
  - ii. the legality, validity or enforceability of that section, in whole or in part, in any other jurisdiction.

ENACTED THIS 26th DAY OF NOVEMBER, 2019.



**COUNTY OF ELGIN**

**By-Law No. 20-47**

**"BEING A BY-LAW TO AMEND BY-LAW NO. 19-41, REFERRED TO AS THE  
PROCEDURAL BY-LAW AND TO REPEAL BY-LAW NO. 20-13"**

WHEREAS the Municipal Act, 2001, S.O. 2001, c. M. 46, as amended ("Act"), and in particular section 238 thereof, requires a municipal corporation to enact a procedure by-law governing, among other things, the calling, place, and proceedings of meetings of its Council;

AND WHEREAS Council for the Corporation of the County of Elgin previously enacted By-Law No. 19-41, referred to as the Procedural By-Law, to satisfy the said requirement of the Act;

AND WHEREAS By-Law No. 19-41, as amended, and in particular section 11 thereof, allows for electronic participation of Members of Council in a Meeting of Council in keeping with the provisions of the Act, and in particular section 238(3.1) thereof;

AND WHEREAS the Act was amended to permit a procedure by-law of a municipal corporation to provide for specific changes to rules and regulations relating to electronic participation of Members of Council in a Meeting of Council during any period when an emergency has been declared to exist in all or any part of the municipality pursuant to sections 4 or 7.0.1 of the *Emergency Management and Civil Protection Act*.

AND WHEREAS the Council of the Corporation of the County of Elgin did previously enact By-law 20-13 Being a By-Law to Amend By-law No. 19-41, referred to as the Procedural By-law, to allow for electronic participation during any period when an emergency has been declared;

AND WHEREAS Section 238 (3.1) of the Municipal Act, 2001, has been further amended to permit a procedure by-law of a municipal corporation to provide for specific changes to rules and regulations related to broader authorization for electronic participation by Members of Council in a Meeting on an ongoing basis;

NOW THEREFORE, the Corporation of the County of Elgin, by its Council, hereby enacts as follows:

1. By-Law No. 19-41, and in particular section 11 thereof, shall be amended by deleting sub-section (m) thereof and replacing the said subsection (m) to provide as follows:

" (m) Electronic Participation

Pursuant to Section 238 (3.1) of the Municipal Act, 2001, as amended, the following rules and regulations for electronic participation in a Council Meeting shall apply:

(i) A Member who is unable to attend a Council Meeting in person may participate in any and all sessions of that Meeting, including but not necessarily limited to open and closed sessions thereof, by electronic or other communication facilities if,

(a) The facilities enable all participating Members, whether attending in person or through electronic participation, to hear and be heard by all other Members.

(b) Except for all or any part of the Council Meeting that is closed to the public, the electronic or other facilities are capable of and enable the public to hear, or watch and hear, all Members participating in the Meeting.

(c) A Member who intends to participate in any such Meeting of Council by electronic or other communication facilities shall give to the Clerk Notice of that intention at least 24 hours prior to the commencement of such Meeting, provided

that, if Notice of such Meeting is provided less than 24 hours prior to its scheduled commencement, then the Member shall give to the Clerk as much notice as possible prior to commencement of such Meeting. In all such circumstances, the Clerk will, as soon as reasonably possible, provide the Member intending to attend by electronic participation with instructions on how to connect to and participate in that Meeting by electronic or other communication facilities.

(ii) There shall be no limit upon the number of Members who may attend a Meeting of Council by electronic or other communication facilities.

(iii) The Clerk, in consultation with the Warden (or designate) and County Solicitor, shall develop and maintain a meeting protocol for electronic participation in any Meeting of Council and shall distribute a current copy of such meeting protocol to all Members.

(iv) Notwithstanding the generality of that set forth in item (iii), the meeting protocol for any Meeting of Council at which one or more Members shall attend the Meeting by electronic or other communication facilities shall include and incorporate the following mandatory rules and/or practices:

(a) The Warden (or designate), as Chair, shall lead the Meeting and, when possible and/or appropriate, be present from a designated meeting location supported by the CAO/Clerk (or designate).

(b) Each Member attending the Meeting by electronic or other communication facilities shall notify the Chair and other Members when he or she joins the Meeting and, if and when applicable, upon leaving the Meeting.

(c) Any Member attending and present during a Meeting by electronic or other communication facilities shall be counted for purposes of quorum at the commencement of and at any point in time during the Meeting.

(d) Any Member attending and present during a Meeting by electronic or other communication facilities may participate in all aspects of the Meeting as if present in person, including but not limited to debate, questioning, presentation of motion, and/or voting.

(e) During the course of a Meeting within which any Member is participating by electronic or other communication facilities, the Chair (or designate) shall announce each agenda item on the floor of the Meeting and shall thereafter maintain an orderly meeting process, including keeping Members fully informed.

(f) Any Member attending and present during a Meeting by electronic or other communication facilities may vote on any matter being considered in such Meeting and that vote shall be counted and, as set forth below, duly recorded.

(g) During the course of each vote conducted within such Meeting,

- All votes shall be a recorded vote conducted by the Clerk, as directed by the Chair, unless Council decides otherwise.
- The Clerk shall call the name of each Member to vote and shall thereafter record such indicated vote of that Member as "yes", "no", or "abstain".
- If the Member, whether present in person or electronically and after two attempts, fails to respond to the call of his or her name, then the vote is recorded as "no", unless directed otherwise by the Chair.
- The Clerk shall announce the results of the vote to the Chair and Council, including announcement of the specific vote of each Member as either "yes", "no", or "abstain".

(h) During the course of the Meeting,

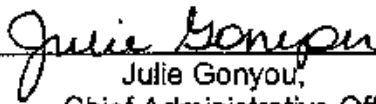
- Each Member shall remain silent and attentive to the proceeding when not assigned to the floor by the Chair.

- Each Member shall listen for their name to be assigned to the floor to speak or to vote.
- All Members shall take and abide by the directions of the Chair in order to facilitate an effective, efficient, and orderly Meeting.

(i) The above rules and practices shall apply to all sessions of the Meeting, whether open or closed to the public."

2. THAT By-Law No. 20-13 be hereby repealed.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 22<sup>nd</sup> DAY OF SEPTEMBER 2020.



Julie Gonyou,  
Chief Administrative Officer.



Dave Mennill,  
Warden.

## COUNTY OF ELGIN

### By-Law No. 21-42

#### **“BEING A BY-LAW TO AMEND BY-LAW NO. 19-41, REFERRED TO AS THE PROCEDURAL BY-LAW”**

WHEREAS the Municipal Act, 2001, S.O. 2001, c. M. 46, as amended (“Act”), and in particular section 238 thereof, requires a municipal corporation to enact a procedure by-law governing, among other things, the calling, place, and proceedings of meetings of its Council;

AND WHEREAS Council for the Corporation of the County of Elgin previously enacted By-Law No. 19-41, referred to as the Procedural By-Law, to satisfy the said requirement of the Act;

AND WHEREAS the County of Elgin deems it necessary and appropriate to amend By-Law No. 19-41, as previously amended by By-Law 20-47, in particular Appendix “A”, section 9 (f) thereof, providing provisions for the appointment of the Warden;

NOW THEREFORE, the Corporation of the County of Elgin, by its Council, hereby enacts as follows:


1. By-Law 19-41, as amended by By-Law 20-47, is hereby amended by repealing section 9(f) of Appendix ‘A’ in its entirety and replacing it with:


(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;
- ii. The CAO/Clerk shall prepare 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 ballot. and balloting will continue until a candidate obtains a majority of votes, except in the scenario described in section 9(f)(x), where a candidate may be appointed Warden while obtaining only 50% of the vote. The CAO/Clerk shall count the votes, 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 and if, following a round of balloting, the candidate with the most votes does not have a majority, then the candidate receiving the lowest number of votes shall retire. A subsequent round(s) of balloting will be taken until one candidate has a majority of votes, unless the situation in section 9(f)(x) occurs. 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 there are more than two (2) candidates and following a round of balloting no candidate has a majority of the votes, and there is not a tie among all candidates, but there is a tie between two or more candidates with the least number of votes, there will be a round of balloting including only the candidates with the least number of votes, to eliminate one of them. In the event that this round of balloting results in a tie, the CAO/Clerk will by lot pick a candidate to be eliminated by placing the names of the candidates on equal sized pieces of paper in a box and one name being drawn by the CAO/Clerk. The name picked shall be the candidate eliminated.
- ix. If there are more than two (2) candidates and the result of a round of balloting is a tie among all candidates, there will be another vote, and if the result remains a tie, the CAO/Clerk will by lot pick a candidate to be eliminated by placing the names of the candidates on equal sized pieces of paper in a box and one name being drawn by the CAO/Clerk. The name picked shall be the candidate eliminated.
- x. If there are two candidates and the result of a round of balloting is a two-way tie, there will be another round of balloting, and if the result remains a two-way tie, the CAO/Clerk will by lot pick the candidate for the position of Warden by placing the names of the candidates on equal sized pieces of paper in a box and one name being drawn by the CAO/Clerk. The name drawn shall be the successful candidate for the position of Warden.
- xi. By Motion, the CAO/Clerk shall be directed to destroy the ballots after the election has been completed;
- xii. For the purposes of electing the Warden, each Member of County Council shall have one vote;
- xiii. 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.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 23<sup>rd</sup> DAY OF NOVEMBER 2021.

  
Julie Gonyou,  
Chief Administrative Officer.

  
Tom Marks,  
Warden.

# APPENDIX II

## COUNCIL POLICIES



**Subject: Warden and Council Policies**

**Policy Number: 1.00**

**Date Approved: May 25, 2010**

**Date Last Revision: January 26, 2021**

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**WARDEN**

**CELLULAR TELEPHONE/ELECTRONIC COMMUNICATION DEVICE**

The Warden shall be provided with a cellular telephone/Blackberry or other electronic device approved by Information Technology for business use. Personal use is subject to County Policy. The device shall be returned to Information Technology at the end of the Warden's term.

**CHAIN OF OFFICE/GOWN/LORD ELGIN WATCH**

The Warden is authorized to use his/her own discretion as to whether the traditional Chain of Office, Gown, or Lord Elgin Watch will be worn at meetings of Council, other than at the time of election to Office, or other events or occasions as warranted.

**CONVENTION/WORKSHOP/SEMINAR ATTENDANCE AND HOSPITALITY ROOMS**

1. The Warden may attend any number of conventions/workshops/seminars or conferences, provided the said convention/conference/workshop/seminar is relevant to the business of the County and does not exceed budget allocations.
2. The Warden shall be paid the following rates for attending conventions/conferences/workshops/seminars:
  - a) Registration fee, approved expenses and standard travel from St. Thomas to the convention site and return (see Schedule "A"), shall be paid at the same rate established for the use of personal vehicles for County business.

Whenever possible the Warden and delegates are encouraged to travel together in order to reduce costs.

- b) Accommodation, at the approved hotel rate, shall be reimbursed from receipts and limited to the actual number of days that the convention has sessions listed which the delegate attends.
- c) A meal allowance of \$75.00 per day will be paid (\$15/breakfast; \$20/lunch; \$40/dinner), if meal is not otherwise provided or included in the registration, and limited to the actual number of days that the convention has sessions listed which the delegate attends.
- d) Parking shall be reimbursed from receipts and limited to the actual number of days that the convention has sessions listed which the delegate attends.
- e) Claim for reimbursement of expenses shall be made on approved claim form (see Schedule "B"). The Warden will be required to declare all meals that were provided or included in the registration. Reimbursement shall be made as soon as possible after receipt of claim but will coincide with the next scheduled cheque run.
- f) If attending a virtual conference using his or her personal internet, the Warden may submit \$5/hr for conference meetings attended virtually to offset internet costs.

#### ELECTION RECEPTION

The County will provide and pay half, and the Warden shall pay half, of the cost of a wine and hors d'œuvre reception after the Warden's Election each year. The County will also provide a Guest Book and purchase the liquor license. The Administrative Services-Department will make the necessary arrangements for a wine and hors d'œuvre reception. Should a Warden wish another type of reception, the arrangements would be made by and costs borne by the Warden.

#### OFFICIAL STATEMENTS

Statements concerning official policies of County Council shall be released by the Warden only or a person named by the Warden (Chief Administrative Officer) to provide statements or information to the media. Senior staff are encouraged to provide timely responses to media inquiries by providing factual information, subject to freedom of information provisions, as requested and subject to the Chief Administrative Officer's approval.

#### PHOTOGRAPH

After the Warden is elected, arrangements will be made for taking a photograph of the Warden in official attire. Two copies of the photograph will be purchased, one to be displayed in the

Council Chambers and one to be given to the Warden. Copies will be supplied to the County in digital format for departmental use and for use by the media.

#### PROCLAMATIONS

The Warden will issue proclamations with the support of County Council.

#### MEETING DEFINITION

A meeting is defined as a duly called Council meeting, Special Committee (including outside committees) or Sub-Committee meeting established to carry out the business of the Council, Committee or Sub-Committee. Occasionally, the Warden may designate a Councillor to meet with staff or to attend meetings on behalf of County Council. These meetings are to be kept to a minimum.

1. The following remuneration shall be paid to the Warden for attending meetings of the Council, committees/boards, and performing all other duties applicable to the Office:
  - a) The Warden shall be paid an annual remuneration of, \$71,246.40 (2020) to be paid monthly, with said stipend to include all meeting and incidental claims (telephone, paper, etc.) for all responsibilities including work associated with outside boards, meetings with ratepayers, etc. The above remuneration shall be automatically adjusted annually by the same percentage as is determined for non-union staff.
  - b) In addition to the above remuneration, the Warden shall be paid the same rate for each kilometre necessarily travelled in attending meetings as established for the use of personal vehicles for County business and shall submit a monthly account to Administrative Services on the form provided (see Schedule "C") and would receive payment on the next scheduled pay date. If attending a virtual Council or other virtual meeting in his or her capacity as Warden, the Warden may submit \$5/hr for meetings attended virtually to offset internet costs.
  - c) Monthly accounts for kilometres travelled for other than Council meetings shall be submitted to Administrative Services on the form provided (see Schedule "D") and receive payment on the next scheduled pay date.



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### COUNCIL

#### ASSET DISPOSAL

Periodically, equipment, furniture, supplies, materials and other County property (excluding land) will be deemed to be surplus and of no potential use for County purposes. The Asset Disposal Policy shall be followed in determining the disposition of property and is available upon request.

#### BEREAVEMENT

Flowers or a donation up to an amount of \$100, as adjusted from time to time, will be sent, in the event of bereavement, for current Councillors, Department Heads, and their Spouses or Children; Past Councillors who served during the previous term; all Past Wardens and Past Department Heads; and Residents of County Homes. In addition, flowers or a donation may be sent to other persons who have had considerable dealings with the County, at the discretion of the Warden.

#### BUSINESS CARDS

Business Cards with the County Insignia/logo will be supplied to the Warden annually, denoting his/her year(s) as Warden, and to Councillors as requested.

#### CODE OF CONDUCT

A Code of Conduct has been established for the Warden, Council and Members of Outside Boards to establish guidelines for ethical and interpersonal standards of conduct (see Schedule "E").

#### COFFEE/REFRESHMENT

The County will purchase coffee or tea or other non-alcoholic refreshments for Council meetings and to be used by the staff in the Administration Building for business meetings.

### COMMITTEE MEETINGS

All committee meetings shall be open to the public, except for Closed Meetings held in accordance with the Municipal Act or any other relevant Act. (see Section 9 of Council's Procedural By-Law).

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**CONVENTION ATTENDANCE**

1. County Councillors shall be permitted to attend any convention/conference/workshop/seminar in accordance with the established convention policy, provided the said attendance is relevant to the business of the County and is contained within approved budgetary limits.
2. Members of County Council shall be paid the following rates for attending conventions/conferences/ workshops/seminars.
  - a) The per diem rate, (currently \$150) registration fee, approved expenses and standard travel from St. Thomas to the convention site and return (see Schedule “A”), paid at the same rate established for the use of personal vehicles for County business. If attending a virtual conference using his or her personal internet, Councillors may submit for \$5/hr for conference meetings attended virtually to offset internet costs.

Whenever possible, Councillors are encouraged to travel together in order to reduce costs.

- b) The per diem rate of \$150.00 (adjusted from time to time) shall be paid and limited to the actual number of days that the convention/conference/workshop/seminar has sessions listed which the delegate attends.
  - c) Accommodation, at the approved hotel rate, shall be reimbursed from receipts and limited to the actual number of days that the event has sessions listed which the delegate attends.
  - d) A meal allowance of \$75.00 per day will be paid (\$15/breakfast; \$20/lunch; \$40/dinner), if a meal is not otherwise provided or included in the registration, and limited to the actual number of days that the convention has sessions listed which the delegate attends. The meal allowance is applied when staying at least one night, otherwise meals are reimbursed through receipt and actual cost.
  - e) Parking shall be reimbursed from receipts and limited to the actual number of days that the convention has sessions listed which the delegate attends.
  - f) Claims for reimbursement of expenses and per diem shall be made on approved claim forms (see Schedule “B”). Reimbursement shall be made as soon as possible after receipt of claim but will coincide with the next scheduled cheque run.

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- g) The above provisions shall be subject to the payment of a maximum of \$4,000.00 per member (excludes registration and travel), per calendar year, subject to adjustment from time to time.

#### **CORRESPONDENCE**

1. The deadline for correspondence is eight (8) days prior to a regular Council meeting. Correspondence received after the deadline may be forwarded to the Councillors by no later than the Friday preceding a regular Council meeting. Notwithstanding the deadline limitation, if an item must be dealt with due to an emergency situation or extreme time constraints, the item may be dealt with as an Addendum to the Council Agenda (see Section 8.2 of Council's Procedural By-Law).
2. No action will be taken on any unsigned and unsolicited correspondence received by County staff with said correspondence being destroyed immediately upon receipt.

#### **COUNCIL PHOTOGRAPH**

Arrangements will be made for taking the annual photograph of the Council, Department Heads and Seconds-In-Command. The photograph will be displayed in the hallway outside Council Chambers and a copy supplied to the Council and appropriate staff at no charge.

#### **COUNCILLOR ORIENTATION**

Following the election of a new Council, a general Orientation Session for new Councillors will be held. The orientation would cover Council procedures and departmental operations and include topics such as departmental organization and functions, introduction of key personnel, tours of facilities, etc.

#### **COUNTY COUNCIL DRESS CODE**

The following dress code for County Council Members and Officials was adopted on May 25, 2010 and became effective on December 1, 2010:

Council Members and Officials shall wear appropriate business attire for Council meetings (defined as semi-formal and not business casual – specifically dress shirt/blouse, jacket, dress pants or suit);





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Traditional attire shall be mandated at the Warden's Election, the Warden's Annual Banquet, the annual photo, and any other function as determined by the Warden. Members and Officials are also permitted to wear traditional attire at other functions, when not mandated by the Warden, at their discretion;

An allowance of up to \$200 will be provided (with receipts) once per term to each Council Member and Official required to wear traditional attire at aforementioned times for the purchase of said attire;

The Warden, who by by-law is responsible for Council decorum, shall also enforce the dress code.

### **COUNTY CRESTS AND TIES**

County Crests and Ties, supplied to Councillors and Officials, are expected to last at least four (4) years. Anyone requiring a replacement prior to the end of the term will be required to purchase it at actual cost. Staff members shall not be provided with a tie or crest until their probationary period has been fulfilled.

### **COUNTY RINGS**

A gold County Wardens' Ring may be purchased by Wardens, past and present, and a standard gold County Ring may be purchased by Wardens, County Councillors and staff, past and present, at their cost, each available in men's and women's sizes.

### **DISTRIBUTION OF LITERATURE FROM OUTSIDE AGENCIES**

No person shall cause any printed matter to be circulated or posted on corporate property without obtaining the approval of the Department Head or the Chief Administrative Officer.

### **ELGIN MUNICIPAL ASSOCIATION**

Past Wardens shall be recognized by the Elgin Municipal Association at the annual dinner meeting, and County Council shall provide complimentary tickets for the current Warden, Past Wardens and guest.

### ELECTRONIC DEVICES

1. An electronic device (i.e. laptop or tablet), as approved by Council, shall be supplied for conducting County business as determined by Information Technology and based on approved budgets.
2. Damaged and unrepairable equipment or lost electronic devices must be replaced – each member of Council is permitted one replacement per term at the County's cost. Subsequent losses or damage shall be replaced at the Councillor's or Warden's cost.
3. Retiring Councillors will return said equipment to the County as soon as possible after completion/termination of their term for distribution to the new Councillors, or at the discretion of the Chief Administrative Officer, may be retained due to the age or condition of the equipment.

### MEALS

Councillors and appointed officials shall be provided with a meal, when appropriate during Council meetings.

### NAMETAGS

A nametag with the County Logo and the person's name and title will be supplied to the Warden, Council & Senior Staff.

### PURCHASING

The Procurement Policy was established to standardize procedures to ensure fair and equitable practices for the procurement of all County goods and services and will be adhered to for all purchases made on behalf of the County. The Procurement Policy is available upon request.

### REMUNERATION

A meeting is defined as a duly called Council meeting, Special Committee (including outside committees) or Sub-Committee meeting established to carry out the business of the Council, Committee or Sub-Committee. Occasionally, a Member designated by the Warden may be required to meet with staff or attend meetings on behalf of Council. These meetings are to be kept to a minimum and must have prior approval of the Warden.

## **County of Elgin**

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1. The following remuneration shall be paid to each Member of County Council, for attending meetings of the Council and committees thereof:
  - a) County Councillors shall be paid an annual honorarium of \$26,093.52 (2020) to be paid monthly, with said stipend to include all meeting and incidental claims (telephone, paper, etc.) for all responsibilities including work associated with outside boards, meetings with ratepayers, etc. The above remuneration shall be automatically adjusted annually by the same percentage as is determined for non-union staff.
  - b) In addition to the above remuneration, each Member shall be paid the same rate for each kilometre necessarily travelled in attending meetings as established for the use of personal vehicles for County business. If attending a virtual Council or other virtual meeting in his or her capacity as County Councillor, the Member may submit \$5/hr for meetings attended virtually to offset internet costs.
  - c) Members of Council will record their kilometres travelled or virtual meeting expenses for attending Council and other approved meetings on the form provided (see Schedule “D”) and submit said record to the Administrative Services at the final Council meeting of each month, thereby being paid once a month on the next scheduled pay date.
  - d) Councillors attending a function as “Deputy Warden” shall be paid kilometres travelled at the same rate established for the use of personal vehicles for County business.
  - e) Councillors are permitted to claim kilometres travelled for attendance at ceremonial functions (i.e. official openings and sod turnings).
  - f) Separate per diems for attending outside board meetings (i.e. Board of Health) shall not be permitted since the monthly honorarium is designed to cover these obligations.

### **REPORTS**

All reports to Council will be presented by the author or alternate and shall include a recommendation for Council’s consideration.

### **RESOLUTIONS**

1. Where a resolution is endorsed, a reply is sent to the originating body only, regardless of the request for copies to be sent to others.

2. Where a resolution is filed or not endorsed, no reply is sent, it being felt that no response will indicate non-support.
3. In the event Council wishes copies of resolutions, etc., sent to other than the originating body, direction to this effect is incorporated into the recommendation.

#### RETIREMENT GIFT

Every retiring County Councillor shall receive a desk pen set or other suitable commemorative item with the County Crest affixed and a suitable plaque indicating the term held on Council.

#### WARDEN'S RECOGNITION

- a) Council shall host an annual banquet or recognition evening at which the Warden and spouse/guest shall be recognized for their achievements and contributions during the year.
- b) The banquet shall be arranged and conducted by the members of the Social/ Entertainment Committee with participation in the programme by each County Councillor.
- c) The timing of the banquet shall be near completion of the term as Warden (early November).
- d) The Warden may determine the location of the banquet if so desired; otherwise the Social/Entertainment Committee shall decide in consultation with the Warden.
- e) The Warden may invite up to 26 family members and guests as complimentary. Additional invitations shall be at the cost of the Warden and paid at the per ticket cost as determined by the Social/Entertainment Committee.
- f) Past Wardens and Visiting Dignitaries shall be invited as complimentary guests. Other guests may be invited as complimentary as determined by the Social/ Entertainment Committee in consultation with the Warden.
- g) A recognition gift at a cost of up to \$500 shall be chosen by the Warden or a watch with suitable engraving and a silver tray with suitable engraving and shall be purchased by the Social/Entertainment Committee.

# APPENDIX III

## CODE OF CONDUCT



## County of Elgin Human Resources Policy Manual

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**Subject:** Code of Conduct for Members of Municipal Council and Council's Local Board and Committee Members (hereinafter referred to as "Members")

**Policy Number:** 2.100

**Date Approved:** January 20, 2004

**Date Last Revision:** November 28, 2017

**Code:** NU/L

**Section:** 2

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### **PART 1: PREAMBLE**

Members have important obligations and responsibilities to those they represent service and interact with in connection with carrying out the roles and duties attending a Member's office.

The purpose and intent of this Code of Conduct is as follows:

- (i) To establish guidelines for ethical conduct required of Members;
- (ii) To establish guidelines to encourage and ensure interpersonal conduct, communications and interactions consistent with legal requirements (i.e. *Occupational Health and Safety Act, Ontario Human Rights Code*); and
- (iii) To provide mechanisms to ensure accountability and compliance with the required ethical and interpersonal conduct standards of this Code of Conduct.

### **PART 2: DEFINITIONS**

- 2.1 "Censure" means an official expression of disapproval or condemnation.
- 2.2 "Clerk" shall mean an Employee authorized to act as the Clerk of the County.
- 2.3 "Closed Meeting" shall mean a meeting or part of a meeting of Council not open to the public in accordance with the *Municipal Act, 2001*, S.O. 2001, Chapter 25, as amended.
- 2.4 "Committee" shall mean a Committee established by Council.



- 2.5 "Complaint" shall mean an alleged violation of this Code.
- 2.6 "Confidential Information" includes information in the possession of the County that the County is prohibited from disclosing under the *Municipal Freedom of Information and Protection of Privacy Act*, the *Personal Health Information Protection Act, 2004* and other applicable legislation. Confidential Information also means any information that is of a personal nature to County employees or clients or information that is not available to the public and that, if disclosed, could result in loss or damage to the County or could give the person to whom it is disclosed an advantage. Confidential Information includes items disclosed or discussed at closed sessions of Council and Committee meetings.
- 2.7 "Council" shall mean the elected officials who constitute municipal council for the Corporation of the County of Elgin.
- 2.8 "Employee" shall mean a person employed by the County, including those employed on personal service contracts and volunteers, but does not include members of Council.
- 2.9 "Gift" includes any cash or monetary equivalent fee, object of value, service, forbearance, preferential treatment or personal benefit received from a third party.
- 2.10 "Good Faith" shall mean accordance with standards of honesty, trust and sincerity as practiced and understood within the Elgin County community.
- 2.11 "Integrity Commissioner" shall mean a person appointed by Council to provide independent and consistent complaint investigation and resolution respecting the application of the Code of Conduct, and as defined by County of Elgin By-Law No. 21 of 2015 ("Integrity Commissioner By-Law").
- 2.12 "Immediate Relative" shall mean a parent, child, sister, brother, sister-in-law, brother-in-law, father-in-law, mother-in-law, as well as step-relationships.
- 2.13 "Lobby" or "lobby" shall mean to communicate with a member outside of a public process about matters of interest or benefit to the lobbyist and their client business organization. Communication may be about a bylaw or resolution on any matter that requires a decision by Council, a local board, or delegated decision-maker and includes matters regarding policies or programs, the purchase of goods and services and the awarding of contracts, applications for a service grant, planning approval, or other licence.
- 2.14 "Media" includes any entity such as radio, television, newspaper, magazine, websites, blogs, social media, twitter feeds or other vehicles for the public dissemination of information.

- 2.15 "Member" means any member of Council, and includes the Warden and any member of the public appointed to a committee or advisory board.
- 2.16 "Meeting" shall mean any regular, special or other meeting of Council.
- 2.17 "Pecuniary Interest" shall mean an interest that has a direct or indirect financial impact or as defined under the *Municipal Conflict of Interest Act*, as amended.
- 2.18 "Spouse" shall mean the person to whom a Member is married or with whom the Member is living in a conjugal relationship.

### **PART 3: APPLICATION**

- 3.1 This Code of Conduct applies to the Warden, the Deputy Warden and all Members of Council and members of the public appointed to committees and advisory boards.

### **PART 4: PURPOSE**

- 4.1 A Member's conduct and behavior in terms of ethics and interpersonal conduct and communications are regulated by legislative acts including but not limited to:
- a) *Criminal Code of Canada*;
  - b) *Human Rights Code*;
  - c) *Municipal Act, 2001*;
  - d) *Municipal Conflict of Interest Act*;
  - e) *Municipal Freedom of Information and Protection of Privacy Act*;
  - f) *Municipal Elections Act, 1996*;
  - g) *Personal Health Information Protection Act, 2004*;
  - h) *The Public Inquiry Act*; and,
  - i) *The Occupational Health and Safety Act*.

### **PART 5: GENERAL DUTIES**

- 5.1 It shall be the duty of all Members to abide by all applicable legislation, policies and procedures pertaining to their position as a Member.
- 5.2 Members shall at all times serve and be seen to serve their constituents in a conscientious and diligent manner.
- 5.3 Members will conduct their dealings with each other in ways that maintain public confidence in the position to which they have been elected or appointed. Members will be open and honest, focus on issues rather than personalities, and avoid aggressive, offensive or abusive conduct.

- 5.4 Members shall accurately and adequately communicate the attitudes and decisions of the Council even if they disagree with Council's decision, such that respect for the decision making processes of Council is fostered.
- 5.5 Members shall conduct themselves at all Council and Committee Meetings with decorum, in accordance with the County of Elgin's Procedural By-Law.
- 5.6 In accordance with the *Municipal Act, 2001* and the *Municipal Conflict of Interest Act*, every Member shall exercise his or her power and discharge his or her official duties in accordance with the following guiding principles:
- a) Seek to advance the common good of Elgin County;
  - b) Exercise care, diligence and skill that a reasonably prudent person would exercise in similar circumstances;
  - c) Exercise his or her powers only for the purposes for which they were intended; and,
  - d) Truly, faithfully and impartially exercise his or her office to the best of his or her knowledge and ability.

## **PART 6: CONFLICT OF INTEREST**

- 6.1 Members have strict obligations to avoid conflicts of interest by taking the following steps whenever a member has a direct or indirect pecuniary interest in any matter that is before Council in a meeting where the member is present:
- (i) disclose the general nature of the member's interest prior to any consideration of the matter in the meeting;
  - (ii) refrain from participating in the discussion of the matter or in any vote on the matter; and,
  - (iii) refrain from attempting to influence the voting on the matter or question, before, during or after the meeting.
- 6.2 All members have important ethical and statutory obligations to adhere to the steps outlined above to ensure avoidance of any conflict of interest in connection with carrying out the obligations of the Member's office. Each Member must declare the conflict of interest and general nature thereof verbally at the beginning of each meeting and provide the Clerk with the signed declaration in accordance with *Appendix D* attached.
- 6.3 While the Integrity Commissioner may provide general interpretation of the Municipal Conflict of Interest Act (MCIA), it is expected that members seek independent legal advice on a specific question of individual compliance with the Act.

- 6.4 Members shall be responsible for ensuring that they are familiar with the *Municipal Conflict of Interest Act*. If, upon review by the Integrity Commissioner, a complaint is deemed to be a matter covered by the *Municipal Conflict of Interest Act*, the Integrity Commissioner shall advise the complainant, with an explanation, in writing, and an investigation may be conducted in accordance with powers and duties of integrity commissioner.

## **PART 7: GIFTS AND PARTICIPATION AT EVENTS**

- 7.1 No Member shall solicit or accept any gift or accept or receive a fee, advance, cash or personal benefit that is directly or indirectly connected with the performance of his or her duties of office. For the purposes of this provision any gift provided to a Member's child, parent or spouse with the Member's knowledge shall be deemed to be a gift accepted by that Member;
- 7.2 The County recognizes that moderate hospitality and participation in charitable non-profit fundraising and business events is an accepted facet of community participation and business relationships. Accordingly, the following types of gifts are recognized as exceptions to the prohibition in Section 7.1:
- a) gifts that are received as an incident of protocol or social obligation that normally and reasonably accompany the responsibilities of office;
  - b) token gifts such as souvenirs, mementoes and commemorative gifts that are given in recognition of service on a committee for speaking at an event or representing the County at an event;
  - c) food and beverages consumed at lunches dinners charity fundraisers banquets receptions ceremonies or similar events if the Member's attendance serves a legitimate municipal purpose;
  - d) communications to the offices of a Member including subscriptions to newspapers and periodicals;
  - e) compensation authorized by law;
  - f) political contributions that are offered accepted and reported in accordance with applicable law;
  - g) services provided without compensation by persons volunteering their time;
  - h) gifts of admission to dinner, charity fundraisers, banquets, receptions, ceremonies, cultural events, sporting events, business galas, political events and similar events if the Member's attendance serves a legitimate municipal purpose;
  - i) reasonable payment for participation in or organizing any reception, dinner, gala, golf tournament, or similar event to support charitable causes or a political fundraising event and food, lodging, transportation or entertainment from a not for profit non-government organization;

- 7.3 Within 30 days of receipt of any gift described in Section 7.2, Members shall file a disclosure statement in accordance with the format set forth in *Appendix A* attached with the Integrity Commissioner for any gift that exceeds \$200 in value. If the value of any gift described in Section 7.2 exceeds \$500 or if the total value of such gifts received from any one source during one calendar year exceeds \$1,000 the Member shall file a disclosure statement with the Integrity Commissioner within 30 days of the receipt of the gift. Every disclosure statement shall indicate: *Appendix A*.
- (i) the nature of the gift;
  - (ii) its source and date of receipt;
  - (iii) the circumstances under which it was received; and
  - (iv) its estimated value.
- 7.4 Every disclosure statement to the Integrity Commissioner and as anticipated in 7.3 above shall be a matter of public record.
- 7.5 The Integrity Commissioner shall report to Council annually on all gifts received by Members that are disclosed in accordance with Section 7.2(j).
- 7.6 The Integrity Commissioner shall examine every disclosure statement filed with him or her to ascertain whether the receipt of the gift might in her or his opinion create a conflict between a private interest and the public duties of the Member.
- 7.7 If the Integrity Commissioner makes a preliminary determination of a conflict the Member shall be asked to justify receipt of the gift.
- 7.8 If the Integrity Commissioner determines that receipt of the gift was prohibited he or she shall report the findings to Council.

## **PART 8: INTERACTION WITH THE PUBLIC, OTHER MEMBERS and COUNTY STAFF**

- 8.1 Members have a duty to treat members of the public, each other and staff with respect and dignity and without abuse, bullying or intimidation;
- 8.2 Members have a duty to ensure that the County's work environment is safe and free from discrimination and harassment;
- 8.3 Members are to recognize that Employees serve Council and work for the municipal corporation under the direction of the Chief Administrative Officer. Council directs Employees through its decisions as recorded in the minutes and resolutions of Council. The role of Employees is to provide advice and services that are based on political neutrality, objectivity and professional judgment which may not necessarily reflect the opinion or position of any single Member. Members have no individual capacity to direct Employees to perform specific functions.

- 8.4 Inquiries of Employees from Members should be directed to the Chief Administrative Officer or the appropriate Department Head.
- 8.5 No Member shall compel Employees to engage in partisan political activities or be subjected to threats, discipline or discrimination for refusing to engage in any such activity.
- 8.6 Members shall show respect for the professional capacities of County Employees. Some Employees have professional credentials (examples: professional engineer, registered nurse) which create separate legal and ethical obligations for those Employees. Members shall refrain from any conduct which may deter, interfere or unduly influence Employees in such a manner as to result in them violating their professional legal or ethical obligations.
- 8.7 Certain Employees hold positions within the administration of justice. Members shall refrain from making requests or statements or otherwise taking action which may be construed as an attempt to influence the independence of staff working within the administration of justice.

## **PART 9: IMPROPER USE OF INFLUENCE**

- 9.1 No Member shall use his or her office to seek to influence any decision made or to be made by Council to the Member's private advantage or to the advantage of another person.
- 9.2 No Member shall use his or her office to seek to influence or interfere with the administration or enforcement of the County's regulatory By-Laws or other laws enforced by the County. Notwithstanding the foregoing, it is recognized that Members of Council may in good faith raise the concerns of residents with County Employees for the purpose of determining if those concerns can be resolved having due regard for the public interest in fair and impartial By-Law enforcement.
- 9.3 All applicants for County positions shall have an equal opportunity to obtain such employment. No Member shall use his or her office to seek to inappropriately influence the hiring of specific individuals for any position within the County.
- 9.4 Nothing in this Section prohibits a Member from providing a reference for an applicant for any position within the County, or offering his or her opinions and voting on any decision to hire a Chief Administrative Officer.
- 9.5 No Member shall support any cause or third party using the County's corporate logo or the County letterhead in any communication intended to solicit funds without a vote or resolution of County Council.

## **PART 10: CONFIDENTIAL INFORMATION**

- 10.1 Members shall hold in strict confidence all Confidential Information concerning matters dealt with in-camera. No Member shall release, make public or in any way divulge any such Confidential Information or any aspect of the in-camera deliberations unless expressly authorized by Council or required By-law.
- 10.2 No Member shall release, make public or in any way divulge any such Confidential Information acquired by virtue of his or her office unless expressly authorized by Council or required By-Law. The capacity to release Confidential Information can only be made by a majority of Council, and no individual member of Council has authority to waive this privilege.
- 10.3 No Member shall use information gained in the execution of his or her office that is not available to the general public for any purpose other than his or her official duties.
- 10.4 No Member shall access or attempt to gain access to Confidential Information in the custody of the County except to the extent necessary for the performance of his or her duties as a Member and not prohibited by this Code or any other statute, By-Law or policy.
- 10.5 Members are only entitled to Confidential Information in the possession of the County that is relevant to matters before the Council or Committee. Beyond this entitlement, Members have the same level of access to information as does any other citizen.

## **PART 11: COMMUNICATIONS AND MEDIA RELATIONS**

- 11.1 In order to foster respect for the decision making process of Council, Members shall fairly and accurately communicate the decisions of Council, even if they disagree with a majority decision of Council, and/or voted in the minority. Members may publicly express disagreement with a decision, but are to do so in a respectful manner.
- 11.2 In communications with the media, Members shall not indicate, implicitly or explicitly, that they speak on behalf of Council, unless they have been authorized to do so by Council.
- 11.3 Members shall refrain from making disparaging remarks about other Members, members of the public, Employees or Council's process and decisions.

## **PART 12: MUNICIPAL ELECTION CAMPAIGNS**

- 12.1 Members of Council are required to comply with the *Municipal Elections Act, 1996*.



- 12.2 No Member shall use County property, including the County's logo, for any election campaign or campaign related activities.
- 12.3 No Member shall undertake campaign related activities on County owned lands, with the exception of the permissible use of campaign signs along road allowances, and in compliance with any local sign By-Laws, as applicable.
- 12.4 No Member shall use the services of Employees in work for his or her (re)election during hours in which those Employees are being paid by the County. The participation of County staff with respect to municipal elections is generally discouraged.

### **PART 13: CONDUCT OF FORMER MEMBERS**

- 13.1 The County shall not hire or award any contract to any former Member for a period of 12 months from the date the former Member ceased to hold office except where the former Member is the successful bidder through a quote or tender consistent with appropriate County policies.
- 13.2 A former Member may not lobby the County or any Member for a period of 12 months from the date the former Member ceased to hold office.

### **PART 14: USE OF COUNTY PROPERTY**

- 14.1 Members may only use County property, including land, facilities, equipment, supplies, services, staff or other resources (for example, County owned materials, computers, networks, websites) for activities directly connected with the discharge of their official County duties or, as appropriate, local municipal duties.
- 14.2 Occasional or incidental personal use of County computers, phones or similar devices and communication systems is acceptable, subject to the provisions of the *Municipal Elections Act*. Such use may also be subject to the *Municipal Freedom of Information and Protection of Privacy Act*.
- 14.3 No Member shall obtain financial gain from the use or sale of County-developed intellectual property including inventions, cultural materials, computer programs, technical innovations, or other items capable of being patented, or copyrighted, as all such property remains exclusively that of the County.

### **PART 15: NEPOTISM**

- 15.1 No Member shall attempt to influence the hiring or promotion of a Spouse or Immediate Relative.
- 15.2 No Member shall make any decision or participate in the process to hire, transfer, promote, demote, discipline or terminate a Spouse or Immediate Relative.

- 15.3 If a Spouse or Immediate Relative of a Member is an applicant for employment with the County or candidate for promotion or transfer, the Spouse or Immediate Relative will proceed through the usual selection process with no special consideration.
- 15.4 No Member shall place himself or herself in a position where he or she could have influence over their Spouse or Immediate Relative's employment.
- 15.5 No Member shall attempt to use a Spouse or Immediate Relative relationship for financial or other gain.

## **PART 16: OBSTRUCTION OF INTEGRITY COMMISSIONER**

- 16.1 No Member shall obstruct the Integrity Commissioner in the carrying out of their responsibilities.
- 16.2 It is a violation of this Code to obstruct any staff member acting under the instruction of the Integrity Commissioner in applying or furthering the objectives or requirements of this Code, in attempting to gather information or data, or in the general conduct of duties with respect to a Code of Conduct investigation.
- 16.3 Examples of obstruction under sections 16.1 or 16.2 include the destruction of documents, the erasure of electronic documents, withholding or concealing the existence of documents and refusal to respond to inquiries from the Integrity Commissioner within 15 days of receipt of same.

## **PART 17: REPRISALS**

- 17.1 No Member shall seek any reprisal or threaten any reprisal against a complainant or any other person for providing relevant information to the Integrity Commissioner in the course of inquiry pursuant to a complaint.

## **PART 18: INTERPERSONAL CONDUCT AND COMMUNICATIONS:**

### **18.1 REQUIREMENTS**

Members have important legal responsibilities and accountabilities in connection with the tone and substance of interpersonal interactions, conduct or communications pursued in the context of carrying out the activity of a municipal Councillor.

### **18.2 MUNICIPAL POLICIES**

The purpose of this section of the *Code of Conduct* and the appended policies is to ensure that Members governed by this *Code of Conduct* understand and comply with standards of conduct required at law in terms of their interpersonal interactions, communications and conduct. (*Policies appended: Appendix A – HR 3.01 – Respectful*

*Workplace; HR. 3.02 – Adherence to the Ontario Human Rights Code; HR 3.03 – Workplace Harassment; and HR 3.04 – Workplace Violence*

The Municipal Corporation and Members, as agents of the Municipal Corporation share important obligations for ensuring compliance with required standards of interpersonal conduct and interactions. A failure to adhere to the required Standards of Conduct can expose both the Municipality, the County, and individual Members to potential liabilities.

## **I Human Rights Guarantees: *The Obligation to Treat Every Person with Dignity, Understanding and Respect and Avoid Harassment and Discrimination***

The *Ontario Human Rights Code* extends equality rights guarantees in the context of employment and the delivery of services. A Municipal Government is both an employer and service provider.

As a result the interactions and conduct of Members governed by this *Code of Conduct* generally occur in the context of providing services or interacting with employees.

In connection with such interactions, Members have a legal obligation to ensure adherence to equality rights guarantees. Members have an obligation to ensure that all individuals dealt with are treated with dignity and respect, and not exposed to harassment or discrimination as prohibited by the *Human Rights Code*.

As a Member your obligations in this regard extend to anyone you deal with in the context of employment or delivery of services; including but not necessarily limited to the following: other Members of Council, Committee Members, Local Board Members, Corporate Employees, individuals providing services, contractors, students, the public.

## **PART 19: COMPLIANCE / ACCOUNTABILITY / ENFORCEMENT**

The County has important obligations and interests in ensuring compliance with the ethical and interpersonal conduct standards required of Members by this Code of Conduct.

The County has an interest and obligation to respond to all allegations, complaints or incidents of alleged conduct inconsistent with the standards outlined in this *Code of Conduct (and appended policies)* in a manner consistent with the interests and legal obligations of the County.

The County recognizes that the County and the Members have a mutual interest in providing and encouraging access to compliance/enforcement mechanisms in connection with the conduct required by this *Code* that deliver objective, independent, skilled and efficient determinations in connection with alleged misconduct by any Member.

The County shall appoint an Integrity Commissioner pursuant to Section 223.3(1) of the Municipal Act and, when proclaimed, Bill 68 “Modernizing Ontario’s Municipal Legislation Act, 2017” to inquire into and determine any alleged non-compliance with the standards of conduct defined in the *Code of Conduct* and to investigate and advise on the (MICA) in March 2019 and thereafter by a Member.

In all circumstances where the County becomes aware of an allegation that a Member has engaged in any prohibited activity or breached any standard of conduct outlined in this *Code of Conduct*, whether by informal communications or formal complaints, the matter will be addressed as follows:

- (i) The “informal” complaint procedure attached as *Appendix 1* may be followed but is not mandatory;
- (ii) Any issue of non-compliance with the *Code of Conduct* shall be referred to the Integrity Commissioner through the Complaint Protocol attached as *Appendix 3*;
- (iii) The Integrity Commissioner shall conduct an Inquiry to determine whether the Member has engaged in conduct in contravention of the *Code of Conduct*; (except as in Complaints Prior to an Election)
- (iv) In planning and pursuing the relevant inquiry the Integrity Commissioner may proceed consistent with the procedural aspects of any policies addressing the subject of the alleged infringement and exercise his/her powers under Section 33 and Section 34 of the *Public Inquiries Act*;
- (v) The inquiry pursued by the Integrity Commissioner shall be an independent inquiry; independent of the County or any of its agents, employees or members;
- (vi) Where the Integrity Commissioner determines that he/she has reasonable grounds to believe that there has been a contravention of any other act or the *Criminal Code*, the Integrity Commissioner shall refer the matter to the appropriate authority; suspend his/her inquiry and report the suspension to Council. In these circumstances Council will pursue the necessary steps to ensure that the matter is addressed consistent with the County’s obligations at law and any relevant County policies;
- (vii) Where the Integrity Commissioner completes an inquiry and determination of the matter, he/she shall prepare a written report of his/her findings as to whether a Member has contravened the *Code of Conduct*. In preparing the report, the Integrity Commissioner may disclose such matters as are necessary for the reporting to Council. The Report shall be delivered to Council. Where a contravention of the Code is substantiated, Council will impose the Penalty;

- (viii) The municipality shall consider written reports/findings of the Integrity Commissioner in open session unless otherwise prohibited by another Act eg. (MFIPPA) or regulation
- (ix) Where the Integrity Commissioner determines that a Member has contravened the *Code of Conduct*, the Integrity Commissioner shall recommend the penalty; such penalty shall be within the remedial parameters defined in the *Municipal Act*;
- (x) **Penalties:** Where a Member is found to have breached any standard of conduct required by the *Code of Conduct*, the penalty will be determined by the Council on the advice of the Integrity Commissioner. In determining the penalty the Council shall take into consideration the nature and degree of the current breach of the Code and any prior non-compliance with the *Code of Conduct* by the Member.
- (xi) Exception: (Upon proclamation of Bill 68)

Where a Code of Conduct breach is alleged,

- i) the member may take part in the discussion of the matter, including making submissions to council or the local board, as the case may be, and may attempt to influence the voting on any question in respect of the matter, whether before, during or after the meeting. However, the member is not permitted to vote on any question in respect of the matter.
- ii) In the case of a meeting that is not open to the public, the member may attend the meeting or part of the meeting during which the matter is under consideration.

Penalties imposed in connection with breaches of the *Code of Conduct* pursuant to the Code may include:

1. A written reprimand; and or;
2. Suspension of remuneration paid to a Member with respect to services up to 90-days; and or;

#### Refusal to Conduct Investigation

1. If the Integrity Commissioner is of the opinion that the referral of a matter to him or her is frivolous, vexatious or not made in good faith, or that there are no grounds or insufficient grounds for an investigation, the Integrity Commissioner shall not conduct an investigation, or, where that becomes apparent in the course of an investigation, terminate the investigation.
2. Complaints referred that are repetitious in nature, not germane to the Code of Conduct in the opinion of the Integrity Commissioner, deemed frivolous and without substance in the opinion of the Integrity Officer, OR, where the complaint

is deemed vexatious in the opinion of the Integrity Commissioner, complaints shall not be advanced to an investigation stage.

3. Other than in exceptional circumstances, the Integrity Commissioner will not report to Council or a local board (restricted definition) on any complaint described in subsections (1) and (2) except as part of an annual or other periodic report.
4. An application may only be made within six weeks after the applicant became aware of the alleged contravention.

#### Complaints or Reports Prior to Election

No complaint regarding a Member who is a candidate in an election may be accepted by the Integrity Commissioner for review and/or investigation between Nomination Day for a regular election and ending of voting day in any year in which a regular municipal election will be held. The Integrity Commissioner shall hold such complaint in abeyance until after voting day in a regular election year and advise the complainant of the process.

#### **PART 20: OTHER COMPLAINTS/ENFORCEMENT RIGHTS BEYOND THE REFERRAL TO THE INTEGRITY COMMISSIONER**

While the County encourages complainants, Members and all parties to access and support the use of the Integrity Commissioner as the means of addressing any issues of non-compliance with the *Code of Conduct* by Members, the County has an obligation and commitment to support complainants or potential complainants access to the following processes in connection with allegations of prohibited activity, conduct or communications.

##### **1. Complaints of Harassment (*Code or Personal*), Discrimination, Violence by Employees, Members of Council**

- Access to the procedures committed to in the County's relevant Policies (*i.e. informal resolution, mediation, complaint procedures*);
- Complainants also have a right to file complaints with *the Ontario Human Rights Tribunal (in connection with human rights allegations)* and complaints with the *Ministry of Labour (in connection with allegations of violence, threats of violence or personal harassment)*.

##### **2. Complaints Regarding Allegations of Conduct Regulated by the Criminal Code**

- Complaints can be directed to the Elgin County Detachment of the Ontario Provincial Police to pursue an investigation under Section 122 of the *Criminal Code of Canada* where allegations of fraud or breach of trust are made in connection with a Member carrying out the duties of the office;

- Complaints can be directed to the Elgin County Detachment of the Ontario Provincial Police to pursue an investigation under Section 122 of the Criminal Code of Canada regarding allegations of a Member's involvement in demands for, acceptance of, offering or agreement to accept a loan, reward, benefit or their advantage from any person, in connection with the performance of the duties of the Member in the office;

### **3. Complainant's Direct Dealings with Members in Connection with Concerns of Non-Compliance with the *Code of Conduct***

- Any person who believes that a Member has infringed any standard under this *Code of Conduct* can advise the Member of the concern directly (*verbally or in writing*) that their activity infringes the *Code of Conduct*;
- Such person (*complainant*) may directly encourage the Member to stop the offending activity;
- Such person (*complainant*) should keep a record of the incident, including date, time, location, persons present and any other relevant information.

## **PART 21: JUDICIAL INVESTIGATION**

In circumstances where liability is denied and the alleged misconduct is serious in nature, Council may pass a resolution, pursuant to s. 274(1) of the *Municipal Act*, requesting a judicial investigation into the Member of Council, or Council's Local Board or Committee Member's conduct.

## **PART 22: SUMMARY**

The County and all Members of Council share an important interest and responsibility in ensuring that the standards of conduct required under this *Code of Conduct* are understood, maintained and where necessary enforced by holding Members accountable.

The standards reflect the ethical and legal context in which the County and Members must deliver services to the community served by the Council and Members. Deviations from the standards of conduct outlined in this *Code of Conduct* leave the County, Council and individual Members exposed to the following:

- Reputational risk;
- Loss of credibility in the community;
- Risks of significant liabilities.

All Members of Council are expected to be knowledgeable of the contents of this *Code of Conduct* and of the appendiced County Policies, and to adhere to the standards of conduct defined in the *Code of Conduct* and Policies.



## ***Appendix 1***

### **INFORMAL COMPLAINT PROCEDURE**

Individuals (for example, Municipal employees, members of the public, members of Council or local boards (restricted definition), or organizations (including local boards (restricted definition) who have identified or witnessed behaviour or an activity by a member of Council or a local board (restricted definition) that they believe is in contravention of the *Code of Conduct for Members of Council and Local Boards (Restricted Definition)* the “Code of Conduct” would address the prohibited behaviour or activity themselves as follows:

- (1) advise the member that the behaviour or activity contravenes the Code of Conduct;
- (2) encourage the member to stop the prohibited behaviour or activity;
- (3) keep a written record of the incidents including dates, times, locations, other persons present, and any other relevant information;
- (4) tell someone else (for example, a senior staff member or an officer of the organization) about your concerns, your comments to the member and the response of the member;
- (5) if applicable, confirm to the member’s satisfaction with the response of the member; or, if applicable, advise the member of your dissatisfaction with the response; and,
- (6) consider the need to pursue the matter in accordance with the formal complaint procedure outlined in *Appendix B*, or in accordance with another applicable judicial or quasi-judicial process or complaint procedure.

Individuals and organizations are encouraged to initially pursue this informal complaint procedure as a means of stopping and remedying a behaviour or activity that is prohibited by the Code of Conduct. With the consent of the complaining individual or organization and the member, the Integrity Commissioner may be part of any informal process. However, it is not a precondition or a prerequisite that those complaining pursue the informal complaint procedure prior to pursuing the formal complaint procedure.

## ***Appendix 2***

### **DUTIES OF A MUNICIPAL INTEGRITY COMMISSIONER**

The Integrity Commissioner shall perform the duties and have the powers provided for in the Act, including but not limited to the following:

- (1) *Advisory*: upon proper request, provide written and/or verbal advice to individual members of Council respecting the application of the Code of Conduct and/or any other procedures, rules, and policies relating to and reflecting upon their ethical behavior, including but not limited to general interpretation of the Municipal Conflict of Interest Act (Ontario); and furthermore and when appropriate, providing the full Council with specific and general opinions and advice respecting compliance by elected officials in respect of the provisions of governing statutes the Code of Conduct and any other applicable procedures, rules, and policies.
- (2) *Compliance Investigation/Determinations*: upon proper request from a member of Council or local board, municipal administration or one or more members of the public, to conduct an inquiry and make a determination as to any alleged contravention of the Code of Conduct or applicable procedures, rules, and policies by a member of Council or local board and, thereafter, to report the details and results of such inquiry to municipal Council.
- (3) *Educational*: provide the Chief Administrative Officer or as directed with an annual report of activities during the previous calendar year as Integrity Commissioner, including but not necessarily limited to advice given to Council or individual members of Council and a summary of inquiry results and determinations; furthermore, provide outreach programs to members of Council and local boards and relevant staff on legislation, protocols, and office procedures emphasizing the importance of compliance with a Code of Conduct for public confidence in Municipal Government; and, furthermore, dissemination of information available to the public on the website operated by Elgin.

Notwithstanding that set forth above, the parties acknowledge and agree that the function of the Integrity Commissioner is to provide advice and opinion to Council and members thereof, to provide independent complaint prevention, investigation, adjudication, and resolution to members of Council and the public, and education respecting adherence with the Code of Conduct for members of Council and other procedures, rules, and policies governing ethical behavior.

## ***Appendix 2 (continued)***

The parties hereto also acknowledge and agree the Integrity Commissioner, will perform services, and in particular those services relating to advisory and educational duties, in a manner so as to avoid duplicated advice, opinion, and cost in respect of identical requests and inquiries – for example, the Integrity Commissioner shall decline to provide individualized advice and opinion to more than one member of Council or a local board on identical issues but should choose to provide general advice to Council or such local board as a whole to answer all such inquiries. In addition, it is recognized that the Integrity Commissioner, will likely receive requests for advice on matters involving compliance with the Municipal Conflict of Interest Act (the “MCIA”) – while the Integrity Commissioner may provide general interpretation of the MCIA, it is expected that individual members of Council or local boards will seek independent legal advice on a specific question of individual compliance with such legislation. (until such time as Bill 68 is proclaimed) *Appendix C*

(4) The application of sections 5, 5.1, and 5.2 of the Municipal Conflict of Interest Act to members of Council and of local boards will become the responsibility of the Integrity Commissioner on March 1, 2019.

### ***Appendix 3***

#### **COMPLAINT PROTOCOL**

- (1) Any member of Council, staff or the public that believes they have experienced or witnessed conduct in contravention with the Code of Conduct may file a complaint and request an investigation.
- (2) All complaints shall be in writing and signed by an identifiable individual.
- (3) A complaint shall set out reasonable and probable grounds for the allegation that the member as contravened the Code of Conduct and include a support affidavit that sets out the evidence in support of the complaint.
- (4) The complaint protocol information package shall be available at the County Clerk's office. *Appendix B*



**Subject: Code of Conduct for Members of Municipal Council and Council's Local Board and Committee Members (hereinafter referred to as "Members")**

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***COUNCILLOR ACKNOWLEDGEMENT***

The preceding Code of Conduct has been explained to me and I have received, read, and understood the Code of Conduct for the Corporation of the County of Elgin.

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Councillor Name (Please Print)

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Councillor Signature

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Date



## Appendix A

## Council Code of Conduct Disclosure Statement

**COUNTY OF ELGIN**

## Council Code of Conduct

Part 7 of the Council Code of Conduct regarding the acceptance of gifts and benefits, requires members to disclose the receipt of certain gifts and benefits if the dollar value of a single gift or benefit exceeds \$200.00 or if the total value of gifts and benefits received from one source in a calendar year exceeds \$1,000.00. This Disclosure Statement is to be used to report on such gifts and benefits and shall be filed with the clerk within 30 days of receipt of such gift or benefit, or upon reaching the annual limit. Disclosure Statements are a matter of public record.

**Nature of Gift or Benefit Received:**

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**Source of Gift or Benefit:**

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**Circumstances under Which Gift or Benefit Received:**

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**Estimated Value of Gift or Benefit:** \$

**Date Gift or Benefit Received:**

**Signature of Member:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Date Statement Received by Clerk:**

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***Appendix B***

**Council Code of Conduct – Formal Complaint Form/Affidavit**

**COUNTY OF ELGIN**

**Council Code of Conduct**

AFFIDAVIT OF \_\_\_\_\_ (full name)  
I, \_\_\_\_\_ (full name), of the \_\_\_\_\_ (City,  
Town etc.) of \_\_\_\_\_ (municipality of residence) in the  
Province of Ontario.

MAKE OATH AND SAY (or AFFIRM):

1. I have personal knowledge of the facts as set out in this affidavit, because

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(insert reasons e.g. I work for... I attended a meeting at which... etc.)

2. I have reasonable and probable grounds to believe that a member of the County of  
Elgin Council \_\_\_\_\_ (specify name of member)  
has contravened section(s) \_\_\_\_\_ specify section(s) of the  
Council Code of Conduct of the County of Elgin. The particulars of which are as follows:

(Set out the statements of fact in consecutively numbered paragraphs in the space below,  
with each paragraph being confined as far as possible to a particular statement of fact.  
If you require more space please use the attached *Schedule A* form and check the  
appropriate box below. If you wish to include exhibits to support this complaint, please  
refer to the exhibits as Exhibit A, B etc. and attach them to this affidavit.)



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Please see the attached *Schedule A*

1. This affidavit is made for the purpose of requesting that this matter be reviewed by the County of Elgin appointed Integrity Commissioner and for no other purpose.

SWORN (or AFFIRMED) before me at the )  
 )  
\_\_\_\_\_ (City, Town etc. of )  
 )  
in the Province of Ontario on )  
  
\_\_\_\_\_ (date) ) \_\_\_\_\_  
 ) Signature  
 )

\_\_\_\_\_  
(Signature of Commissioner)  
(Signature) A Commissioner for taking affidavits etc.

**Please note that signing a false affidavit may expose you to prosecution under Sections 131 and 132 or 134 of the Criminal Code, R.S.C. 1985, c. C-46 and also to civil liability for defamation.**



***Schedule A (Additional Information)***

**COUNTY OF ELGIN**

**Council Code of Conduct**

To the affidavit required under Part 18 Procedure – Formal Complaint of the Council Code of Conduct.

(If more than one page is required, please copy this blank page and mark each additional page as 2 of 2, 2 of 3, etc. at the top right corner.)

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This *Schedule A* referred to in the affidavit of

\_\_\_\_\_ (full name)

Sworn (or Affirmed) before me on this \_\_\_\_\_ day

of \_\_\_\_\_, \_\_\_\_\_.

\_\_\_\_\_  
A Commissioner for taking affidavits, etc.



***Appendix C***

**Council Code of Conduct – Request for Advice Form**

**COUNTY OF ELGIN**

**Council Code of Conduct**

Name of Member: \_\_\_\_\_

Telephone No.: \_\_\_\_\_

Email Address: \_\_\_\_\_

Advice Requested: (Please provide as much detail as possible. Attach additional pages if required.)

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\_\_\_\_\_  
Signature of Requestor

\_\_\_\_\_  
Date Received by Integrity Commissioner

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date Reply Issued



***Appendix D***

**Conflict of Interest Form  
COUNTY OF ELGIN  
Council Code of Conduct**

Name of Member: \_\_\_\_\_

Telephone No.: \_\_\_\_\_

Email Address: \_\_\_\_\_

Date of Council meeting: \_\_\_\_\_

Agenda item number and name:

\_\_\_\_\_

General Nature of the Conflict of Interest:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
Signature of Council Member

\_\_\_\_\_  
Date Received by County Clerk

# PROCUREMENT POLICY

# APPENDIX IV

**COUNTY OF ELGIN**

**By-Law No. 20-07**

**"BEING A BY-LAW TO ADOPT A POLICY FOR THE PROCUREMENT OF GOODS  
AND SERVICES FOR THE CORPORATION OF THE COUNTY OF ELGIN AND TO  
REPEAL BY-LAW NO. 13-19"**

WHEREAS pursuant to Section 270(1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a municipality shall adopt policies with respect to its procurement of goods and services; and,

WHEREAS Council did previously pass By-Law No. 13-19 which standardized procedures to ensure fair and equitable practices for the procurement of all County goods and services; and,

WHEREAS, pursuant to Section 270(1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, it is necessary to amend Elgin County's procurement procedures in accordance with legislation.

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

1. THAT the County of Elgin Procurement Policy, attached as Schedule "A", be and is hereby authorized as the standard to be followed for the procurement of all goods and services for the County of Elgin.
2. THAT By-Law No. 13-19 be repealed.
3. THAT this By-Law shall come into force and take effect upon its passing.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 10<sup>th</sup> DAY OF MARCH 2020.

  
\_\_\_\_\_  
Julie Gonyou,  
Chief Administrative Officer.

  
\_\_\_\_\_  
Dave Mennill,  
Warden.

**SCHEDULE A**  
**By-Law No. 20-07**  
**PROCUREMENT POLICY**

**1.0 OBJECTIVE**

- 1.1 This Procurement Policy outlines the processes to be followed in order to obtain the best value when purchasing goods, or contracting services for the County of Elgin. The guiding principle is that procurement decisions will be made using a competitive process that is open, honest, fair and impartial.
- 1.2 The Procurement Policy will promote and maintain the integrity of the purchasing process and protect Council, Suppliers and staff involved in the process by providing clear direction and accountabilities. The procedures described in this Policy shall be followed to make a contract award or to make a recommendation to County Council.
- 1.3 The Council of the Corporation of the County of Elgin recognizes its responsibility for reviewing and updating the existing Procurement Policy to ensure compliance with respect to the Municipal Act, 2001, Part VI, Section 270, as amended.

**2.0 DEFINITIONS**

In this policy, unless a contrary intention appears, the following definitions apply:

**“Agreement”** means a formal written legal agreement or contract for the supply of goods, services, equipment or construction.

**“Authority”** means the legal right to conduct the tasks outlined in this policy as directed by Council and delegated through the County’s Director of Financial Services to the Purchasing Coordinator.

**“Blanket Order”** shall mean the agreement wherein a Supplier will sell certain items to the County for an agreed period of time with established terms and conditions.

**“Bid”** shall mean a submission from a prospective Supplier in response to a request for the purchase of goods or services issued by the County.

**“Bidder”** means supplier or contractor from whom the County has received a Tender or Quotation, that is subject to acceptance or rejection.

**“Bid Irregularity”** means a deviation between the requirements of the Bid and the information provided or received in a Bid response.



**“Consultant”** means the person or firm, who by virtue of a particular expertise is selected by the County to undertake a specific task or assignment that may include designing specifications and preparing plans or programs.

**“Contract”** or **“contract”** means a commitment for the purchase and supply of Goods and Services evidenced in writing by an Agreement or other documentation appropriate to the transaction and duly authorized on behalf of the County in accordance with this Policy.

**“Contractor”** means a person or company that agrees to conduct work for the County as specified under the terms of a contract.

**“County”** or **“Corporation”** means the Corporation of the County of Elgin, and, for purposes of this Procurement Policy includes its User Departments.

**“Cooperative Purchasing”** means the participation of two or more public agencies in a Request for Quotation, Tender or Proposal call.

**“Council”** shall mean the elected Municipal Council of the Corporation of the County of Elgin.

**“Designate”** means a person authorized by the Director to act on their behalf for the purposes of this policy.

**“Director”** refers to a head of a County User Department operating within the County of Elgin.

**“Emergency”** means an occurrence resulting from an unforeseen action or consequence of an unforeseen event, (trigger event) which must be remedied on a time-sensitive basis to avoid a material financial risk, serious delays, injury, further damage or to restore or maintain services.

**“Executed Agreement”** means a form of agreement, either incorporated in the bid documents or prepared specifically by or on behalf of the County, to be executed by the Supplier and the County.

**“Expression of Interest”** means a submission in response to a Request for Expression of Interest (RFEI).

**“Goods and Services”** includes supplies, materials, equipment, property and contracts for construction, maintenance, service or consulting and professional services.

**“In-House Bids”** also known as “Managed Bids” shall mean that during the Public Procurement Process, an agency within the County of Elgin is not permitted to submit a bid.

**“Insurance Documents”** shall mean certified documents issued by an insurance company licensed to operate by the Government of Canada or the Province of Ontario certifying that the Supplier is insured in accordance with the County’s insurance requirements as contained in the bid documents.

**“Irregularities Contained in Bids”** include but are not necessarily limited to those items identified in Appendix C hereto and further include the associated consequence specified therein.

**“Labour and Material Bond”** means a bond issued by a surety company executed in connection with a contract to ensure that the contractor will pay their suppliers and thereby protects the County against claims which might be pursued by a supplier to the contractor should the contractor not make proper payments.

**“Normal Operating Expenditure”** means expenditure of an operational recurring nature and does not include one-time special or capital expenditure.

**“Performance Bond”** means a bond issued by a surety company executed in connection with a contract and which secures the performance and fulfillment of the undertakings, covenants, terms, conditions and obligations contained in an agreement with the County.

**“Performance Security”** shall mean a financial guarantee to ensure the successful Bidder will enter into an agreement.

**“Procurement”** or **“Purchase”** means to acquire by purchase, rental, lease or trade.

**“Proponent”** means supplier, consultant or service provider from whom the County has received a formal Proposal, in response to a publicly advertised Request for Proposal, that is subject to acceptance or rejection.

**“Proposal”** means a submission to provide specified services, or to provide certain goods, which contains pricing and options, in response to a Request for Proposal.

**“Purchase Order”** means the purchasing document used to formalize a purchasing transaction with a Supplier.

**“Purchasing Coordinator”** means a person responsible for administering and coordinating the purchasing function at the County.

**“Request for Quotation”** or **“RFQ”** means a competitive request for prices on specific goods and/or services from Suppliers which are submitted as specified in the Request for Quotation.

**“Request for Expression of Interest”** or **“RFEI”** means a public request made by the County seeking responses from potential Suppliers for the purposes of compiling a list of Suppliers who may be interested in providing Goods and/or Services to the County from time to time.

**“Request for Information”** is used as a general market research tool to determine what products and services are available, scope-out business requirements, and/or estimate project costs.

**“Request for Pre-Qualification” or “RFPQ”** is a procurement process used to prequalify potential Suppliers in which factors such as financial capability, experience, and reputation are considered in order to develop a list of qualified Suppliers for subsequent participation in an invitational bid opportunity.

**“Request for Proposal” or “RFP”** means a competitive process where a need is identified, but the method by which it will be achieved is unknown at the outset. This process allows Proponents to propose solutions or methods to arrive at the desired result.

**“Request for Tender” or “RFT”** means a competitive request for prices on specific goods and/or services from Suppliers which are submitted as specified in the Request for Tender.

**“Single Source”** means there is more than one source in the open market but only for reasons of function or service one Supplier is recommended for consideration of the particular goods and/or services.

**“Sole Source”** means there is only one source of supply of particular goods and services.

**“Supplier”** means any individual or organization offering goods or services to the County including but not limited to contractors, consultants, vendors and service organizations.

**“Tender”** means a bid which contains an offer to execute some specified services or to supply certain specified goods, at a certain price, in response to a publicly advertised Request for Tender.

**“User Department”** means the Department within the County Administration that requires the Goods and Services.

### **3.0 PURCHASING RESPONSIBILITIES/AUTHORITY**

- 3.1 To protect Council and the integrity of the Procurement process, the procurement process will be free from political influence or interference. Council will appoint staff to ensure the procurement process remains open, fair and transparent.
- 3.2 The Director of Finance may appoint a Purchasing Coordinator to exercise any or all responsibilities assigned in this policy.
- 3.3 Council has ultimate authority for all expenditures. Council delegates this authority by the authorization of budgets or by specific resolution. Payment for any item that has not been authorized by Council through budget appropriation or specific resolution will not be permitted. This Procurement Policy provides guidelines outlining how spending authority is to be used. Levels of contract approval authority are summarized in Appendix “A”.
- 3.4 Budget approvals by Council, of capital works and operating expenditures, shall constitute authorization for any purchase of materials and services necessary to carry out work within the

approved cost of an approved project, provided such purchases are made in accordance with this Procurement policy. The requisitioning User Department, in conjunction with the Purchasing Coordinator, will ensure that the Goods and Services are properly approved and that funds are available.

- 3.5 Where expenditure estimates approved in the budget have been subject to a Request for Quotation, Request for Tender or Request for Proposal, which subsequently quote an amount greater than the estimated expenditure for that item, notice of a staff report regarding such amendment to the budget shall be included in the Report to Council.
- 3.6 New projects that have not been included in the annual budget shall be detailed in a staff report regarding amendment to the budget shall be included in a Report to Council.
- 3.7 Normal Operating Expenditures incurred prior to the adoption of the annual budget shall not require approval of such expenditures and shall be deemed ratified upon the adoption of the annual budget.
- 3.8 It is the responsibility of the User Department to enforce any terms, conditions and specifications from the award of any Contract resulting from the purchasing process. Where terms, conditions or specifications are not being adhered to, the User Department may request the Purchasing Coordinator contact the Supplier and attempt to negotiate to have said deficiencies corrected.
- 3.9 Prior to Council's approval of the current Budget, a User Department may incur Normal Operating Expenditures up to 40% of the previous year's budget. Directors will have the authority to solicit bids prior to the approval of Council.
- 3.10 Resolutions approving budget amendments, capital expenditures or special appropriations shall contain the purpose of expenditure, cost estimates or expenditure limitation, and the fund in which an appropriation has been provided.
- 3.11 During the public procurement process, in-house bids will not be considered.
- 3.12 The Purchasing Coordinator and/or Director of Financial Services may review User Department purchases on an ongoing basis to review the effectiveness and integrity of the process and policy adherence.
- 3.13 This Procurement Policy will be reviewed and revised on a periodic basis. It is anticipated that reviews will be conducted every five years or more frequently as required.
- 3.14 Goods and Services that are not subject to this By-Law are listed in "Appendix B".

## **4.0 METHODS OF PROCUREMENT**

### **4.1 Low Dollar Value Procurements (up to \$15,000)**

- a) Procurements up to \$15,000 shall be considered low dollar value procurements.
- b) All low dollar value procurements shall utilize applicable County contracts and shall otherwise be in accordance with this policy.
- c) The Director may delegate approval authority to their staff for low dollar value procurements. It is the responsibility of the respective Director to ensure that the Procurement Policy is adhered to.
- d) All information on low dollar value procurements must be documented and maintained on file.
- e) Low dollar value procurements do not require a Request for Quotation (RFQ), Request for Proposal (RFP) or Request for Tender (RFT). However, obtaining competitive quotes is considered a good business practice and should be exercised.
- f) The Purchasing Coordinator may conduct reviews to ensure the requirements of this section and all other applicable sections of this policy have been met.

### **4.2 Request for Quotation (up to \$100,000)**

- a) For Goods and Services for estimated expenditures **greater than \$15,000**, the Director or designate, **in consultation** with the Director of Financial Services or Purchasing Coordinator, shall be authorized to make purchases of goods and services provided:
  - i. the requirement can be fully defined;
  - ii. best value for the County can be achieved by an award selection made on the basis of the lowest compliant bid that meets all terms, conditions and specifications;
  - iii. The Director or any employee exercising delegated authority approval shall provide the Purchasing Coordinator, in writing, the relevant specifications, budget authorization, terms and conditions for the purchase of the good, services or construction;
  - iv. At least three (3) written bids must be obtained from three (3) separate potential suppliers to ensure a more competitive process. If staff has exhausted all efforts to obtain three (3) bids and can support this with documented evidence, a minimum of two (2) written bids is acceptable;
  - v. A “No Bid” response shall **not** be considered a valid bid;
  - vi. The User Department shall be responsible to review the competitive bid and verify that all terms, conditions and specifications of the bid are met;
  - vii. The County reserves the right in its absolute sole discretion to accept or reject any bid;
  - viii. The Purchasing Coordinator may conduct reviews to ensure the requirements of this section and all other applicable sections of this policy have been met;

- ix. If the compliant low bid exceeds the approved budget appropriation by more than 10%, the Director or designate shall submit a report to Council for direction.

b) **Informal Quotation (greater than \$15,000 but not greater than \$50,000)**

In addition to the requirements set forth in Section 4.2a above and for procurement of goods and services of a value greater than \$15,000 but not greater than \$50,000 the following requirements also apply:

- i. Specifications (as applicable) can be issued and Bids can be received by electronic transmission;
- ii. Bids may be submitted on a specified weekday at a specified time;
- iii. The e-bidding system may be utilized for Request for Quotations in this dollar value range.

c) **Formal Quotation (greater than \$50,000 but not greater than \$100,000)**

In addition to the requirements set forth in Section 4.2a above and for procurement of goods and services of a value greater than \$50,000 but not greater than \$100,000 the following requirements also apply:

- i. Request for Quotation documents will be provided to Bidders;
- ii. Bids must be submitted electronically on a specified weekday at a specified time;
- iii. The e-bidding system will be utilized for Request for Quotations in this dollar value range. Submissions will be electronically sealed by the bidding system until the closing date and time.

d) **Approval**

- i. In addition to the requirements set forth in Section 4.2a,b and c above, the Director or any employee exercising delegated authority approval and the Purchasing Coordinator must **jointly** approve the award.

4.3 **Request for Tender (greater than \$100,000)**

- a) For goods and services for estimated expenditures **greater than \$100,000**, the Director or Designate and the Director of Financial Services or Purchasing Coordinator shall be authorized to issue a Request for Tender provided:
  - i. Request for Tender documents are to be provided to Bidders;
  - ii. Bids must be submitted electronically on a specified weekday at a specified time;
  - iii. The project is specifically included within the approved budget and the total submitted price does not exceed the approved budget allocation for the project.
- b) The e-bidding system will be utilized for all Tenders and submissions will be electronically sealed by the bidding system until the closing date and time.
- c) The Purchasing Coordinator shall forward to the User Department a summary of the bids subject to review by the Director.

- d) Council reports initiated for a Request for Tender shall contain a recommendation outlining the sources of financing, allocation of revenues, and other financial commentary as considered appropriate.
- e) Approval
  - i. Approval of a Request for Tender must follow the process detailed in Section 5.0.

#### 4.4 **Request for Proposal**

- a) The Request for Proposal process shall be used where:
  - i. The requirement is best described in a general performance specification;
  - ii. Innovative solutions are sought;
  - iii. To achieve best value, the award selection will be made on an evaluated point per item or other method involving a combination of mandatory and desirable requirements.
- b) A Request for Information or a Request for Expression of Interest may be issued in advance of an RFP to assist in the development of a more definitive set of terms and conditions, scope of work/service and/or the selection of qualified suppliers.
- c) The Purchasing Coordinator shall maintain a list of suggested evaluation criteria for assistance in formulating an evaluation method for use in an RFP. This may include but is not limited to factors such as qualifications and experience, strategy, approach, methodology, scheduling, past performance, facilities, equipment, pricing, life cycle costing, standardization of product and aspects that would support environmental procurement.
- d) Directors or any employee exercising delegated authority approval shall identify appropriate evaluation criteria from the list maintained by the Purchasing Coordinator for use in an RFP but are not limited to criteria from the list. Cost will always be included as a significant factor, as best value includes but is not limited to quality and cost.
- e) An optional two-envelope process may be used for RFP's. The two-envelope process means the proposal is submitted with the pricing sealed separately. The pricing is un-sealed if the Proponent meets the minimum threshold score listed in the RFP document.
- f) The Director or any employee exercising delegated authority approval shall provide to the Purchasing Coordinator in writing, the budget authorization, terms of reference and evaluation criteria to be applied in evaluating the proposals submitted.
- g) The Purchasing Coordinator will be the lead in the evaluation process. A selection committee will be formed with a minimum of three evaluators and be comprised of at least two representatives from User Department(s). Evaluators shall review all proposals against the established criteria, reach consensus on the final rating results, and ensure that the final rating results, with supporting

documents, are kept in the procurement file. The Purchasing Coordinator may or may not participate in the scoring of the proposals.

- h) During the proposal process, all communication with Proponents shall be through the Purchasing Coordinator.
- i) The Purchasing Coordinator shall forward to the Director an evaluation summary of the procurement, as well as the Evaluation Committee's recommendation for award of contract to the Proponent meeting all mandatory requirements and providing best value as stipulated in the RFP. The Purchasing Coordinator is responsible for documenting the determination of best value.
- j) With respect to all Reports to Council initiated for the RFP, the following information will be included:
  - i. sources of financing and/or allocation of revenues and other financial commentary as considered appropriate;
  - ii. criteria and analysis to determine best value;
  - iii. recommended successful Proponent and cost;
  - iv. a copy of the RFP document (as attachment 1);
  - v. a summary of the RFP document posting including dates, submissions and plan takers (as attachment 2);
  - vi. a summary of the evaluation committee and confirmation that the evaluators have no pecuniary interests (as attachment 3).
- k) Reporting will not include a summary of prices, as this information will remain confidential. Any disclosure of information shall be made by the appropriate officer in accordance with the provisions of the Municipal Freedom of Information and Protection of Privacy Act, (R.S.O. 1990), as amended.
- l) Unsuccessful Proponents may, upon request, attend a debriefing session with the Purchasing Coordinator to review the Proposal. Discussions relating to any Proposal other than that of the Proponent present, will be strictly prohibited. This debriefing session is intended to provide general feedback regarding the Proponent's rating on various criteria in order to allow the Proponent to understand where future improvements might be applicable.
- m) The e-bidding system will be utilized for Request for Proposals and submissions will be electronically sealed by the bidding system until the closing date and time.
- n) The County shall publish an award notice using the bidding system.
- o) Approval
  - i. Approval of a Request for Proposal must follow the process detailed in Section 5.0.



#### 4.5 **Request for Pre-Qualification**

- a) A Request for Pre-Qualification may be issued to pre-qualify Suppliers for various projects. The purpose of the RFPQ is to determine whether the qualifications of a Supplier, as required by the County, are at a level that will allow participation in a subsequent bid opportunity that takes place as a direct result of the RFPQ.
- b) A Supplier may be pre-qualified by providing an acceptable response to a RFPQ. Selection of pre-qualified Suppliers will be based on disclosed evaluation criteria.
- c) Supplier submissions will be evaluated and ranked by an Evaluation Committee and may consist of County staff and Consultant staff (if applicable).
- d) Only the Suppliers that reach the established threshold contained in the RFPQ document will be pre-qualified and invited to bid on the particular bid opportunity.
- e) **Approval**
  - i. Approval of Pre-Qualified Suppliers will be made by the Purchasing Coordinator based on the evaluation committees ranking and scoring of Suppliers based on the established threshold noted in the RFPQ document.

#### 4.6 **Request for Expression of Interest**

- a) A Request for Expression of Interest (RFEI) may be issued for the purpose of determining the availability of Suppliers and for the purpose of compiling a list of Suppliers. A RFEI may be used as a pre-condition to a Request for Proposal.
- b) The receipt of an Expression of Interest by the County does not create any obligation between the potential Supplier and the County.

#### 4.7 **Non-Competitive Purchases** **(Emergency, Sole and Single Source)**

The requirement for a competitive bid process for the selection of a supplier for goods, services and construction (except for Emergencies) may be waived under joint authority of the appropriate Director and Director of Finance and replaced with direct negotiations by the Director (or delegate) and the Purchasing Coordinator if the procurement qualified as a, Sole Source or Single Source purchase.

- a) Emergency Procurement

An “Emergency” includes immediate threat to:

- i. Public Health;
- ii. The maintenance of essential County services; and,

- iii. the welfare and protection of persons, property or the environment; and the event or occurrence necessitates the immediate need for goods or services to mitigate the emergency and time does not permit for a competitive procurement process.

In the event of an Emergency, the Chief Administrative Officer, Directors and their respective delegates are authorized to enter into a purchase agreement without the requirement of a formal competitive process.

A list of pre-qualified suppliers will be used to select the suppliers, whenever possible.

Where the procurement cost to mitigate the Emergency is anticipated to exceed \$15,000, there must be a notification sent (email contact is acceptable) to the Director of Finance or delegate. The steps taken to mitigate the Emergency must always be clearly documented regardless of amount and where the aggregate cost for a single supplier are in excess of \$15,000, the emergency procurement shall be reported to County Council (including the source of financing) at the next scheduled meeting following the event. The Director responsible for the area leading the emergency procurement must forward copies of invoices associated with the Emergency to the Director of Financial Services or designate once the Emergency event has been terminated.

b) Sole Source

The procurement may be conducted using a Sole Source process if the goods and/or services are available from only one supplier by reason of statutory or market-based monopoly.

Competition is precluded due to the application of any Act or legislation or because of the existence of patent rights, copyrights, licence, technical secrets or controls of raw material; or the complete item, service or system is unique to one supplier and no alternative or substitute exists.

c) Single Source

Single Source means that there is more than one source of supply in the open market, but only one source is recommended due to predetermined and approved specifications.

The procurement may be conducted using a Single Source process if the goods and/or services are available from more than one source, but there are valid and sufficient reasons for selecting one supplier in particular, as follows:

- i. An attempt to acquire the goods and/or services by soliciting competitive bids has been made in good faith, but has failed to identify more than one willing and compliant supplier.
- ii. The confidential nature of the requirement is such that it would not be in the public interest to solicit competitive bids.
- iii. There is a need for compatibility with goods and/or services previous acquired or the required goods and/or services will be additional to similar goods and/or services being supplied under an existing contract (i.e. contract extension or renewal).
- iv. It is advantageous to the County to acquire the goods or services directly from another public body or public service body.

- v. Another organization is funding or substantially funding the acquisition and has determined the supplier and the terms and conditions of the commitment into which the County will enter are acceptable to the County.
  - vi. Where due to abnormal market conditions, the goods, services or construction required are in short supply.
- d) Approval
- i) Awards which qualify to be considered as a Sole Source or Single Source must follow the process detailed in Section 5.0.

#### 4.8 **Blanket Order Contracts**

- a) Blanket order contracts typically occur as a result of a previous competitive bid, which establishes a Supplier as the preferred source for Goods and Services, over a specified term.
- b) A Blanket Order may be used where:
  - i. one or more User Department repetitively order the same goods or services and the actual demand is not known in advance;
  - ii. a need is anticipated for a range of goods and services for a specific purpose, but the actual demand is not known at the outset, and delivery is to be made when a requirement arises;
  - iii. The Purchasing Coordinator shall establish and maintain Blanket Order Contracts that define source and price where available with selected suppliers for all frequently used goods or services;
  - iv. Blanket Orders may be issued as the result of a bid process such as Request for Quotation, Request for Tender, Request for Proposal, Co-operative Purchasing consortium and Provincial Vendor of Record contracts;
  - v. More than one supplier may be selected where it is in the best interest of the County and the bid solicitation allows for more than one;
  - vi. Where procurement action is initiated by a User Department for frequently used goods or services, it is to be made with the supplier or suppliers listed in the Blanket Order Contract;
  - vii. Blanket Orders shall indicate the expected quantity of the specified goods or services to be purchased over the time period of the agreement and will be as accurate an estimate as practical and be based, to the extent possible, on previous usage adjusted for any known factors that may change said usage;
  - viii. Blanket Orders shall be issued for a specific time period with all ordering User Departments responsible for maintaining purchases within budget allocations.

#### 4.9 **Cooperative Purchasing**

- a) The County may participate with other government agencies or public authorities in cooperative purchasing where it is in the best interests of the County to do so.
- b) The decision to participate in cooperative purchasing agreements will be made by the Purchasing Coordinator in conjunction with the Director of Finance.

- c) The individual policies of the government agencies or public authorities participating in the cooperative competitive bid are to be the accepted by-law for that particular competitive bid.

#### 4.10 **Leasing**

- a) The Council of the County of Elgin may enter into a leasing agreement in accordance with the Municipal Act, 2001.
- b) In certain circumstances, it may be economically advisable for the County to enter into a Financing Lease to acquire the right to use capital property and equipment rather than an outright purchase.
- c) Leasing is approved as an acceptable means to acquire municipal capital facilities when one or more of the following conditions (goals) are met:
  - i. The municipal capital facility cannot be purchased;
  - ii. The lease arrangement provides financially attractive interest rates over the entire life of the lease;
  - iii. The risk of obsolescence on the leased asset rests with the lessor;
  - iv. The leased asset has a high purchase value and is not required on an ongoing basis;
  - v. Short-term revenues versus capital needs.
- d) A by-law is required for all lease agreements with the exception of leases made in emergency situations. These leases will be reported to Council at the first available opportunity. A by-law is not required for leases that are short term in nature of 120 days or less.

#### 4.11 **Exceptions**

- a) A User Department may request exemption from any or all the purchasing methods outlined in this policy by submission of a report requesting the same to County Council. Such one-time exemption may be granted by resolution.

### 5.0 **PROCUREMENT APPROVAL**

- 5.1 Any person delegated approval pursuant to this policy shall ensure that an approved budget exists for the proposed procurement and that such procurement does not violate any County policies or any applicable law. Any such procurement must also satisfy any applicable audit and documentation requirements of the County.
- 5.2 The following body and persons shall have the respective approval authority as set out below (see summary in Appendix "A"). All dollar amounts are based on annual amounts and must be within pre-approved budget limits.

- a) County Council
  - i. RFT greater than \$250,000
  - ii. RFP greater than \$250,000
  - iii. Sole Source or Single Source greater than \$50,000
- b) Directors (and Purchasing Coordinator jointly)
  - i. RFQ/RFT not exceeding \$250,000
  - ii. RFP not exceeding \$250,000
  - iii. Sole Source or Single Source not exceeding \$50,000
- c) Employees exercising delegated authority
  - i. Non-competitive procurements not exceeding \$15,000

Approvals may be overridden in the case of an emergency as defined in Section 4.7(a) of this policy.

5.3 At the discretion of the Director of Financial Services, CAO or County Council, Council approval may be required irrespective of the value of the contract, if deemed in the best interest of the County.

5.4 Despite any other provision of this policy, the following contracts are subject to County Council approval;

- a) any contract requiring approval of the Ontario Municipal Board or any successor thereto, including but not limited to the Local Planning and Appeal Tribunal;
- b) any contract prescribed by statute to be made by the Municipality with the approval of Council or otherwise to be made by Council on behalf of and as binding upon the Municipality;
- c) where the cost amount proposed for acceptance is 10% greater than the County Council approved budget for that expenditure;
- d) where the net revenue amount proposed for acceptance is lower than the County Council approved budget;
- e) where a substantive objection emanating from the bid solicitation has been filed with a Director;
- f) where a major irregularity precludes the award of a contract to a Supplier.

5.5 **Delegation of Approval Authority**

- a) Delegation of Approval Authority means the formal delegation of authority to perform a task or approval by person in a position with authority under this policy, resulting in a 'delegate'.
- b) The CAO and Directors shall prepare a 'delegation of approval authority list' within their respective areas.
  - i. The list will provide evidence that the staff listed have been delegated approval authority by the Director;
  - ii. The list shall include the staff person's name, title and approval limit;
  - iii. The list shall be updated upon any change in staff or position;
  - iv. A copy of the list shall be sent to the Director of Finance and Purchasing Coordinator each time there is a revision and at the start of every year.

- c) Staff that have been delegated approval authority from the CAO or Director shall have no authority to delegate this approval to any other person.
- d) From time to time temporary delegation must be defined in writing.

## **6.0 PERFORMANCE SECURITY, INSURANCE AND WSIB REQUIREMENTS**

For all tenders valued at over \$100,000, the following guarantees, bonds, certificates and insurance must form part of the contract.

### **6.1 Performance Security**

- a) Performance Security to guarantee the completion of the Contract is required for the supply and installation of equipment and materials and all services/construction involving County property. Where Performance Security is deemed necessary, it shall take the form of one or a combination of one or more of the following;
  - i. Bid bond (minimum 10% of the bid amount)
  - ii. Performance bond (minimum 50% of the bid amount)
  - iii. Labour and material payment bond (minimum 50% of the bid amount)
- b) Contracts valued at less than \$100,000 may include guarantees at the discretion of the Director and Purchasing Coordinator.

### **6.2 Other Guarantees**

The Purchasing Coordinator, in consultation with the appropriate Director shall select any other appropriate means to guarantee execution and performance of the contract. Guarantees may include but are not necessarily limited to, one or more of the following; financial security deposit, provisions for liquidated damages, progress payments and holdbacks.

### **6.3 Insurance Documents and Workplace Safety and Insurance Board (WSIB)**

- a) In order to further protect the County, the following documents will be required from all successful Bidders/Proponents performing work on County property;
  - i. a current and valid certificate of insurance for the amount specified in the bid document;
  - ii. a current and valid Workplace Safety and Insurance Board (WSIB) clearance certificate;
  - iii. confirmation of compliance with AODA requirements;
  - iv. confirmation of compliance with County policies.

## **7.0 CONTRACT ADMINISTRATION**

- 7.1 The award of a contract may be made by way of an Agreement and/or purchase order.

- 7.2 A purchase order will be used when the resulting contract award is over \$15,000. The Purchasing Coordinator will issue an authorized purchase order incorporating the terms and conditions relevant to the contract award.
- 7.3 An Agreement shall be used when the resulting contract is complex and contains special terms and conditions.
- 7.4 It shall be the responsibility of the Purchasing Coordinator to determine if it is in the best interest of the County to establish an Agreement with a Supplier.
- 7.5 Where an Agreement is required as a result of a contract award, the Warden and Chief Administrative Officer shall execute the Agreement in the name of the County.
- 7.6 **Contract Renewal Options**  
Where a contract contains an option for renewal, the Director and Purchasing Coordinator may jointly exercise such option provided that all of the following apply:
- a) The Supplier's performance in supplying the good and/or services or construction is considered to have met the requirements of the contract;
  - b) Any price increases are consistent with the prevailing market conditions for the goods or services being purchased;
  - c) The facts justifying the decision to award to this Supplier previously are still relevant at the time of contract renewal;
  - d) The original report to Council (if applicable) clearly identified the options to extend the contract;
  - e) Funds are available or will be available in appropriate accounts within the approved budget to meet the proposed expenditure;
  - f) The contract renewal option is in the best interest of the County.

## **8.0 CONTRACTOR PERFORMANCE APPRAISAL SYSTEM**

- 8.1 The Contractor Performance Appraisal System is a standard process for assessing and recording contractor performance. It is designed to serve as a permanent record for the County and as a means of evaluating and comparing contractor performance on an ongoing basis throughout the project.
- 8.2 The implementation of the Contractor Performance Appraisal System will be at the discretion of the Director and/or the Purchasing Coordinator. The Contractor Performance Appraisal System is mandatory for all contracts valued over \$100,000.
- 8.3 If issues arise, under the direction of the Purchasing Coordinator, the County's Project Manager will be asked to record their concerns using the Supplier Incident Reporting Form. Results will be shared with the Supplier and a verbal warning may be issued by the Purchasing Coordinator. If performance does not improve, a second Supplier Incident Reporting Form will be issued and results will be shared with the Supplier. The Purchasing Coordinator will issue a written warning to the Supplier. If performance

does not improve a third Supplier Incident Reporting Form will be initiated by the Project Manager and the results will be shared with the Supplier. Upon completion of the project, if a third Supplier Incident Reporting Form is issued, under the direction of the Purchasing Coordinator, the Project Manager will complete the applicable Performance Report.

- 8.4 Once the ranking on the applicable Performance Report has been completed, the results will be shared with the Supplier to discuss the overall ranking for the project.
- 8.5 The performance evaluation shall determine whether a Supplier will be:
- a) allowed to bid on future projects;
  - b) placed on a probationary list for two years to closely monitor future work, (fees required to monitor future work may be added to the project); or,
  - c) not recommended for future work for a maximum of three years.
- 8.6 In the event that a Supplier disputes the results of a Performance Report, recourse is available through the dispute resolution process set forth in section 9.0 below.

## **9.0 DISPUTE RESOLUTION**

In the event that a Supplier identifies a dispute regarding any process outlined in this policy, the County shall follow the steps below:

- a) meeting between the Supplier, the Director of the User Department and the Purchasing Coordinator,
- b) if (a) does not lead to a resolution, the decision can be appealed to the Director of Financial Services who will then convene a Review Committee.
- c) The Review Committee shall hear from both County staff and the Supplier at a time and place decided by the Committee. The Review Committee shall be comprised of the Chief Administrative Officer, Director of Financial Services and two (2) Directors or their designates. A quorum of the Review Committee shall be two of the four members. The decision of the Review Committee shall be in writing, a copy of which shall be provided to the Supplier and the Purchasing Coordinator. The decision of the Review Committee shall be final.

## **10.0 DOCUMENT ACCESS AND RETENTION**

### **10.1 Access to Information**

- a) The disclosure of information received relevant to the issue of bid solicitations or the award of contracts emanating from bid solicitations shall be made by the appropriate officers in accordance with the provisions of the Municipal Freedom of Information and Protection of Privacy Act., R.S.O. 1990, as amended.



- b) All records and information pertaining to tenders, proposals and other bids, which reveal a trade secret or scientific, technical, commercial, financial or other labour relations information, supplied in confidence implicitly or explicitly, shall remain confidential if the disclosure could reasonably be expected to:
  - i. prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organizations;
  - ii. result in similar information no longer being supplied to the County where it is in the public interest that similar information continue to be so supplied;
  - iii. result in undue loss or gain to any person, group, committee or financial institution or agency; or,
  - iv. result in information whose disclosure could reasonably be expected to be injurious to the financial interests of the County.
- c) In addition to the restriction against disclosure set forth in section 10.1b above, no records or information pertaining to Tenders, Proposals and Bids shall be disclosed in violation of the Municipal Freedom of Information and Protection of Privacy Act.

## **10.2 Document Retention**

- a) All background information, information submitted by Suppliers, and any other relevant information involved in obtaining prices for goods and services through a formal competitive procurement process, shall be retained for the entire budget year and six (6) years in records retention.
- b) All background information, information submitted by a successful Supplier, resulting in a Contract or Agreement, shall be retained for a minimum of twenty (20) years in record retention.

## **11.0 ADVERTISING / BID POSTING**

- 11.1 Advertising for bid opportunities estimated to exceed \$50,000 excluding taxes shall be posted on one or more public tendering website with a direct link from the County's website.

## **12.0 GENERAL**

### **12.1 Exclusion of Bidders in Litigation**

No Tender, Proposal or Quotation will be accepted from any Supplier inclusive of its subcontractors, which has a claim or instituted a legal proceeding against the County or against whom the County has a claim or instituted a legal proceeding with respect to any previous Contract, without prior approval by Council.

**12.2 Quarterly Report to Senior Management Team and County Council**

The Purchasing Coordinator shall submit to the Senior Management Team and County Council an information report (quarterly) containing the details relevant to the exercise of delegated authority for all contracts awarded that exceed \$15,000 including amendments, renewals and leases. The Director of Financial Services shall certify in the report that the awards are in compliance with the Procurement Policy.

**12.3 Accessibility for Ontarians with Disabilities Act (AODA)**

The County, to the extent possible, shall incorporate accessibility design, criteria and features, when procuring or acquiring goods, services or facilities in accordance with the AODA. Where it is not practicable to incorporate the said accessibility design, criteria and features when procuring or acquiring goods, services or facilities, the County shall be prepared to provide, upon request, an explanation as to why this is the case. (Ontario Regulation 191/11).

**12.4 Environmental Considerations**

In order to contribute to waste reduction and to increase the development and awareness of environmentally sound procurement of goods and services, specifications will provide for expanded use of durable products, reusable products and products (including those used in services) that contain the minimum level of post consumer waste and/or maximum level of recyclable content without significantly affecting the intended use of the product or service.

**12.5 Trade Agreements**

The Procurement Policy shall comply with all applicable trade agreements such as the Canada Free Trade Agreement (CFTA), the Comprehensive Economic and Trade Agreement (CETA) and any future trade agreements that are applicable to the County.

**12.6 Local or Geographical Preference**

The County shall not give any local or geographical preference during the competitive bid process. The County may mandate certain bona fide on-site response time requirements for specific situations.

**12.7 Receipt of Goods**

The Director or designate shall arrange for prompt inspection of goods on receipt to confirm conformance with the terms of the contract and inform the Purchasing Coordinator immediately of any discrepancies.

**APPENDIX A**  
**LEVELS OF CONTRACT APPROVAL AUTHORITY**

<b>Dollar Value (excluding taxes)</b>	<b>Procurement Process</b>	<b>Approval Authority</b>	<b>Report to Council Required</b>	<b>Policy Section</b>
Up to \$15,000		Director or any employee exercising delegated authority approval	No	4.1
Greater than \$15,000 but less than \$50,000	Informal RFQ	Director or any employee exercising delegated authority approval and Purchasing Coordinator	No	4.2 a,b
Greater than \$50,000 but less than \$100,000	RFQ	Director or any employee exercising delegated authority approval and Purchasing Coordinator	No	4.2 a,c
Up to \$250,000	RFT / RFP	Director or any employee exercising delegated authority approval and Purchasing Coordinator	No	4.3 / 4.4
Greater than \$250,000	RFT / RFP	County Council	Yes	4.3 / 4.4
Up to \$50,000	Single Source or Sole Source	Director and Director of Financial Services or employee exercising delegated authority approval (jointly)	No	4.7 b,c
Greater than \$50,000	Single Source or Sole Source	County Council	Yes	4.7 b,c

**APPENDIX B**  
**GOODS AND SERVICES NOT SUBJECT TO THIS POLICY**

Competitive Bids shall not be required for the following Goods and Services;

- a) Petty Cash Items
- b) Advertising services (radio, television, newspaper, magazine)
- c) Government Agencies
- d) Travel expenses including meals, conferences, seminars, conventions, trade shows and accommodations
- e) Courses
- f) Staff development / workshops
- g) Memberships
- h) Magazines, Books, Periodicals
- i) Licenses / Certificates (including hardware and software licenses)
- j) Ongoing maintenance for existing computer hardware and software
- k) Professional and skilled services provided to individuals as part of an approved program(s) within the Corporation including but not limited to medical services and counselling services
- l) Postage
- m) Utilities (Water, Sewage, Hydro, Gas, Telephone and Cable TV)
- n) Council approved grants

**APPENDIX C**  
**IRREGULARITIES CONTAINED IN BIDS**

<b>IRREGULARITY</b>	<b>CONSEQUENCE</b>
Late Bids	Automatic Rejection Bidding system will not accept late bids.
Incomplete, illegible or obscure bids	Automatic Rejection.
Documents, in which all necessary Addenda have not been acknowledged.	Bidding System does not accept bids that have not acknowledged all addenda
Failure to attend <b>mandatory</b> site visit.	Automatic Rejection.
Bids received on documents other than those provided by the County.	Automatic Rejection.
Conditions placed by the Bidder on the Total Contract Price.	Automatic Rejection.
Bids Containing Minor Mathematical Errors.	The County has the right to correct minor mathematical errors.
<b><u>Performance Security</u></b>	
a) Insufficient Performance Security (no bid bond or insufficient bid bond).	Automatic Rejection.
b) Signature of bidder and/or bonding company missing when bid bond requested.	Automatic Rejection.
Part bids (all items not bid).	Automatic Rejection unless allowed for in the request.
Withdrawal of Bids	Withdrawal of bids received after the closing time will not be allowed.
Tie Bids	The Purchasing Coordinator may use one of the following methods of dealing with tie bids, based upon the specific situation: 1) use a coin toss to select a recommended bid; 2) request the tie bidders to submit new bids; 3) negotiate with the tied bidders to break the tie.
Other minor irregularities	The Purchasing Coordinator, in conjunction with the Director of Finance shall have the authority to waive irregularities, which they jointly consider to be minor.

# **COUNCIL'S COMMITTEE BY-LAW**

# **APPENDIX V**

2019

*Corporation of the County of Elgin  
Committee By-Law 19-40*

**"A By-Law to Define the Mandate and Meeting Procedures for  
Committees Established by the Corporation of the County of Elgin"**

**JULIE GONYOU, CHIEF ADMINISTRATIVE OFFICER | CLERK**

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COUNTY OF ELGIN

By-Law 19-40

**"TO DEFINE THE MANDATE AND MEETING PROCEDURES FOR COMMITTEES  
ESTABLISHED BY THE CORPORATION OF THE COUNTY OF ELGIN"**

WHEREAS pursuant to Section 238 of the Municipal Act, 2001, S.O. 2001, as amended, every municipality shall pass a procedure by-law for governing the calling, place and proceedings of Meetings; and

WHEREAS the Council of the Corporation of the County of Elgin did pass By-Law 18-38, in order to make and establish rules and regulations under which Council and Committees of Council are to operate; and

WHEREAS the Council of the Corporation of the County of Elgin did pass By-Law 18-36 "Being a By-Law to Appoint a Land Division Committee and to Repeal By-Law No. 15-03"; and

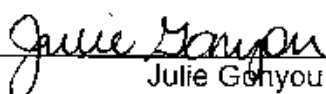
WHEREAS Council deems it expedient to adopt a By-Law to make and establish rules and regulations for the mandate and meeting procedures for Committees established by Council; and

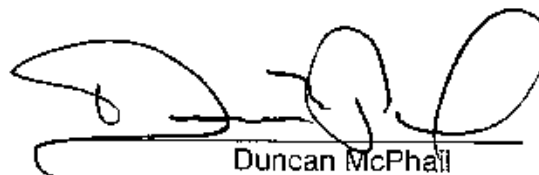
WHEREAS Council has established Committees that are comprised of members of the public, staff and Members of Council;

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

1. THAT this By-Law shall apply to Council's Committees and local boards where applicable.
2. THAT this By-Law comes into force and takes effect upon passing.
3. THAT any sections of By-Law 18-38 inconsistent with this By-Law be removed.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 26th DAY OF NOVEMBER 2019.

  
Julie Gonyou  
Chief Administrative Officer

  
Duncan McPhail  
Warden

## 1. Definitions

(a) In this By-Law:

**“Act”** means the *Municipal Act*, 2001 S.O. 2001, Chapter 25, as amended from time to time.

**“Ad Hoc Committee”** means a committee, sub-committee or similar entity of which at least 50 per cent of the Members are also Members of Council, appointed by Council to review and report on a specific issue. Once the final report is delivered and a resolution of Council is adopted concerning the specific issue, the Ad Hoc Committee is automatically dissolved.

**“Advisory Committee”** means a committee, sub-committee or similar entity which provides recommendations, advice and information to Council on those specialized matters which relate to the purpose of the Advisory Committee, to facilitate public input to County Council on programs and ideas to assist in enhancing the quality of life of the Community, in keeping with Council’s Strategic Plan principles.

**“Alternate Member”** means an authorized individual who, during the absence of the Member for whom that individual is an alternate, shall act in the place and stead of such member and perform such other duties as assigned.

**“CAO/Clerk”** means the Chief Administrative Officer/Clerk of the County or his or her designate, Clerk means the person duly appointed, by By-Law pursuant to Section 228 of the Act, as the Clerk of the County.

**“Chair”** means the position of the person appointed to preside, or presiding at, a meeting, whether that person is the regular Chair or not.

**“Closed Session”** means a meeting of Council or Committee that is not open to the public, pursuant to Section 239 of the Act or any successor provision thereto.

**“Committee”** means any advisory or other committee created by Council, of which at least one Member is also a Member of Council, which is established under any Act with respect to the affairs or purposes of one or more municipalities.

**“Council”** means the elected Mayors and/or Deputy Mayors or alternate of the County’s constituent municipalities when they sit in a deliberative assembly.

**“County”** means the Corporation of the County of Elgin.

**“Delegation”** means to address Council or Committee at the request of the person wishing to speak.

**“Ex Officio”** means a member who has the right, but not the obligation, to participate in the proceedings of the meeting, and is not counted in determining the number required for a quorum or whether a quorum is present at a meeting. Ex-Officio can not attend a Committee meeting if by attending a minimum quorum of Council is created.

**“Inaugural Meeting”** means the first meeting of Council after a regular election as set out in the Act.

**“Legislated Committee”** means a statutory committee established under legislation.

**“Meeting”** means an event wherein business is transacted for any regular or special purpose by Council or local board, or Committee or sub-Committee, of either of them, as the case may be, where, (a) a quorum of Members is present, and (b) Members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of Council, local Board or Committee.

**“Member”** means a person duly elected to hold office with the County of Elgin’s constituent municipalities, pursuant to the *Municipal Elections Act*, S.O. 1996 Chapter 32, as amended; or a person appointed by Council to a Committee.

**“Minutes”** means a written Record of meetings of Council, and the Minutes are to include the events of the meeting, a list of attendees, a statement of the issues considered by the Members, and related responses and decisions on issues.

**“Open Meeting”** means a Meeting at which quorum of Members is present and they discuss or otherwise deal with a matter in a way that materially advances the business or decision-making of the relevant Council, local board, or Committee.

**“Pecuniary Interest”** means an interest that has a direct or indirect financial impact for a Member, be it positive or negative, as defined under the *Municipal Conflict of Interest Act*, RSO 1990, c. M. 50, ss. 2, ss. 3.

**“Quasi-Judicial Board”** means a local board or Committee that has been delegated Council’s decision-making powers; for example, the Land Division Committee.

**“Quorum”** means, in the case of Council, a majority of Members representing at least one-half of the lower-tier municipalities, pursuant to Section 237 of the Act. In the case of a Committee of Council, quorum is a majority of the whole number of Members of the Committee, including the Chair.

**“Secretary”** means the person responsible for recording the Minutes of Council or Committee meetings, the preparation of the agenda and the preparation of any resulting correspondence, as designated by the CAO/Clerk.

**“Standing Committee”** means a Committee established by Council, comprised entirely of Members of Council, to carry out duties on an ongoing basis, as specified by Council.

**“Steering Committee”** means any advisory body, roundtable or other body Council established to advise on specific areas of interest, with Members of the public and staff making up more than 50 per cent of the membership and Council Members or other elected officials making up the rest.

**“Warden”** means the Warden of the Corporation of the County of Elgin, in accordance with the Act, and the term is interchangeable with “Chair”, “Chief Executive Officer (CEO)”, and “Head of Council” for the purposes of conducting Committee meetings.

## **2. Purpose**

- (a) This By-Law (referred to as Council Committee By-Law) establishes the meeting procedures and mandate for Council Committee meetings.

## **3. Principles of the Council Committee By-Law**

- (a) The principles of openness, transparency and accountability to the public guide the County’s decision-making process. In the context of Committee Meeting proceedings, this is accomplished by:
  - (i) Ensuring the decision-making process is understood by the public and other stakeholders;
  - (ii) Providing access to information and opportunities for input by the public and other stakeholders;
  - (iii) Exercising and respecting individual and collective roles and responsibilities provided for in this By-Law and other statutory requirements;
  - (iv) The protection of basic rights by recognizing the right of the majority to decide, the minority to be heard and individuals have the opportunity to participate.
- (b) The principles of parliamentary law governing Council and Committee Meetings include:
  - (i) The majority of Members have the right to decide;
  - (ii) The minority of Members have the right to be heard;
  - (iii) All Members have the right to information to help make decisions, unless otherwise prevented by law;
  - (iv) All Members have a right to an efficient Meeting;
  - (v) All Members have the right to be treated with respect and courtesy; and

(vi) All Members have equal rights, privileges and obligations.

#### **4. Application**

- (a) The rules and regulations contained in this By-Law set out the rules of order for the dispatch of business in Committee Meetings and shall be observed in all proceedings of Committees appointed by Council.
- (b) Except as otherwise provided for in this By-Law, all Committees must conform to the rules governing the procedures of a meeting of Council as outlined in Council's procedural By-Law 18-28.
- (c) Where an applicable procedure is prescribed by the Council's Procedural By-Law refers to a Councillor, that reference is deemed to refer to any Council Member of a Council Committee.

#### **5. Interpreting the Council Committee By-Law**

- (a) In the event of conflict between this By-Law and a valid and binding statute, the provisions of the statute prevail.
- (b) A specific statement or rule in this By-Law has greater authority than a general one.
- (c) If there is a conflict between two or more rules in this By-Law, or if there is no specific rule on a matter, the Chair will rule. In making a ruling, the Chair may consult the CAO/Clerk, rely on previous rulings or practices, or refer to *Robert's Rules of Order* (Newly Revised).

#### **6. Suspension of Rules**

- (a) The rules and regulations contained herein that are discretionary and not mandatory under statute may be temporarily suspended by a majority vote of Council or Committee Members present, with the exception of the following circumstances:
  - (i) Where required by law;
  - (ii) Contractual agreements binding the County;
  - (iii) Amending this Procedural By-Law; and
  - (iv) Quorum requirements.

#### **7. Conflict of Interest**

- (a) As required by the *Municipal Conflict of Interest Act*, RSO 1990, c. M.50, ss.2, ss.3, at the commencement of a Meeting, or prior to considering a Motion under New Business or at the first Meeting attended thereafter, a Member who was absent from any previous Meeting at which such matter was considered, such

Member shall disclose any direct or indirect pecuniary interest and state the general nature of such interest and it shall be recorded by the CAO/Clerk or recording secretary in the Minutes.

- (b) A Member shall file with the CAO/Clerk or recording secretary a written statement of any interest declared by the Member in accordance with the *Municipal Conflict of Interest Act, RSO 1990* and its general nature, and the CAO/Clerk or recording secretary will make the disclosure publicly available and will maintain a registry of written statements of disclosure.
- (c) In the case of items to be discussed in a Closed Session Meeting, the Member declaring a pecuniary or other conflict of interest shall leave the Meeting and shall take no action to participate in, or influence, the vote of the other Members when said item is to be resolved by Council.

#### **8. Majority Vote**

- (a) Unless this By-Law states otherwise, a matter passes when a Majority of Members present vote in the affirmative.

#### **9. Creating, Amending or Dissolving a Committee**

- (a) Council may, at any time on Motion of a Member duly considered and agreed to by a majority vote, strike a Committee, Ad Hoc Committee and/or Steering Committee, as the case may be, which shall consider and report on any matter or perform any special service within the spheres of jurisdiction of Elgin County, pursuant to the Act.
- (b) Council may appoint an Ad Hoc Committee and/or Steering Committee if an issue must be addressed and it does not fall within the scope of management staff.
- (c) Council may create a new Committee in response to any of the following:
  - (i) Requirements of applicable legislation or regulation (Federal, Provincial or Municipal By-Law);
  - (ii) Changing priorities;
  - (iii) To address significant public issues or trends;
  - (iv) Where public input is deemed desirable;
  - (v) Recommendation and report by staff; and
  - (vi) Any other reason deemed appropriate by Council.
- (d) In creating a new Committee, Council shall have regard for the following:
  - (i) Establishing a clearly defined mandate and terms of reference;
  - (ii) Membership and quorum requirements/qualifications;
  - (iii) Composition of the Committee;

- (iv) Alignment with the Corporate Strategic Plan and other departmental goals and objectives;
  - (v) The reporting relationship and frequency of progress reports;
  - (vi) Public and financial considerations;
  - (vii) Staff resources to be made available and the impacts on County departments;
  - (viii) The need for any sub-Committees/working groups; and
  - (ix) Defined timeline for completion of the assigned tasks.
- (e) Amendments to the mandate/terms of reference of a Committee may be initiated by Council, by resolution of the Committee or by a report and recommendation from staff.
- (f) The following factors may be considered by Council when amending a Committee's mandate/terms of reference:
  - (i) Results of the Committee's annual report which measures progress against fulfilling the mandate;
  - (ii) Impact of the change on the mandate/terms of reference;
  - (iii) Continued relevance of the Committee's purpose/function;
  - (iv) The degree of public interest;
  - (v) Changes to the applicable legislation or regulations;
  - (vi) Changing Council priorities or new issues at Council;
  - (vii) Cost analysis and required resources; and
  - (viii) Committee term.
- (g) The dissolving of a Committee may be triggered by any one of the following:
  - (i) Expiration of the Committee term;
  - (ii) Completion of the Committee's task or mandate;
  - (iii) Effectiveness of the Committee's operations (e.g. frequency of meetings, amount of Committee business, number of cancelled meetings);
  - (iv) Resolution of the issues that led to the creation of the Committee;
  - (v) The legislative requirement for the Committee no longer exists;
  - (vi) Merger with another Committee;
  - (vii) Results of the Committee's annual report which measures progress against fulfilling the mandate;
  - (viii) Changing Council priorities;
  - (ix) Recommendations by the Committee by resolution; and
  - (x) Report and recommendation by staff.
- (h) All Committees created by Council will be formally dissolved by a Council resolution that is implemented through amendments to this By-Law as necessary.



**10. Accountability**

- (a) Pursuant to the *Municipal Act*, 2001, except in the case of a Quasi-Judicial Board, or as otherwise provided for in a striking resolution or By-Law, Committees shall provide recommendations and advice to Council.
- (b) All Council Committees are accountable to County Council.
- (c) All Council Committees will report to County Council at least annually.
- (d) A Council Committee may provide reports or seek direction from Council at any time other than the annual report.
- (e) All decisions of Council Committees shall be in the form of recommendations to Council, except as otherwise explicitly provided by Council resolution and/or By-Law striking the Committee and shall be forwarded by the Secretary to the CAO/Clerk for inclusion in the County Council Meeting Agenda.
- (f) The powers and duties of established Council Committees shall be pursuant to this By-Law and Council's Procedural By-Law 18-38, giving direction but shall not include the decision-making authority of Council, pursuant to the Act. Except in the case of a Quasi-Judicial Board, or as otherwise explicitly provided for in this By-Law.

**11. Duties of Committees**

- (a) The general duties of Committees of Council shall be:
  - (i) To report to Council from time to time, whenever desired by Council and as often as the interest of the County may require, on all matters concerned with the duties imposed on them respectfully, and to recommend such action by Council in relation thereto as may be deemed necessary;
  - (ii) To cause to be prepared and introduced into Council all By-Laws as may be necessary to give effect to such of their reports or recommendations as are adopted by Council;
  - (iii) To consider and report on any and all matters referred to them by Council and every such report shall be signed by the Chair submitting the same;
  - (iv) To comply strictly with the transaction of all business to the rules prescribed in this By-Law.

**12. Council Committee Terms of Reference**

- (a) For every Committee, Ad Hoc Committee and/or Steering Committee established by Council, Council shall adopt terms of reference and these terms of reference shall be reviewed with each term of Council and prior to any new Committee appointments.

- (b) The terms of reference adopted by Council must include the following:
  - (i) Identification of Members as appointed including term or office for lay appointments if the term does not coincide with the term of Council;
  - (ii) The mandate of such Committee, Ad Hoc Committee and/or Steering Committee;
  - (iii) Specific duties, including delegated powers (if any); and
  - (iv) Requirement for a term report to provide a status update on the activities and accomplishments of the Committee, Ad Hoc Committee and/or Steering Committee.

### **13. Annual Report**

- (a) The mandate/terms of reference for a new or existing Committee shall include the requirement that the Committee report to Council annually by the end of November each year, either directly or through the appropriate Standing Committee, respecting the following matters:
  - (i) A concise summary of the activities and accomplishments of the Committee during the current year;
  - (ii) A summary of the Committee's focus areas for the following year; said focus areas to be aligned with Council's Strategic Plan and objectives;
  - (iii) Any recommendations respecting proposed changes to the Committee's structure, composition or mandate/terms of reference.
- (b) The Annual Report shall provide a clear and concise summary of the committee's activities and future focus areas and shall be limited to a maximum of three (3) pages.

### **14. Council Committee Composition**

- (a) Members of Council Committees will be appointed by Council by resolution.
- (b) Committee Composition is determined by County Council as established by approved Terms of Reference for each of Council's Committee.
- (c) The Warden shall recommend and Council shall appoint representatives from within their membership to various Committees/Boards/Agencies at their first Meeting in December of each year.
- (d) All members of Council shall be appointed to at least one position on any Committee, Local Board or Agency.
- (e) All Members of Council are equally eligible to serve on any Committee, Local Board or Agency.

- (f) Any Member of Council or Committee may be placed on a Committee notwithstanding the absence of such Member at the time of being named on such Committee.

**15. Standing Committee Composition – Schedule “A”**

- (a) The composition and terms of reference for Standing Committees established by the County of Elgin are in accordance with Schedule “A”, attached hereto and forming a part of this By-Law.
- (b) It is the responsibility of the Standing Committees to report to Council and all matters connected with their duties referred to them by Council and recommended such action as they deem necessary.

**16. Advisory Committee Composition – Schedule “B”**

- (a) The composition and terms of reference for Advisory Committees are in accordance with Schedule “B”, attached hereto and forming a part of this By-Law.

**17. Legislated Committees – Schedule “C”**

- (a) The composition and terms of reference for Legislated Committees are in accordance with Schedule “C”, attached hereto and forming a part of this By-Law.

**18. Agencies and Boards with Council Appointees – Schedule “D”**

- (a) The Committees to which Council makes appointments, but are not Committees of Council, is included in Schedule “D”. These Committees are bound by the rules established by their governing body.

**19. Special Purpose (Ad Hoc) Committees**

- (a) Council may establish Special Purpose (Ad Hoc) Committees for special projects, upon the recommendation of Council, Committee of the Whole, or staff.
- (b) A Special Purpose (Ad Hoc) Committee must have a clear mandate and well-defined terms of reference that must include:
  - (i) The Committee’s mandate/terms of reference;
  - (ii) The number of members;
  - (iii) The composition of membership, including members of staff, if applicable;
  - (iv) Reporting relationships;
  - (v) Staff and other resources to be made available; and
  - (vi) A start and finish date.

**20. Citizen Appointments**

- (a) When determined by Council or statute or legislation, as established by Terms of Reference for a Council Committee approved by Council, Members of the public will be eligible to serve on a Council Committee.
- (b) When Council decides to include members of the public on a Special Purpose (Ad Hoc) Committee, the Clerk will place an advertisement of the form and content set forth in Schedule E in the local newspaper and on the County's website inviting members of the public to apply to be a member of the Committee.

**21. Citizen Appointments – Criteria to Serve on Committee**

- (a) Citizen appointments to Committees listed in this By-Law must be at least 18 years or older, a landowner/business owner in the County of Elgin, and be one of the following:
  - (i) A Canadian Citizen; or
  - (ii) Permanent Resident, a person who has been given permanent resident status by immigrating to Canada but is not a Canadian Citizen, and has resided in Elgin County for at least one year;
  - (iii) Appointees must maintain residence in the County of Elgin for the duration of their term on the Committee.

**22. Retention of Applications to Serve on Committees**

- (a) Applications from Members of the Public who are not appointed during the regular appointment process will be kept on file in the office of the CAO/Clerk for a period of one (1) year from the date of submission.
- (b) If a vacancy occurs on a Council Committee within one (1) year, the applicants who applied to serve on that Committee and were not appointed will be contacted and asked if they are still interested in serving.
- (c) The County CAO/Clerk will also re-advertise vacancy in the newspaper.

**23. Duration of Citizen Appointments**

- (a) Members of the public will be eligible to serve for a maximum time established by the approved Terms of Reference.
- (b) Renewed membership on a Committee is not automatic and any member of the public who wishes to serve for an additional term must submit an additional application form or provide a letter which includes the necessary information in order to be considered for reappointment.

**24. Chair and Vice Chair**

- (a) Each Council Committee must, at its first meeting each year, appoint a Chair and Vice Chair from Members of Council appointed to the Committee.
- (b) For the purposes of clarity, a Member of the Committee who served as Committee Chair or Vice Chair may be reappointed as Committee Chair or Vice Chair.
- (c) If a Committee is unable to appoint a Chair or Vice-Chair, Council will appoint the Chair or Vice-Chair.

**25. Role of the Council Committee Chair**

- (a) In addition to duties prescribed by the Council Procedural By-Law 18-38, the Chair will perform the following duties for a Council Committee:
  - (i) If requested by Council, provide recommendations regarding the reappointment of Members of a Council Committee; and
  - (ii) Assist the County CAO/Clerk to prepare any reports required by Council including the Annual Report.

**26. Role of the Warden**

- (a) The Warden shall be a Member ex-officio of all Committees of Council as required and may vote on all questions before the Committee and the ex-officio Member shall not be counted in the formation of Quorum.

**27. Role of Councillors Not Appointed to Committee**

- (a) Members of Council or Committee may attend the Meetings of any of its Committees, but shall not be allowed to vote, nor should they be allowed to take part in any discussion or debate, except with the permission of the Majority of Members of the Committee.

**28. Term of Appointment**

- (a) Terms of Appointment are included in Council Committee Terms of Reference, as approved by Council annually through review of this By-Law.
- (b) Unless specifically provided for in this By-Law or By-Law 19-41, such Committee, Ad Hoc Committee and/or Steering Committee shall dissolve as soon as the services for which that Committee was appointed are performed.
- (c) Unless Council specifically sets out in this By-Law, or unless legislation provides otherwise, the term of office for Member appointments to Committees, Ad Hoc Committees and/or Steering Committees shall coincide with the term of Council.

- (d) Committee members will continue to serve on a Committee past the expiration of their term until they are replaced.
- (e) All Council memberships on all Committees end on November 30<sup>th</sup> of a municipal election year.
- (f) A non-statutory Council Committee shall not extend beyond the term of Council unless the newly elected Council conforms by resolution the continuance of the Committee.
- (g) Terms of Office and Memberships on external Boards/Commissions/Authorities or Quasi-Judicial Committees must be in accordance with this By-Law unless the term of office is established under statute or legislation.

**29. Attendance and Absenteeism**

- (a) The Committee Clerk will record the attendance of the Members in the minutes of the meeting.
- (b) Any member of a Committee who is absent, without cause acceptable to Council, for more than fifty percent (50%) of the meetings since their date of appointment will not be eligible for reappointment.
- (c) A member of a Committee of Council who intends to leave a meeting before the meeting is adjourned must inform the Chair of this intention either at the start of the meeting or prior to leaving.
- (d) Council may appoint a Member thereof to act on any Committee or at a Meeting thereof in lieu and during the absence of any Member thereof who is absent from the municipality or unable from illness to attend the Meeting(s) of such Committee, and the Member so appointed shall be deemed a Member of the Committee and entitled to act thereon, only during such absence or illness.

**30. Location and Schedule of Meetings of Committees**

- (a) The location and Meeting schedule of all Committees is determined by its Members, in accordance with each Committee's terms of reference and/or prescribed mandate.

**31. Public Participation at Committee Meetings**

- (a) All Council Committee Meetings that are open to the public and following the introduction of an agenda item and receiving comments from staff with questions from the Committee Members, Members of the public, if deemed appropriate by the Chair, may be invited to share their comments, views, suggestions and opinions.

- (b) An individual may make a delegation at any Committee meeting related to an item of business on the agenda. Any person or groups of persons wishing to address the Committee is required to make the necessary arrangements through the CAO/Clerk, at least eight (8) days prior to the date of the Committee Meeting. Written delegation briefs shall be provided so that sufficient time will permit distribution to the Members of the Committee, prior to the said meeting.
- (c) Once a delegation has addressed the Committee, no further request on the same issue will be entertained until written information is produced to Members and there is agreement that another delegation is warranted.
- (d) No person or delegation shall be permitted to address the Committee on a subject not on the agenda, unless permission is granted on the consent of the Chair and on two-thirds majority of Members in support of such presentation.
- (e) A delegation shall be limited to a maximum of fifteen (15) minutes. Council or Committee may, by Motion, and with the support of the majority of its members lengthen the time for hearing of delegations.
- (f) A delegation consisting of more than five (5) persons shall be limited to two (3) speakers and to a total time limitation of fifteen (15) minutes for the delegation presentation.
- (g) No more than four (4) delegations shall be scheduled to address the Committee at any Meeting, unless permitted by the Chair.
- (h) Members of the Committee may ask questions of a delegation but shall not enter into debate with any representatives of such delegation. All questions to delegations shall be addressed through the Chair. No other person may ask any questions of the delegations, unless directed to do so by the Chair.
- (i) Should an individual wish to be provided with further Notice related to a matter addressed by a delegation before the committee, he or she is required to indicate this wish to the CAO/Clerk or recording secretary as part of his or her delegation request originally delivered.

## **32. County CAO/Clerk Support**

- (a) The County CAO/Clerk or his or her delegate will provide administrative and other support, including meeting facilities and equipment, to allow a Standing Committee or Council Committee to fulfil its mandate in a non-voting capacity.
- (b) The County CAO/Clerk may appoint County employees to perform liaison functions between the County and a Council Committee.

**33. Compensation**

- (a) Any Council Member attending at any Meeting of a Committee as an appointed member, local Board or agency shall not be entitled to additional compensation but shall be entitled to reimbursement of travel expenses.
- (b) Councillors appointed to a Council Committee shall be paid mileage at the same rate established for the use of personal vehicles for County business and any other eligible "out of pocket" expense that may occur.
- (c) Members of the Committee shall serve without remuneration, and no member shall directly or indirectly receive any profit from his/her position.

**34. Quorum**

- (a) A majority of all Members of the Committee shall constitute a Quorum.

**35. Meetings**

- (a) A Meeting of any Committee may be called by the Chair thereof whenever a Meeting is considered necessary by at least a majority of the Members of such Committee and it shall be his or her duty to call such meeting in writing.

**36. Meeting Schedule**

- (a) The Meeting schedule of all other Committees is determined by its Members, in accordance with each Committee's terms of reference and/or prescribed mandate.

**37. Motions/Clauses Lost at Committee Meetings**

- (a) Items rejected by any Committee must be reported to Council with a "negative recommendation", allowing Council the opportunity to discuss the item.
- (b) Motions that result in a tied vote at a Committee must be reported to Council, with no recommendation to allow Council the opportunity to discuss and make a decision.

**38. Notice of Meetings of Committees**

- (a) The agenda shall be considered as Notice of regular Meetings of Committees, and By-Law 07-29, being a By-Law to establish a policy respecting the manner in which Notice will be provided, as amended, shall be utilized in respect thereof.
- (b) The CAO/Clerk gives notice of a Meeting of Committee by:



- (i) Providing the Committee with an agenda, and when required, a Closed Session Agenda, at least four (4) business days prior to a Committee meeting;
- (ii) Posting a Notice on the County's website.

**39. Preparation of Council Committees Agendas**

- (a) The CAO/Clerk and his or her staff are charged with providing guidance and recommendations to Council Committees related to municipal business.
- (b) The CAO/Clerk or his or her delegate, together with the Committee Chair, will prepare Committee Agendas.

**40. Council Committee Agenda**

- (a) The Agenda of every Committee will be structured as follows:
  - (i) Meeting Called to Order;
  - (ii) Approval of the Agenda;
  - (iii) Confirmation of Minutes;
  - (iv) Disclosure of Pecuniary Interest;
  - (v) Delegations;
  - (vi) Briefings;
  - (vii) Other Business;
  - (viii) Correspondence;
  - (ix) Date of Next Meeting; and
  - (x) Adjournment

**41. Open/Closed Meetings**

- (a) Except as provided in Section 26(a), By-Law 18-38, all meetings of Council Committees shall be open to the public pursuant to the Act, S. 239 (1).
- (b) Persons may be excluded when Council or Committee is in Closed Meeting in accordance with Section 239 of the Act and Amendments thereto. As provided for in the Act, Council or a Committee may resolve to move into a session closed to the public in order to discuss matters related to one or more of the Closed Meeting Provisions detailed in the Act.
- (c) The provisions of Section 239 of the Act and Sections 26 (a) (b) and (c) of this By-Law apply to any and all Committees, despite Section 238 of the Act.

**42. Improper Conduct**

- (a) The Chair may expel any person for improper conduct at a Meeting, pursuant to the Act, 2001, S. 241 (2).

**43. Council Committees Minutes**

- (a) The Minutes of Council Committee Meetings shall consist of:
  - (i) A record of the place, date and time of Meeting;
  - (ii) The Name of the Chair, a record of all Members present at the meeting and the names of those Members who were absent;
  - (iii) The reading, if requested, correction and adoption of the Minutes of prior Meetings; and
  - (iv) All other proceedings of the Meeting without note or comment.
- (b) The CAO/Clerk or his or her designate shall ensure that a copy of the Minutes of each Meeting is delivered to each Member of Committee at least forty-eight (48) hours prior to the commencement of the Meeting of Committee.
- (c) The CAO/Clerk shall keep a permanent copy of all Committee Minutes for public inspection.

**44. Effect**

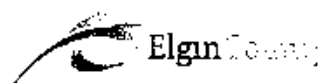
- (a) This By-Law will come into force and take effect on the date of its passing.

ENACTED THIS 26<sup>th</sup> DAY OF NOVEMBER, 2019.

## SCHEDULES A-F

## Schedule A-1 – Standing Committee – Terrace Lodge Redevelopment Committee

### TERMS OF REFERENCE

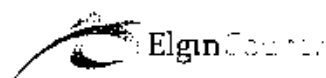


<b>Committee Name:</b>	<b>Terrace Lodge Redevelopment Committee</b>
<b>Committee Type:</b>	Standing Committee
	Pursuant to By-Law 19-41, a Standing Committee is a Committee established by Council, comprised entirely of Members of Council, to carry out duties on an ongoing basis, as specified by Council.
<b>Reporting to:</b>	Elgin County Council
<b>Enabling Legislation/ By-Law (if applicable)</b>	By-Law 19-41 (Procedural By-Law), By-Law 19-40 (Council Committees By-Law)
<b>Staff Support:</b>	CAO/Clerk or designate, Director of Homes and Seniors Services, Director of Financial Services will be the senior staff resources for the Committee.
	Other County staff and consultants will attend meetings as technical support when required.
<b>Department Linkage:</b>	Administrative Services, Financial Services, Homes and Seniors Services (project support required by each department)
<b>Term of Appointment:</b>	1 year, Members eligible for reappointment
<b>Financial Impact:</b>	Administrative Support (no additional resources required to support Committee)
<b>Meeting Frequency:</b>	Meetings will be held on an as-needed basis (approx.12) Meetings will be scheduled on an ad-hoc basis at the call of the Chair or when requested by staff.
<b>Chair/Vice Chair</b>	A chair will be elected from the membership of the Committee on an annual basis.
<b>Skills/Qualifications</b>	Candidates will be chosen to reflect an array of skills and experience in fields such as construction, architecture, accounting, finance, construction management and land use planning.
<b>Membership/Composition</b>	Elgin County Council shall appoint three (3) Members to the Committee. There will be a total of four (4) Members, including the Warden. One (1) Councillor will be appointed Chair of the Committee.
	Candidates will be recommended by the Warden and appointed by County Council.
<b>Mandate:</b>	The purpose of the Terrace Lodge Redevelopment Committee is to advise the County of Elgin staff on the design, construction, scope and schedule for the Terrace Lodge Redevelopment project, working within the budget approved by Elgin County Council.
<b>Principles:</b>	The activities of the Committee will reflect the following principles related to the Project: <ul style="list-style-type: none"> <li>The Project will meet the objectives and timelines of the County of Elgin</li> </ul>

	<ul style="list-style-type: none"> <li>• The Project will be completed within budget</li> <li>• The financial implications related to the Project must be balanced with the opportunities related to construction of a Long Term Care Home intended to serve residents for the long-term</li> <li>• The process of completing the Project will encourage effective relationships, partnerships with others and community and staff involvement.</li> </ul>
<b>Objectives:</b>	<p>The primary objectives of the Committee are as follows:</p> <ul style="list-style-type: none"> <li>• To provide input, feedback and advice on the design and construction of the Project.</li> <li>• To advise on the best use of County resources.</li> <li>• To advise on the financial sustainability of the Project and the soundness of business decisions.</li> </ul> <p>Other matters that will contribute to the successful development, construction and operation of the Project.</p>
<b>Link to Council's Strategic Priorities:</b>	This project reflects Elgin County Council's commitment to Seniors Services in Elgin County. [section to be updated in 2020 to align with Council's Strategic Plan]
<b>Reporting Requirements:</b>	Terrace Lodge Redevelopment Committee shall report to County Council at least annually and may provide reports or seek direction from Council at any time other than the annual report.
<b>Sub-Committees/Working Groups:</b>	May be established as needed and as approved by County Council.
<b>Timeline for Completion of the Assigned Tasks:</b>	Approximately 2022
<b>Council Review:</b>	Annually

## Schedule A-2 – Standing Committee – Provincial Offences Administration Building Committee

### TERMS OF REFERENCE

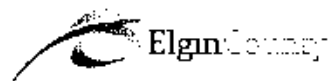


<b>Committee Name:</b>	<b>Provincial Offences Administration Building Committee</b>
<b>Committee Type:</b>	Standing Committee
	Pursuant to By-Law 19-41, a Standing Committee is a Committee established by Council, comprised entirely of Members of Council, to carry out duties on an ongoing basis, as specified by Council.
<b>Reporting to:</b>	Elgin County Council
<b>Enabling Legislation/ By-Law (if applicable)</b>	By-Law 19-41 (Procedural By-Law), By-Law 19-40 (Council Committees By-Law)
<b>Staff Support:</b>	CAO/Clerk or designate, Director of Financial Services, Director of Engineering Services will be the senior staff resources for the Committee.  Other County staff and consultants will attend meetings as technical support when required.
<b>Department Linkage:</b>	Administrative Services, Financial Services, Financial Services (project support required by each department)
<b>Term of Appointment:</b>	1 year, Members eligible for reappointment
<b>Financial Impact:</b>	Administrative Support (no additional resources required to support Committee)
<b>Meeting Frequency:</b>	Meetings will be held on an as-needed basis (approx. 12) Meetings will be scheduled on an ad-hoc basis at the call of the Chair or when requested by staff.
<b>Chair/Vice Chair</b>	A chair will be elected from the membership of the Committee on an annual basis.
<b>Skills/Qualifications</b>	Candidates will be chosen to reflect an array of skills and experience in fields such as construction, architecture, accounting, finance, construction management and land use planning.
<b>Membership/Composition</b>	Elgin County Council shall appoint three (3) Members to the Committee. There will be a total of four (4) Members, including the Warden. One (1) Councillor will be appointed Chair of the Committee.  Candidates will be recommended by the Warden and appointed by County Council.
<b>Mandate:</b>	The purpose of the Provincial Offences Administration Building Committee is to advise the County of Elgin staff on the design, construction, scope and schedule for the Provincial Offences Administration Building project, working within the budget approved by Elgin County Council.

<b>Principles:</b>	<p>The activities of the Committee will reflect the following principles related to the Project:</p> <ul style="list-style-type: none"> <li>• The Project will meet the objectives and timelines of the County of Elgin</li> <li>• The Project will be completed within budget</li> <li>• The financial implications related to the Project must be balanced with the opportunities related to construction of a Court and Administration Facility intended to serve Elgin County residents for the long-term</li> <li>• The process of completing the Project will encourage effective relationships, partnerships with others and community and staff involvement.</li> </ul>
<b>Objectives:</b>	<p>The primary objectives of the Committee are as follows:</p> <ul style="list-style-type: none"> <li>• To provide input, feedback and advice on the design and construction of the Project.</li> <li>• To advise on the best use of County resources.</li> <li>• To advise on the financial sustainability of the Project and the soundness of business decisions.</li> </ul> <p>Other matters that will contribute to the successful development, construction and operation of the Project.</p>
<b>Link to Council's Strategic Priorities:</b>	This project reflects Elgin County Council's commitment to the provision of Provincial Offences Act administrative services [section to be updated in 2020 to align with Council's Strategic Plan]
<b>Reporting Requirements:</b>	Provincial Offences Administration Building Committee shall report to County Council at least annually and may provide reports or seek direction from Council at any time other than the annual report.
<b>Sub-Committees/Working Groups:</b>	May be established as needed and as approved by County Council.
<b>Timeline for Completion of the Assigned Tasks:</b>	December 1, 2019
<b>Council Review:</b>	n/a

## Schedule A-3 – Standing Committee – Policy Review Committee

### TERMS OF REFERENCE



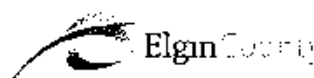
<b>Committee Name:</b>	<b>Policy Review Committee Terms of Reference</b>
<b>Committee Type:</b>	Standing Committee
	Pursuant to By-Law 19-41, a Standing Committee is a Committee established by Council, comprised entirely of Members of Council, to carry out duties on an ongoing basis, as specified by Council.
<b>Reporting to:</b>	Elgin County Council
<b>Enabling Legislation/By-Law (if applicable)</b>	By-Law 19-41 (Procedural By-Law), By-Law 19-40 (Council Committees By-Law)
<b>Staff Support:</b>	CAO/Clerk or designate will be the senior staff resources for the Committee.  Other County staff and consultants will attend meetings as technical support when required.
<b>Department Linkage:</b>	All County Departments
<b>Term of Appointment:</b>	1 year, Members eligible for reappointment
<b>Financial Impact:</b>	Administrative Support (no additional resources required to support Committee)
<b>Meeting Frequency:</b>	Meetings will be held on an as-needed basis (approx. 4) Meetings will be scheduled on an ad-hoc basis at the call of the Chair or when requested by staff.
<b>Chair/Vice Chair</b>	A chair will be elected from the membership of the Committee on an annual basis.
<b>Skills/Qualifications</b>	Candidates will be chosen to reflect an array of skills and experience in policy development and general municipal service delivery.
<b>Membership/Composition</b>	Elgin County Council shall appoint three (3) Members to the Committee. There will be a total of four (4) Members, including the Warden. One (1) Councillor will be appointed Chair of the Committee.  Candidates will be recommended by the Warden and appointed by County Council.
<b>Mandate:</b>	The Committee is responsible for strengthening Council's role in understanding and leading policy governance through the review of Council policies.  County Council has delegated authority to the Policy Review Committee for the review of standard policies for which required changes are considered to be minor. This determination will be made by the Committee Chair.



<b>Objectives:</b>	<p>The primary objectives of the Committee are as follows:</p> <ul style="list-style-type: none"> <li>• To assist County Council with monitoring the policy guidelines of County Council and to facilitate Council's understanding of policy governance.</li> <li>• To review and recommend for approval to County Council new and/or revised governance policies as required or recommended, ensuring that documents: are in accordance with Council priorities; align with current organizational priorities; are effective in achieving their mandate; contain no grammatical or typographical errors; and contain no outdated references.</li> <li>• To review and recommend for approval to County Council new and/or revised operational policies at the request of the Chief Administrative Officer.</li> <li>• To review and recommend for approval to County Council the annual schedule for policy review to ensure an ongoing process of policy review.</li> <li>• To perform such additional tasks as may be delegated to the Committee by County Council from time to time.</li> </ul>
<b>Link to Council's Strategic Priorities:</b>	Section to be updated in 2020 to align with Council's Strategic Plan
<b>Reporting Requirements:</b>	Policy Review Committee shall report to County Council at least annually and may provide reports or seek direction from Council at any time other than the annual report.
<b>Sub-Committees/Working Groups:</b>	May be established as needed and as approved by County Council.
<b>Timeline for Completion of the Assigned Tasks:</b>	November 30, 2019
<b>Council Review:</b>	n/a

## Schedule A-4 – Standing Committee – Human Resources Committee

### TERMS OF REFERENCE

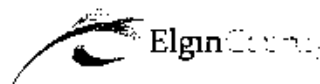


<b>Committee Name:</b>	<b>Human Resources Committee</b>
<b>Committee Type:</b>	Standing Committee
Pursuant to By-Law 19-41, a Standing Committee is a Committee established by Council, comprised entirely of Members of Council, to carry out duties on an ongoing basis, as specified by Council.	
<b>Reporting to:</b>	Elgin County Council
<b>Enabling Legislation/ By-Law (if applicable)</b>	By-Law 19-41 (Procedural By-Law), By-Law 19-40 (Council Committees By-Law)
<b>Staff Support:</b>	CAO/Clerk (or designate) and Director of Human Resources
<b>Department Linkage:</b>	Administrative Services
<b>Term of Appointment:</b>	1 year, Members eligible for reappointment
<b>Financial Impact:</b>	No additional staff resources required
<b>Meeting Frequency:</b>	Meetings will be held on an as-needed basis. Meetings will be scheduled on an ad-hoc basis at the call of the Chair or when requested by staff.
<b>Chair/Vice Chair</b>	Warden serves as Chair
<b>Skills/Qualifications</b>	Candidates will be chosen to reflect an array of skills and experience in human resource management, recruitment, staff development and general municipal service delivery.
<b>Membership/Composition</b>	Elgin County Council shall appoint two (2) Members to the Committee. There will be a total of three (3) Members, including the Warden. The Warden will serve as the Chair of the Committee.  Candidates will be recommended by the Warden and appointed by County Council.
<b>Mandate:</b>	The Human Resources Committee shall assist Council in fulfilling obligations relating to vacancies in senior-level positions ("CAO/Clerk and Directors").
<b>Objectives:</b>	The Human Resources Committee shall review the recruitment process and be included on the hiring panel for vacancies for senior level positions ("CAO/Clerk and Directors"). The Committee will recommend a final candidate for Council's consideration.  The Human Resources Committee may be delegated other responsibilities by the Board.
<b>Link to Council's Strategic Priorities:</b>	Staff Recruitment and Retention [section to be updated in 2020 to align with Council's Strategic Plan]
<b>Reporting Requirements:</b>	Human Resources Committee shall report to County Council at least annually if any Meetings are held by the Committee. The Committee may provide reports or seek direction from Council at

	any time other than the annual report.
<b>Sub-Committees/Working Groups:</b>	May be established as needed and as approved by County Council.
<b>Timeline for Completion of the Assigned Tasks:</b>	n/a
<b>Council Review:</b>	Annually

## Schedule A-5 – Standing Committee – Council Budget Committee

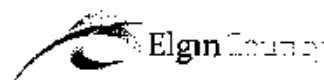
### TERMS OF REFERENCE



<b>Committee Name:</b>	<b>Council Budget Committee</b>
<b>Committee Type:</b>	Standing Committee
Pursuant to By-Law 19-41, a Standing Committee is a Committee established by Council, comprised entirely of Members of Council, to carry out duties on an ongoing basis, as specified by Council.	
<b>Reporting to:</b>	Elgin County Council
<b>Enabling Legislation/ By-Law (if applicable)</b>	By-Law 19-41 (Procedural By-Law), By-Law 19-40 (Council Committees By-Law)
<b>Staff Support:</b>	CAO/Clerk (or designate) and Director of Finance, other staff as required
<b>Department Linkage:</b>	Administrative and Financial Services
<b>Term of Appointment:</b>	1 year. Members eligible for reappointment
<b>Financial Impact:</b>	No additional staff resources required
<b>Meeting Frequency:</b>	1 full-day meeting will be held in November and 1 full-day meeting will be held in December each year. Additional meetings may be scheduled on an as-needed basis at the discretion of the Chair.
<b>Chair/Vice Chair</b>	Warden
<b>Skills/Qualifications</b>	Financial experience preferred
<b>Membership/Composition</b>	Elgin County Council shall appoint three (3) Members to the Committee. There will be a total of four (4) Members, including the Warden. The Warden will serve as the Chair of the Committee. Candidates will be recommended by the Warden and appointed by County Council.
<b>Mandate:</b>	The Budget Committee is a Standing Committee of Council established to deliberate on the Budget, which includes the future Capital and Current Programs for the County of Elgin.
<b>Objectives:</b>	<p>The Budget Committee shall:</p> <ul style="list-style-type: none"> <li>• Review and assess budget principles, allocations and related financials, providing advice to the Chief Administrative Officer and Director of Finance on the annual budget;</li> <li>• To receive presentations from each department, as required, on financial matters;</li> <li>• To evaluate the budgetary implications of proposals for new and substantially revised programs and services in advance of Council's budget deliberations</li> </ul>
<b>Link to Council's Strategic Priorities:</b>	Section to be updated in 2020 to align with Council's Strategic Plan
<b>Reporting Requirements:</b>	The Budget Committee will report to Council on an as-needed basis.
<b>Timeline for Completion of the Assigned Tasks:</b>	Ongoing
<b>Council Review:</b>	Annually

## Schedule B -1 - Advisory Committee ~ Community Safety and Well-Being Coordinating Committee

### TERMS OF REFERENCE



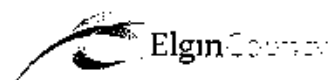
<b>Committee Name:</b>	<b>Community Safety and Well-Being Coordinating Committee</b>
<b>Committee Type:</b>	Advisory Committee
	<p>Role: To provide recommendations, advice and information to Council on those specialized matters which relate to the purpose of the Advisory Committee, to facilitate public input to County Council on programs and ideas to assist in enhancing the quality of life of the Community, in keeping with Council's Strategic Plan principles.</p> <p>Advisory committees shall not give direction to staff, nor shall Advisory Committees request, without the approval of Council, the preparation of any administrative reports, research or work assignments.</p>
<b>Reporting to:</b>	Elgin County Council
<b>Enabling Legislation/ By-Law (if applicable)</b>	<p>Municipal Act, Safer Ontario Act (2018)</p> <p>The Government of Ontario has demonstrated its commitment to supporting communities through the development of the Provincial Approach to Community Safety and Well-Being (CSWB) (Provincial Approach), and this work will continue under the Strategy for a Safer Ontario (Strategy). As a result, the Province of Ontario's Bill 175, <i>Safer Ontario Act (2018)</i>, mandates that:</p> <ul style="list-style-type: none"> <li>• The Council of every municipality shall prepare and, by resolution, adopt a community safety and well-being plan;</li> <li>• ... Municipal Council... shall establish an Advisory Committee.</li> </ul>
<b>Staff Support:</b>	Chief Administrative Officer/Clerk
<b>Department Linkage:</b>	Administration
<b>Term of Appointment:</b>	Term Coincides with that of Elgin County Council
<b>Financial Impact:</b>	Staff Resources Required
<b>Meeting Frequency:</b>	Approximately 1 meeting/month
<b>Chair/Vice Chair</b>	<p>Coordinating Committee Chair is the CSWP Plan Coordinator.</p> <p>Role and Responsibility of Chair includes:</p> <ul style="list-style-type: none"> <li>• Chair committee meetings;</li> <li>• Prepare agendas;</li> <li>• Act as liaison between the Coordinating Committee and the Advisory Committee; and</li> <li>• Facilitate work towards fulfillment of the mandate and development of the CSWB Plan for Elgin-Aylmer-St. Thomas.</li> </ul>
<b>Skills/Qualifications</b>	Members shall understand and support the CSWB purposes and processes mandated by Bill 175.

	<p><b>Executive Function:</b></p> <ul style="list-style-type: none"> <li>• Understanding and supporting the purposes and processes mandated by Bill 175;</li> <li>• Guiding, facilitating and enabling all steps, measures and actions required to create and recommend an Elgin-Aylmer-St. Thomas Community Safety and Well-Being Plan for Municipal Councils' approval;</li> <li>• Providing to Municipal Councils timely reports on the status, and recommendations on the decisions required to support development of the Elgin-Aylmer-St. Thomas Community Safety and Well-Being Plan</li> <li>• Soliciting advice from the Advisory Committee and channeling that advice into the planning process and products that go before Municipal Councils for approval.</li> </ul>
<b>Membership/Composition</b>	<p>Council shall appoint two Members of Elgin County Council (including the Mayor of Town of Aylmer) to the general Committee Membership, including:</p> <ul style="list-style-type: none"> <li>• 2 Members of City of St. Thomas Council</li> <li>• 2 Members of Elgin County Council (including Mayor, Town of Aylmer)</li> <li>• Elgin Ontario Provincial Police (OPP) Detachment Commander (or designate)</li> <li>• Town of Aylmer Police Chief (or designate)</li> <li>• City of St. Thomas Police Chief (or designate)</li> <li>• Police Services Board Representation (Town of Aylmer, Elgin Group, City of St. Thomas)</li> <li>• Municipal representation (City of St. Thomas, Town of Aylmer, County of Elgin Chief Administrative Officers or designates), other municipal staff as required.</li> <li>• Community Safety and Well-Being Coordinator</li> <li>• Recording Secretary</li> </ul>
<b>Mandate:</b>	<p>The purpose of the Coordinating Committee is to engage the municipalities in a collaborative initiative to develop a Community Safety and Well-Being Plan for all of Elgin County and the City of St. Thomas as per the Municipal mandate for same in Provincial Bill 175 (<i>Safer Ontario Act</i>). The Plan will represent Elgin County, the Town of Aylmer and the City of St. Thomas as a whole, but will reflect local needs and nuances specific to the respective Municipalities as appropriate.</p>
<b>Compensation:</b>	n/a
<b>Principles:</b>	<p>Members shall understand and support the CSWB purposes and processes mandated by Bill 175.</p>
<b>Objectives:</b>	<p>General responsibilities of Coordinating Membership include:</p> <ul style="list-style-type: none"> <li>• Directing and responding to the work of the Advisory Committee</li> <li>• Participating on the Advisory Committee (ad hoc)</li> <li>• Planning community engagement sessions (ad hoc)</li> <li>• Ensuring the Advisory Committee recommendations are reviewed and evaluated</li> <li>• Building on and/or establishing strong working partnerships with community members and organizations that can facilitate and enable effective community safety and well-being planning</li> <li>• Receiving and responding to the requests for information about the CSWB Plan</li> </ul>

	<ul style="list-style-type: none"> <li>Assessing and determining from the information and data sources what the data will be used for, what is public facing and what is for internal use only</li> <li>Ensuring the plan is made publicly available</li> <li>Reporting back to the respective Council(s) and advocating for support for the Plan.</li> </ul>
<b>Link to Council's Strategic Priorities:</b>	Section to be updated in 2020 to align with Council's Strategic Plan.
<b>Reporting Requirements:</b>	Report to Advisory Committee and Municipal Councils as required.
<b>Sub-Committees/Working Groups:</b>	n/a
<b>Timeline for Completion of the Assigned Tasks:</b>	December 31, 2020
<b>Council Review:</b>	Annually

## Schedule B -2 - Advisory Committee – Community Safety and Well-Being Advisory Committee

### TERMS OF REFERENCE



<b>Committee Name:</b>	<b>Community Safety and Well-Being Advisory Committee</b>
<b>Committee Type:</b>	Advisory Committee
	<p>Role: To provide recommendations, advice and information to Council on those specialized matters which relate to the purpose of the Advisory Committee, to facilitate public input to County Council on programs and ideas to assist in enhancing the quality of life of the Community, in keeping with Council's Strategic Plan principles.</p> <p>Advisory committees shall not give direction to staff, nor shall Advisory Committees request, without the approval of Council, the preparation of any administrative reports, research or work assignments.</p>
<b>Reporting to:</b>	<p>Elgin County Council</p> <p>The Advisory Committee has no binding decision making authority or executive function in the context of the Municipal responsibilities outlined in Bill 175.</p> <p>The Advisory Committee will, with openness and transparency, share their subject matter expertise with the Coordinating Committee.</p>
<b>Enabling Legislation/ By-Law (if applicable)</b>	<p>Municipal Act, Safer Ontario Act (2018)</p> <p>The Government of Ontario has demonstrated its commitment to supporting communities through the development of the Provincial Approach to Community Safety and Well-Being (Provincial Approach), and this work will continue under the Strategy for a Safer Ontario (Strategy). As a result, the Province of Ontario's Bill 175, <i>Safer Ontario Act (2018)</i>, mandates that:</p> <ul style="list-style-type: none"> <li>▪ The Council of every municipality shall prepare and, by resolution, adopt a community safety and well-being plan;</li> <li>▪ ... Municipal Council... shall establish an Advisory Committee.</li> </ul>
<b>Staff Support:</b>	Chief Administrative Officer/Clerk
<b>Department Linkage:</b>	Administration
<b>Term of Appointment:</b>	Term Coincides with that of Elgin County Council
<b>Financial Impact:</b>	Staff Resources Required
<b>Meeting Frequency:</b>	Approximately 1 meeting/month; meetings will be called at the discretion of the Chair. When possible, input and consultation of the Advisory Committee will take place in a virtual manner by engaging subject matters one on one, via electronic communication and feedback and/or via teleconference.

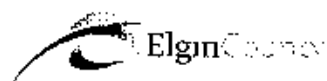


<b>Chair/Vice Chair</b>	<p>Coordinating Committee Chair is the CSWP Plan Coordinator.</p> <p>Role and Responsibility of Chair includes:</p> <ul style="list-style-type: none"> <li>• Chair committee meetings;</li> <li>• Prepare agendas;</li> <li>• Act as liaison between the Advisory Committee and the Coordinating Committee; and</li> <li>• Facilitate work towards fulfillment of the mandate and development of the CSWB Plan for Elgin-Aylmer-St. Thomas.</li> </ul>
<b>Skills/Qualifications</b>	<p>Members shall be selected and recruited on the basis of the following characteristics:</p> <ul style="list-style-type: none"> <li>• Represent an organization or sector as outlined in the mandate of Bill 175;</li> <li>• Knowledge and information about the risks and vulnerable populations in Elgin County and City of St. Thomas;</li> <li>• Lived experience with risk factors;</li> <li>• Understanding of protective factors needed to address those risks;</li> <li>• Experience developing effective partnerships in the County of Elgin, Town of Aylmer and City of St. Thomas;</li> <li>• Experience with ensuring equity, inclusion and accessibility in community initiatives;</li> <li>• A proven track record advocating for the interests of vulnerable groups; and</li> <li>• The power and authority needed to make decisions and represent the expertise of their respective agencies or organizations.</li> </ul>
<b>Membership/Composition</b>	<p>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 will 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.</p> <p>The Advisory Committee must, at minimum, consist of the following members:</p> <ul style="list-style-type: none"> <li>• Local Health Integration Network</li> <li>• Mental and Physical Health</li> <li>• Educational Services</li> <li>• Social Services</li> <li>• Custodial care of children and/or youth</li> <li>• Member of Council or municipal administration</li> <li>• Police</li> <li>• And other prescribed members</li> </ul>
<b>Mandate:</b>	The purpose of the Advisory Committee is to advise and inform the Coordinating Committee as they examine the County, Town of Aylmer and City of St. Thomas' principle risk factors, vulnerable groups and protective factors needed to reduce harms and enhance safety and well-being for all residents in the County of Elgin, Town of Aylmer and City of St. Thomas.
<b>Compensation:</b>	n/a
<b>Principles:</b>	Members shall understand and support the CSWB purposes and processes mandated by Bill 175.

<b>Objectives:</b>	<p>Members of the Advisory Committee, with the support of the Coordinating Committee, shall:</p> <ul style="list-style-type: none"> <li>• Facilitate and enable community engagement and consultation sessions;</li> <li>• Act as a resource for the Coordinating Committee;</li> <li>• Provide data and information from their own agencies and organizations pertaining to priority risk factors, vulnerable groups and protective factors to reduce those risks;</li> <li>• Ensure 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;</li> <li>• Work 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</li> <li>• Help 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.</li> </ul>
<b>Link to Council's Strategic Priorities:</b>	Section to be updated in 2020 to align with Council's Strategic Plan.
<b>Reporting Requirements:</b>	Report to Advisory Committee and Municipal Councils as required.
<b>Sub-Committees/Working Groups:</b>	n/a
<b>Timeline for Completion of the Assigned Tasks:</b>	December 31, 2020
<b>Council Review:</b>	Annually

## Schedule C-1 Legislated Committees – Rural Initiatives/Planning Advisory Committee

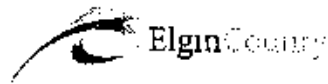
### TERMS OF REFERENCE



<b>Committee Name:</b>	<b>Rural Initiatives/Planning Advisory Committee (PAC)</b>
<b>Committee Type:</b>	Legislated Committee
	Statutory Committee established under the Planning Act.
<b>Reporting to:</b>	Elgin County Council
<b>Enabling Legislation/ By-Law (if applicable)</b>	Provincial Policy Statement, Planning Act, RSO 1990, Municipal Act, 2001
<b>Staff Support:</b>	Manager of Planning
<b>Department Linkage:</b>	Planning
<b>Term of Appointment:</b>	Term Coincides with that of Elgin County Council
<b>Financial Impact:</b>	Staff Resources Required
<b>Meeting Frequency:</b>	Approximately 1 meeting/month
<b>Chair/Vice Chair</b>	A chair will be elected from the membership of the Committee on an annual basis.
<b>Skills/Qualifications</b>	Experience with Boards/Commissions and Land Use Planning Preferred.
<b>Membership/Composition</b>	<p>The Rural Initiatives Committee doubles as the "Rural Initiatives/Planning Advisory Committee" and was combined in 2016 in response to Bill 73 and changes to Development Charges Act and the Planning Act which required that all upper-tier and single-tier levels of municipal government establishes a Planning Advisory Committee.</p> <p>Three (3) Members of Council shall be appointed to the Rural Initiatives/Planning Advisory Committee.</p> <p>It is noted that a member of the Elgin Federation of Agriculture shall be invited to participate on the PAC as a citizen appointee in keeping with its status as a non-voting member of the Rural Initiatives Committee.</p>
<b>Mandate:</b>	<ul style="list-style-type: none"> <li>To promote the viability of agriculture and rural affairs in the County and throughout the Province;</li> <li>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;</li> <li>To develop goals and objectives to improve and promote rural life;</li> <li>To demonstrate County Council's commitment to delivering services to rural communities by recommending a budget to Council that will accomplish identified goals;</li> <li>To act as a PAC 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;</li> </ul>

	specifically, 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.
<b>Compensation:</b>	n/a
<b>Link to Council's Strategic Priorities:</b>	[section to be updated in 2020 to align with Council's Strategic Plan]
<b>Reporting Requirements:</b>	Reports shall be delivered to Elgin County Council on an as-needed basis and at least once per year.
<b>Sub-Committees/Working Groups:</b>	n/a
<b>Timeline for Completion of the Assigned Tasks:</b>	n/a – work completed on an as-needed basis
<b>Council Review:</b>	Annually

## Schedule D-1 – Agencies and Boards with Council Appointees



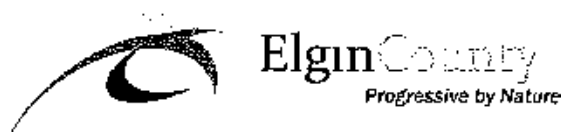
<b>Committee Name:</b>	<b>Board of Health</b>
<b>Lead Organization:</b>	Southwestern Public Health
<b>Membership:</b>	2 Members of Council, recommended by Warden, approved by Council
<b>Term:</b>	One (1) year
<b>Committee Name:</b>	<b>City-County Liaison Committee (formerly Dispute Resolution)</b>
<b>Lead Organization:</b>	Elgin County & City of St. Thomas
<b>Membership:</b>	2 Members of Council, recommended by Warden, approved by Council + Warden
<b>Term:</b>	One (1) year
<b>Committee Name:</b>	<b>Health Recruitment Partnership</b>
<b>Lead Organization:</b>	Elgin County & City of St. Thomas
<b>Membership:</b>	1 Member of Council, recommended by Warden, approved by Council
<b>Term:</b>	One (1) year
<b>Committee Name:</b>	<b>Joint Elgin-Central Elgin Accessibility Advisory Committee</b>
<b>Lead Organization:</b>	Elgin County & Municipality of Central Elgin
<b>Membership:</b>	1 Member of Council, recommended by Warden, approved by Council
<b>Term:</b>	One (1) year
<b>Committee Name:</b>	<b>SWIFT Network Board of Directors</b>
<b>Lead Organization:</b>	Western Ontario Wardens Caucus, SWIFT NETWORK
<b>Membership:</b>	1 Member of Council, recommended by Warden, approved by Council
<b>Term:</b>	One (1) year
<b>Committee Name:</b>	<b>St. Thomas Elgin Public Art Centre</b>
<b>Lead Organization:</b>	Elgin County & City of St. Thomas
<b>Membership:</b>	1 Member of Council, recommended by Warden, approved by Council
<b>Term:</b>	One (1) year
<b>Committee Name:</b>	<b>Water Advisory Committee</b>
<b>Lead Organization:</b>	Elgin County
<b>Membership:</b>	All of County Council
<b>Term:</b>	One (1) year
<b>Committee Name:</b>	<b>Community Leaders Cabinet</b>
<b>Lead Organization:</b>	City of St. Thomas/County
<b>Membership:</b>	Warden
<b>Term:</b>	One (1) year

<b>Committee Name:</b>	<b>Green Lane Community Trust Committee</b>
<b>Lead Organization:</b>	Elgin County
<b>Membership:</b>	1 Member of Council
<b>Term:</b>	One (1) year

<b>Committee Name:</b>	<b>Waste Management Committee</b>
<b>Lead Organization:</b>	Elgin County
<b>Membership:</b>	All of County Council
<b>Term:</b>	One (1) year

<b>Committee Name:</b>	<b>Western Ontario Wardens Caucus</b>
<b>Lead Organization:</b>	WOWC – Regional Municipal Partners
<b>Membership:</b>	Warden
<b>Term:</b>	One (1) year

Schedule E – Advertisement and Application form for Citizen Appointments to  
Boards and Committees



2020 - 2022 Application for  
Citizen Appointments to Boards  
and Committees

GET INVOLVED IN AN ELGIN COUNTY BOARD OR COMMITTEE

Volunteering on a board or committee is a great way to share your ideas, expertise and enthusiasm with your local government. As a member, you will be able to provide advice to County Council and staff, and contribute to the development of policies, programs and initiatives that will help enhance Elgin County. Whatever your area of interest there is a board or committee that would benefit from your input and involvement.

Residents and Business Owners of Elgin County are encouraged to apply for the following Boards or Committees:

COMMITTEE	# Vacancies
Description of Roles, Responsibilities and Skills/Qualifications	

COMMITTEE	# Vacancies
Description of Roles, Responsibilities and Skills/Qualifications	

ALL APPLICATIONS MUST BE SUBMITTED TO:

Corporation of the County of Elgin  
c/o County CAO/Clerk  
450 Sunset Drive, St. Thomas ON N5R 5V1  
Phone: 519-631-1460 Fax: 519-633-7661  
or e-mail to: [cao@elgin.ca](mailto:cao@elgin.ca)

ON OR BEFORE 4:30 P.M. *[insert Date]*



**Elgin County**  
*Progressive by Nature*

**2020 - 2022  
Application for Citizen  
Appointments to Boards and  
Committees**

<b>COMMITTEE &amp; POSITION</b>
---------------------------------

<b>APPLICANT INFORMATION</b>
------------------------------

Name:

Address:

Home Phone:

Email Address:

Are you a resident or business owner in Elgin County?

- ☐ Yes  
☐ No

Are you 18 years of age or older?

- ☐ Yes  
☐ No

<b>QUESTIONNAIRE</b>
----------------------

Why are you interested in becoming a member of [insert Committee/Board]

Briefly describe your current and past community or volunteer involvement

Briefly describe skills or experience relevant to [insert Committee/Board]

What strengths will you bring to the [insert Committee/Board]



**Additional Information**

Please attach any additional information/comments to the application form.

I hereby consent to the release of my address and telephone number(s).

- ☐ Yes  
☐ No

I hereby understand that information on this form and any supplementary information provided as part of this application is collected under the authority of the Municipal Act and is used to evaluate the qualifications of Citizen Appointees to Elgin County Committees or Boards and will become part of the public record. Direct inquiries to the CAO/Clerk at the address noted below. By submitting this form, applicants consent to discussion of their personal information at open meetings of Council.

Applicant's signature: \_\_\_\_\_ Date: \_\_\_\_\_

Please return this application form to the attention of:

**Corporation of the County of Elgin**  
**c/o County CAO/Clerk**  
**450 Sunset Drive, St. Thomas ON N5R 5V1**  
**Phone: 519-631-1460 Fax: 519-633-7661**  
**e-mail: cao@elgin.ca**

Personal information on this form is collected under the authority of the Municipal Act, S.O. 2001, c.25 and will be used to evaluate the qualifications for citizen appointees to the County of Elgin Boards and Committees

# **SCHEDULE F – COUNCIL APPOINTMENTS TO COMMITTEES/BOARDS/AGENCIES**

<b>Committee Type</b>	<b>Committee</b>	<b>Appointed Members</b>	<b>Date of Appointment</b>
A-1 – Standing Committee	Terrace Lodge Redevelopment Committee	<ul style="list-style-type: none"> <li>• Councillor Mennill</li> <li>• Councillor French</li> <li>• Councillor Purcell</li> <li>• Councillor Marks</li> </ul>	December 13, 2018
A-2 – Standing Committee	Provincial Offences Administration Building Committee	<ul style="list-style-type: none"> <li>• Warden</li> <li>• Councillor Jones</li> <li>• Councillor Mennill</li> <li>• Councillor Purcell</li> </ul>	December 13, 2018
A-3 – Standing Committee	Policy Review Committee	<ul style="list-style-type: none"> <li>• Councillor Giguère</li> <li>• Councillor French</li> <li>• Councillor Purcell</li> </ul>	December 13, 2018
A-4 – Standing Committee	Human Resources Committee	<ul style="list-style-type: none"> <li>• Warden</li> <li>• Councillor Mennill</li> <li>• Councillor Ketchabaw</li> </ul>	December 13, 2018
A-5 – Standing Committee	Council Budget Committee	<ul style="list-style-type: none"> <li>• Warden</li> <li>• Councillor Ketchabaw</li> <li>• Councillor Giguère</li> <li>• Councillor French</li> </ul>	November 26, 2019
B-1 – Advisory Committee	Community Safety and Well-Being Coordinating Committee	<ul style="list-style-type: none"> <li>• Councillor French (as Mayor, Town of Aylmer)</li> <li>• Councillor Martyn</li> </ul>	November 26, 2019
C-1 – Legislated Committees	Rural Initiatives/Planning Advisory Committee	<ul style="list-style-type: none"> <li>• Councillor Ketchabaw</li> <li>• Councillor Martyn</li> <li>• Councillor Giguère</li> </ul>	December 13, 2018
D-1 – Agencies and Boards with Council Appointees	Southwestern Public Health – Board of Health	<ul style="list-style-type: none"> <li>• Councillor Jones</li> <li>• Councillor Marks</li> </ul>	December 13, 2018
D-1 – Agencies and Boards with Council Appointees	City-County Liaison Committee	<ul style="list-style-type: none"> <li>• Warden</li> <li>• Councillor French</li> <li>• Councillor Ketchabaw</li> </ul>	December 13, 2018
D-1 – Agencies and Boards with	Health Recruitment Partnership	<ul style="list-style-type: none"> <li>• Councillor Jones</li> </ul>	December 13, 2018

<b>Committee Type</b>	<b>Committee</b>	<b>Appointed Members</b>	<b>Date of Appointment</b>
Council Appointees			
D-1 – Agencies and Boards with Council Appointees	Joint Elgin-Central Elgin Accessibility Advisory Committee	<ul style="list-style-type: none"> <li>• Councillor Martyn</li> </ul>	December 13, 2018
D-1 – Agencies and Boards with Council Appointees	SWIFT Network Board of Directors	<ul style="list-style-type: none"> <li>• Councillor Marks</li> </ul>	March 12, 2019
D-1 – Agencies and Boards with Council Appointees	St. Thomas Elgin Public Art Centre	<ul style="list-style-type: none"> <li>• Councillor Giguère</li> </ul>	December 13, 2018
D-1 – Agencies and Boards with Council Appointees	Water Advisory Committee	<ul style="list-style-type: none"> <li>• Councillor French</li> </ul>	December 13, 2018
D-1 – Agencies and Boards with Council Appointees	Community Leaders Cabinet	<ul style="list-style-type: none"> <li>• Warden</li> </ul>	No appointment required
D-1 – Agencies and Boards with Council Appointees	Green Land Community Trust Committee	<ul style="list-style-type: none"> <li>• Councillor Jones</li> </ul>	December 13, 2018
D-1 – Agencies and Boards with Council Appointees	Waste Management Committee	<ul style="list-style-type: none"> <li>• Committee of the Whole/Elgin County Council</li> </ul>	December 13, 2018
D-1 – Agencies and Boards with Council Appointees	Western Ontario Wardens Caucus	<ul style="list-style-type: none"> <li>• Warden</li> </ul>	No appointment required

## APPENDIX I

## **APPENDIX 1 – COUNCIL APPROVED TERMS OF REFERENCE AND RELEVANT BY-LAWS**

### **COUNCIL APPROVED TERMS OF REFERENCE:**

- Terrace Lodge Fundraising Committee Terms of Reference Approved by County Council on June 11, 2019.

### **COMMITTEES ESTABLISHED BY BY-LAW (included as a matter of reference)**

- Land Division Committee established by By-Law 19-02 (appointment By-Law)
  - Land Division Committee Procedures are established by By-Law 18-35  
"Being a By-Law to Prescribe Procedures for Governing the Calling, Place and Proceedings of the Elgin County Land Division Committee."
- Emergency Management Program Committee established by By-Law 18-37
- Museum Advisory Committee established by By-Law No. 16-03

# EMS PERFORMANCE REPORT

## APPENDIX VI

2018 - 2021

# MEDAVIE EMS ELGIN ONTARIO PERFORMANCE REPORT



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## About Medavie EMS Elgin

Medavie EMS Elgin Ontario is a subsidiary company of Medavie Health Services, contracted by the County of Elgin to provide land ambulance services to the City of St. Thomas, the County of Elgin and its Local Municipal Partners. The County of Elgin administers the contract, and the shared service is governed by a joint service agreement with the City of St. Thomas. The cost distribution is based on population.

### Operational Budget 2021



■	<b>Province of Ontario:</b> \$5,505,520
■	<b>County of Elgin:</b> \$3,355,883
■	<b>City of St. Thomas:</b> \$2,661,530

### Contract Details

- Elgin County is the Designated Delivery Agent for Land Ambulance Services in Elgin and St. Thomas.
- Medavie EMS Elgin Ontario (MEMSEO) has provided EMS to Elgin County and the City of St. Thomas since 2014.

### Trends

- Call volume is growing, but response times are essentially stable.
- Elgin compares well to peers and is the second lowest cost provider.

### Service Changes

- In 2020, 12 hours of patient transport capable ambulance service was added to ensure statutory requirements for this service were met on an ongoing basis.
- The realignment of services, including an updated deployment plan, were completed in 2020.

### Unique System Elements

- Low but aging population growth.
- ~68% of calls are in St. Thomas.
- The nature of Highway 401 volume traffic requires the need for multiple vehicle response in an otherwise very low call area.
- Offload delay rate at primary and regional hospitals.



---

## What is a Paramedic?

Paramedics must graduate from a full-time community college program dedicated to the paramedic profession. Upon graduation, paramedic students must complete the Ontario Ministry of Health and Long-Term Care provincial certification. This Ministry certification, known as the Advanced Emergency Medical Care Assistant (A-EMCA) exam, must be completed in the practice of a primary care paramedic in Ontario.



### **Primary Care Paramedic (PCP)**

(2-Year Community College Diploma Program)

The Primary Care Paramedic (PCP) is a community college graduate of a program dedicated to the Paramedic profession.

### **Advanced Care Paramedic (ACP)**

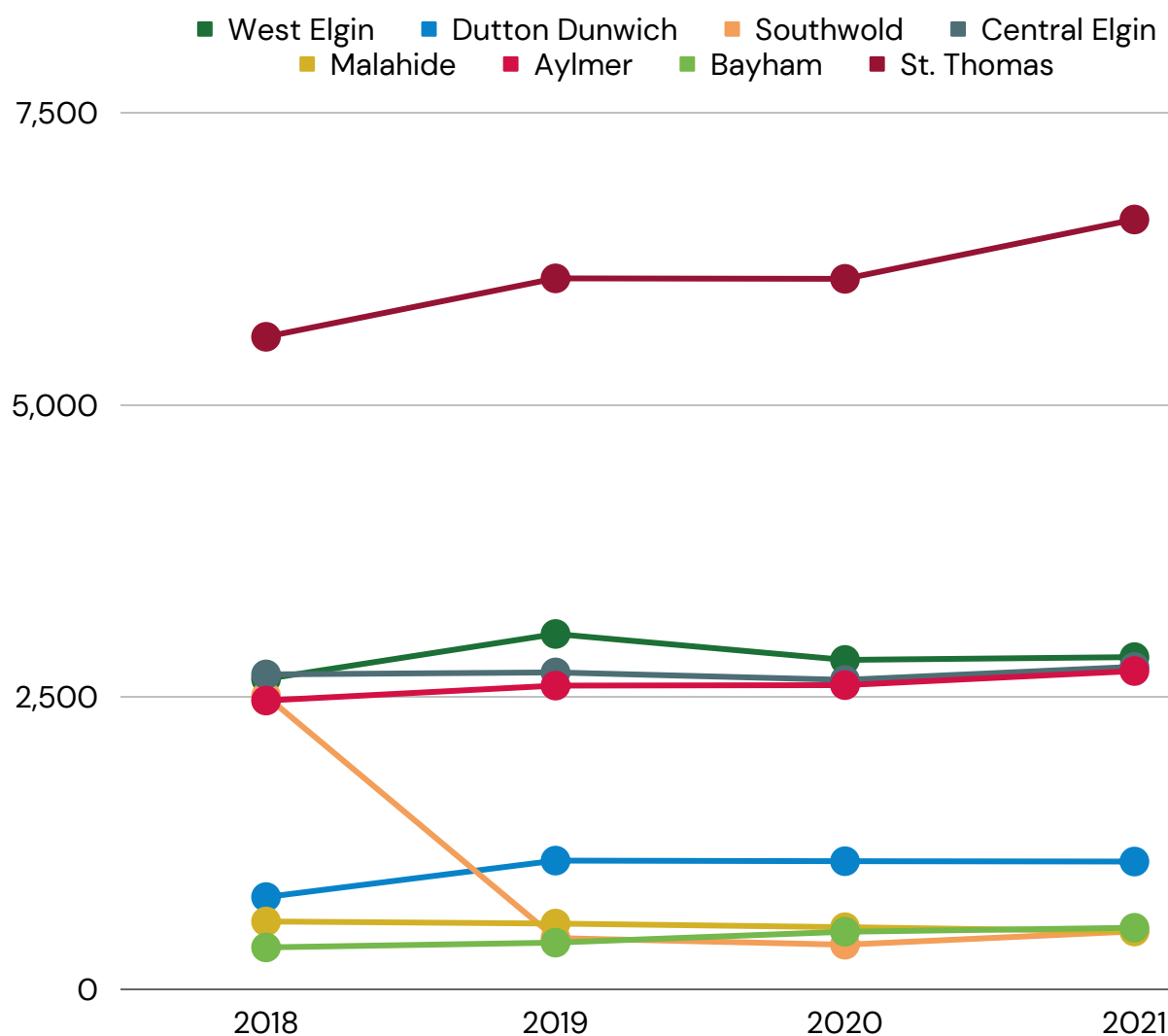
(3 Year Community College Diploma Program)

The Advanced Care Paramedic (ACP) must have a minimum of 2 years of experience in the paramedic field before being able to qualify for academic training at the ACP level. The ACP program is a 3rd year in length and is considered a post-diploma program (total 3200 hours).



## Call Volume Overview

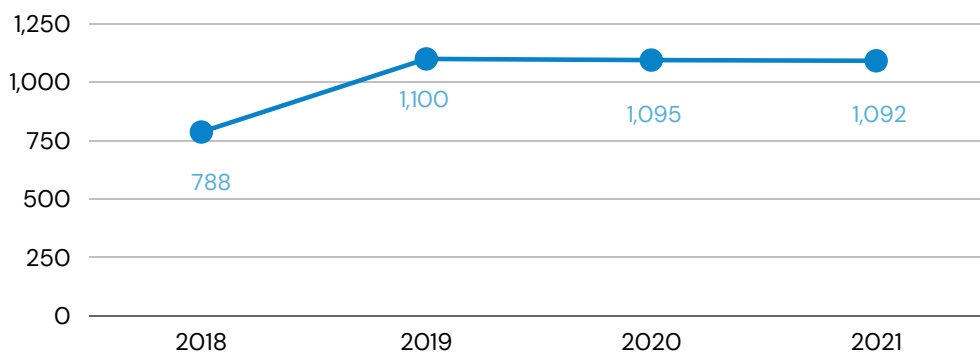
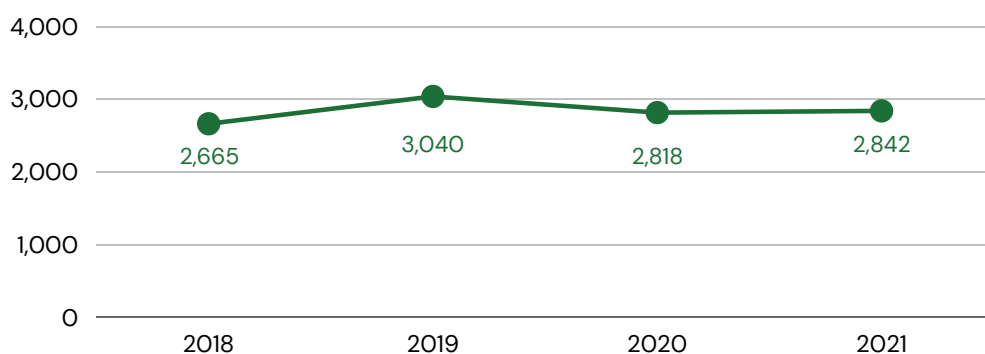
The following chart compares the call volumes from 2018-2021 for each Local Municipal Partner (LMP). Please note that these numbers represent Codes 1-4 & 8.





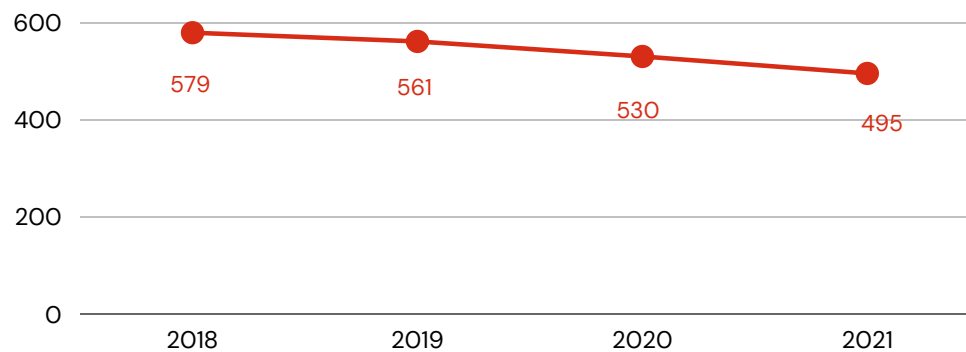
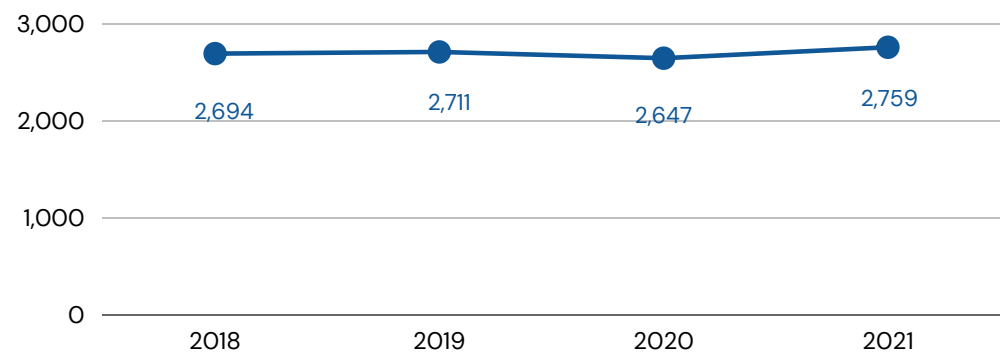
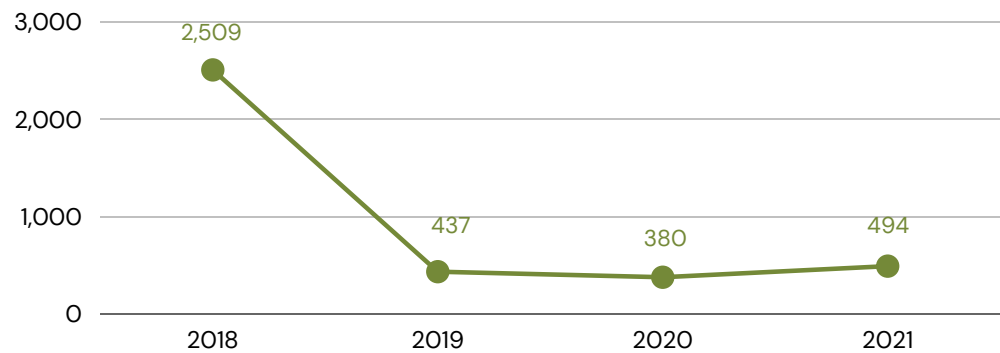
## Call Volume By Municipality

The following charts demonstrate the average response and reaction times in minutes from 2018–2021 for each Local Municipal Partner (LMP). Please note that these numbers represent Codes 1-4 & 8.

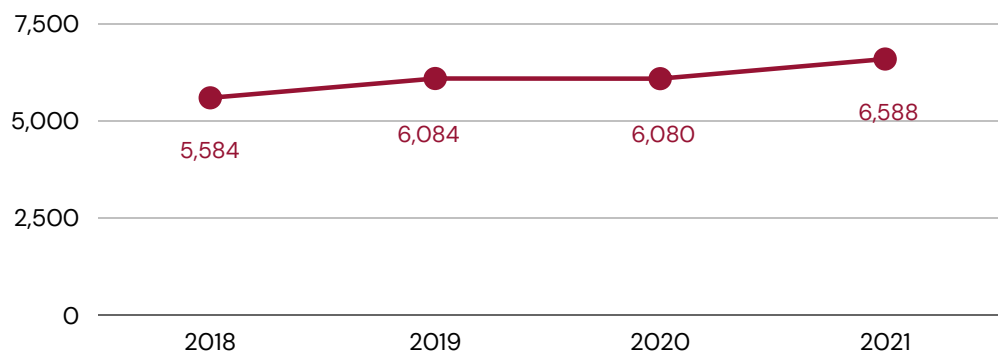
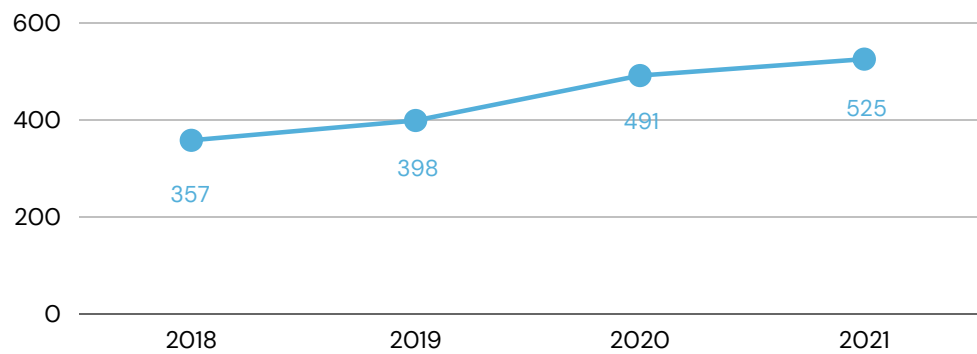
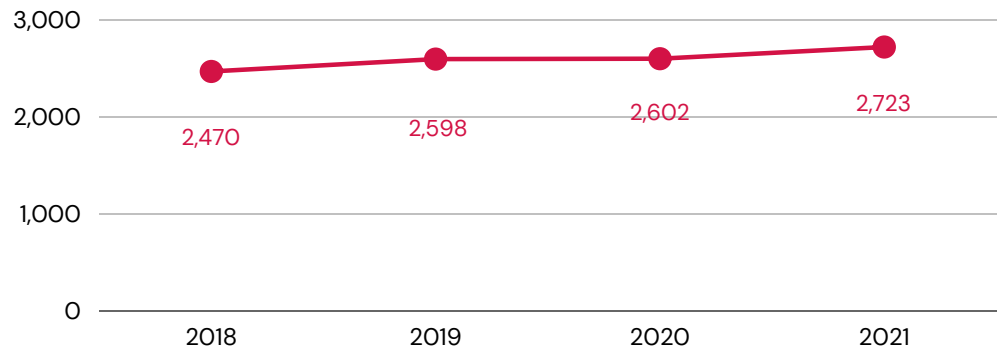




# Call Volume By Municipality



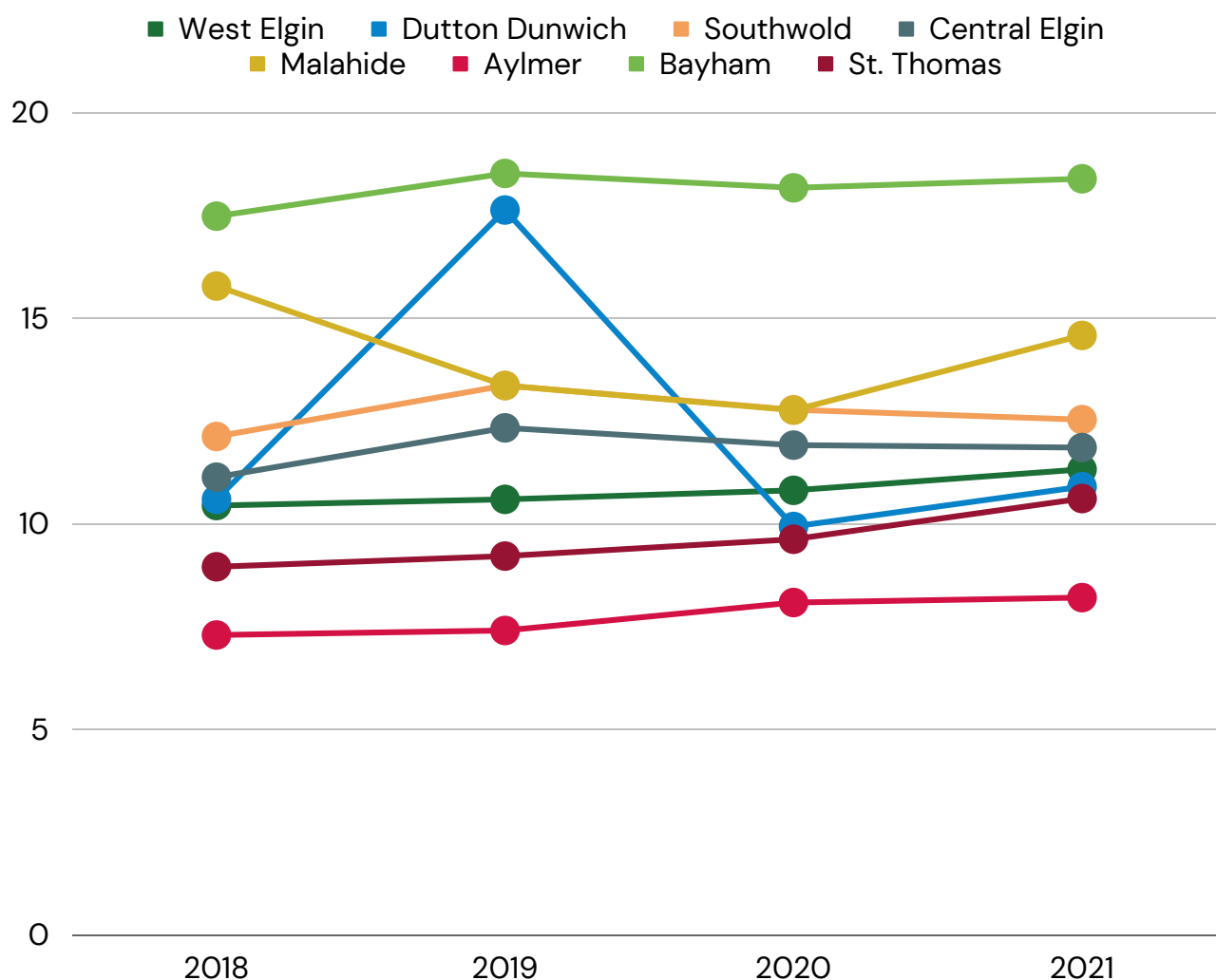
# Call Volume By Municipality





## Average Response Times Overview

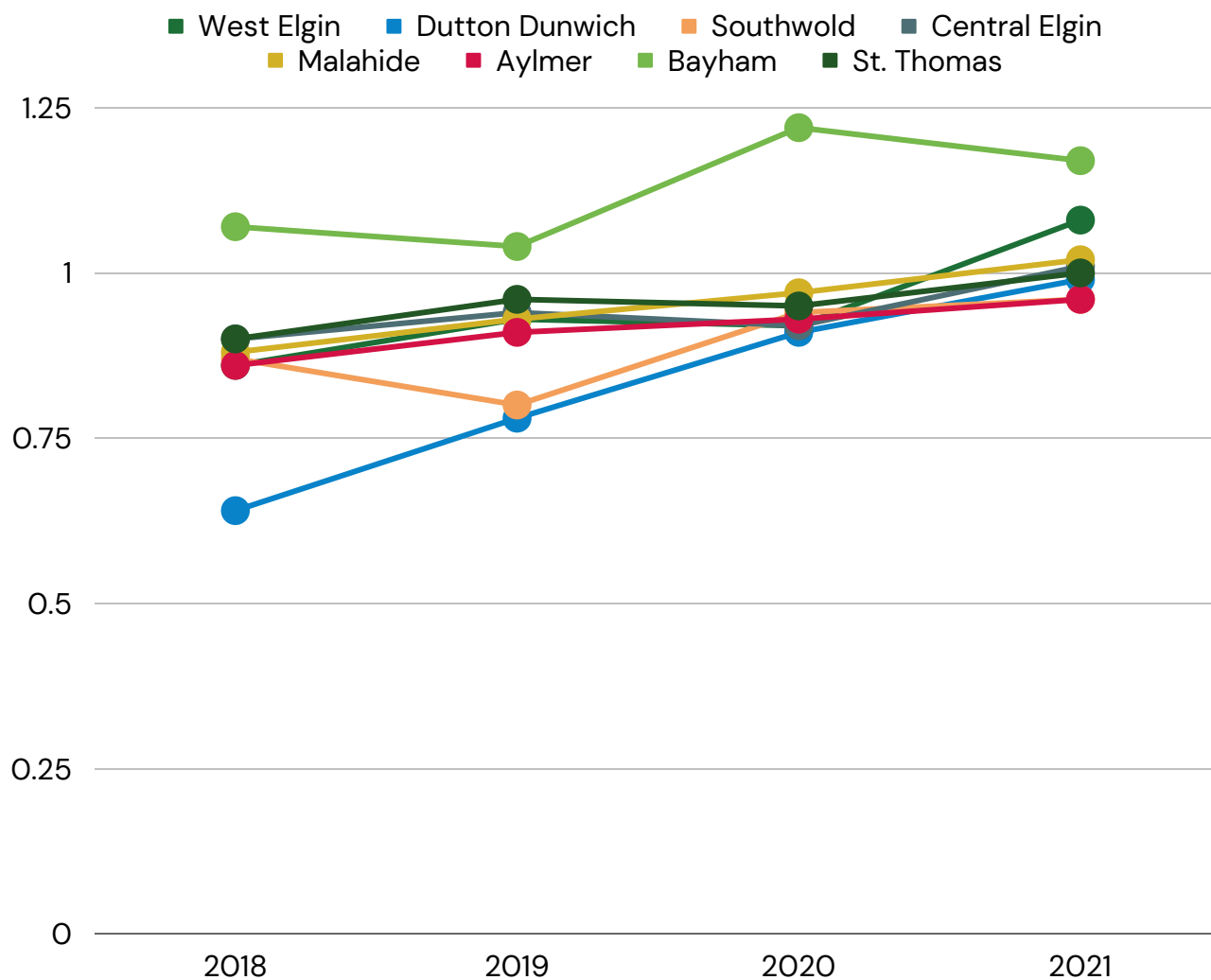
The following chart compares average response times in minutes from 2018–2021 for each Local Municipal Partner (LMP). Response time is defined as the time from notification (T2) of the service to respond to arriving on the scene (T4).





## Reaction Times Overview

The following chart demonstrates the reaction times in minutes from 2018-2021 for each Local Municipal Partner (LMP). Reaction time is defined as the elapsed time from when the crew is notified of a call to the crew being mobile on the call.

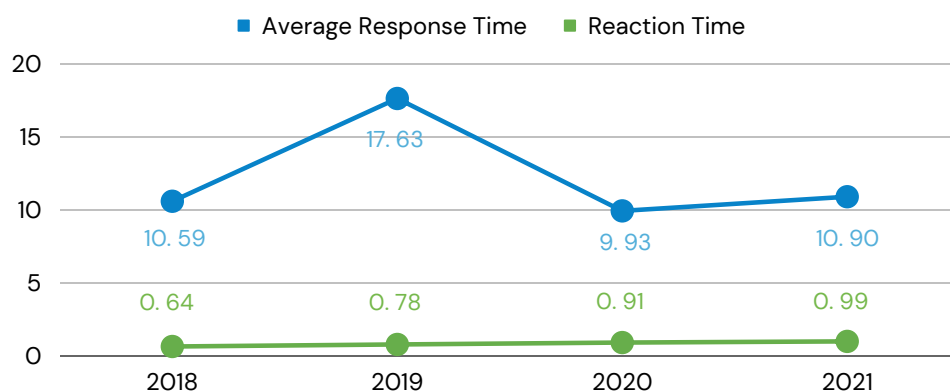
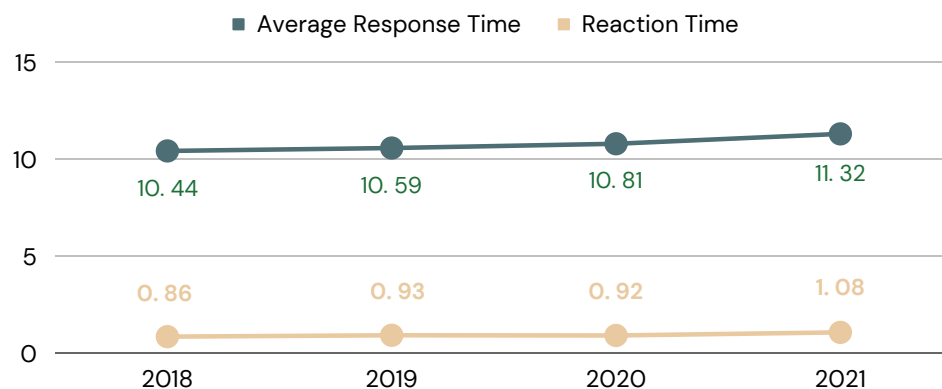




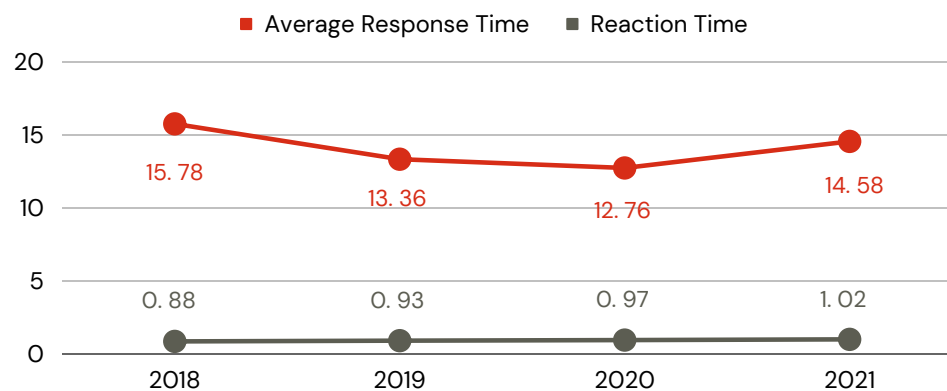
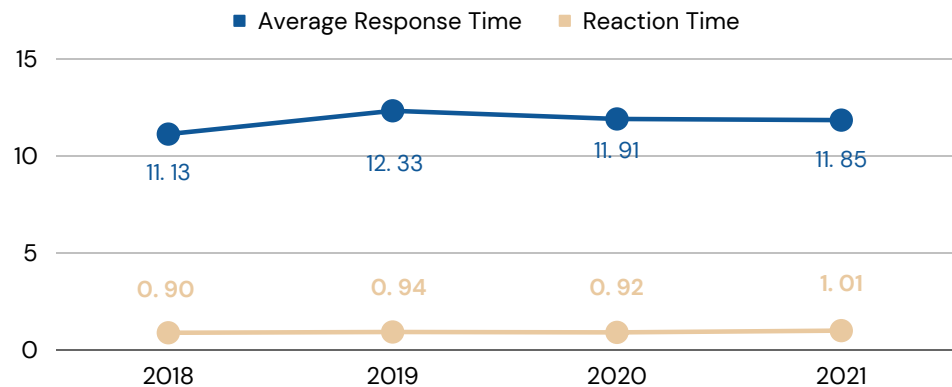
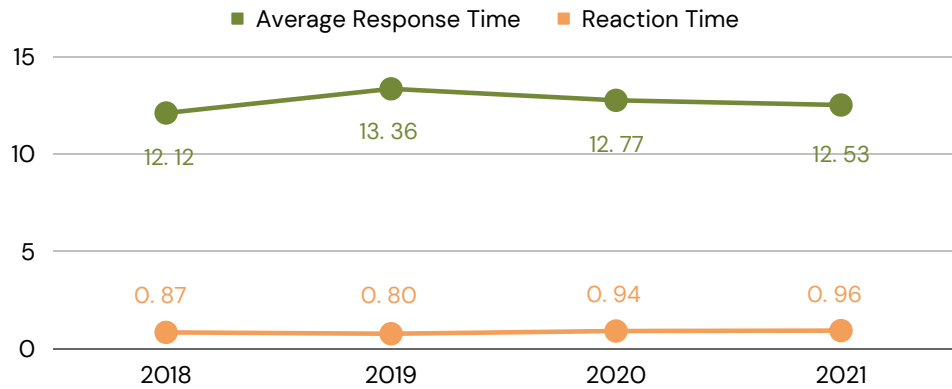


## Response & Reaction Times By Municipality

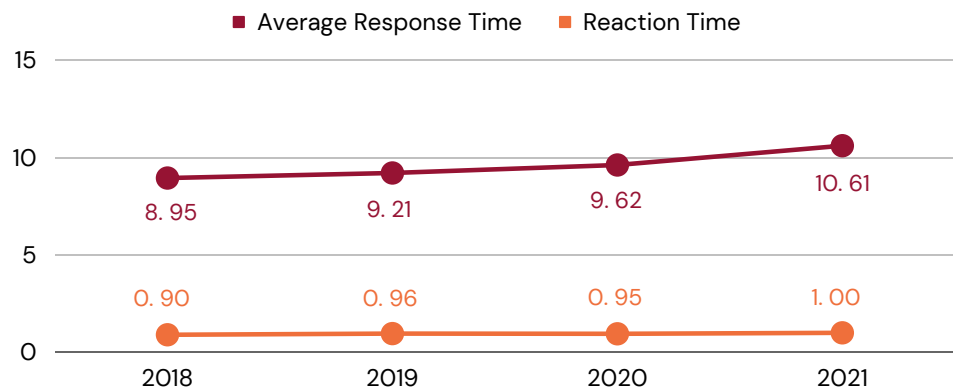
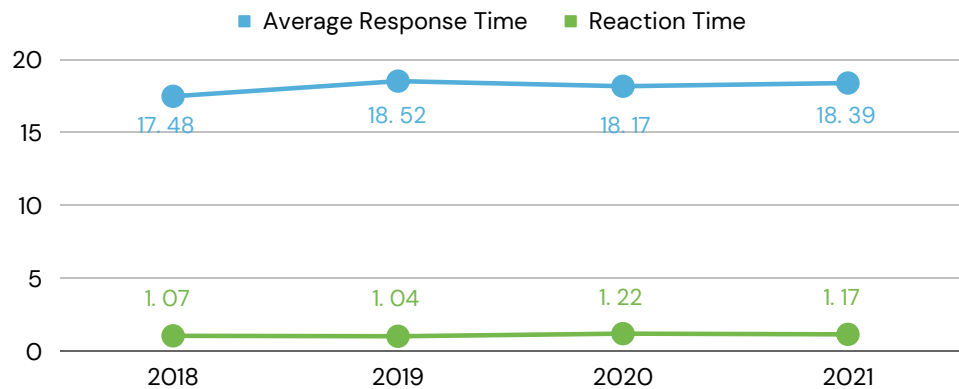
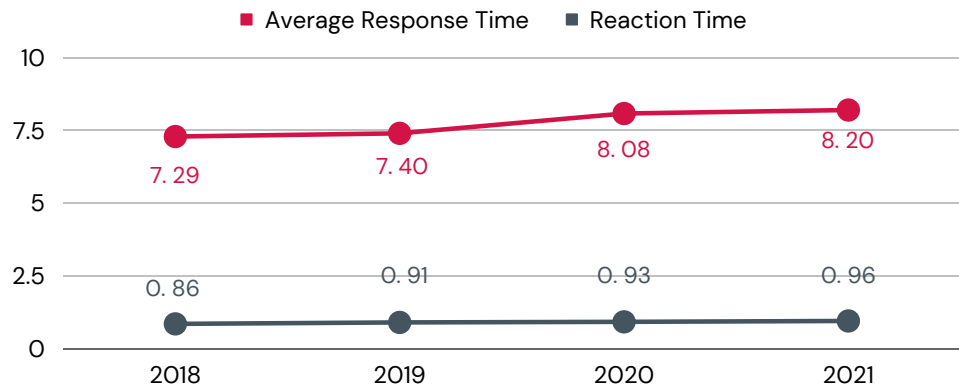
The following charts demonstrate the average response times and reaction times in minutes from 2018–2021 for each Local Municipal Partner (LMP).



# Response & Reaction Times By Municipality



# Response & Reaction Times By Municipality





## UTM Response Time Performance

As per the Ambulance Act, Regulation 257/00, Upper-Tier Municipalities (UTM) are responsible for developing response time targets and performances. These are submitted to the Ministry of Health and the Ministry of Long-Term Care on an annual basis.

Paramedics utilize the Canadian Triage and Acuity Scale (CTAS) to determine the most appropriate destination based on the patient's acuity. CTAS is based on a five-level scale, with Level 1 (Resuscitation) representing the "sickest" patients and Level 5 (Non-urgent) representing the least ill group of patients. In addition, sudden Cardiac Arrest (SCA) is required to be reported\*.

The following chart explains the types of patients that would fall under each category.

PATIENT TYPE	EXPLANATION
CTAS 1 – Resuscitation	Conditions that are considered threats to life or limb or have an imminent risk of deterioration requiring immediate aggressive interventions.
CTAS 2 – Emergent	Conditions that are a potential threat to life, limb or function requiring rapid medical interventions and the use of condition specific controlled medical acts.
CTAS 3 – Urgent	Conditions that could potentially progress to a serious problem requiring emergency interventions.
CTAS 4 – Less Urgent	Conditions that relate to patient age, distress, potential for deterioration or complications that would benefit from intervention or reassurance.
CTAS 5 – Non Urgent	Conditions that may be acute but non-urgent as well as conditions which may be part of a chronic problem with or without evidence of deterioration.

\* Ministry of Health and Long-Term Care, Prehospital CTAS Paramedic Guide, <<https://www.lhsc.on.ca/media/2904/download>> Retrieved November 9, 2022

# UTM Response Time Performance

The following charts demonstrate the CTAS and SCA Response Time Performances reported to the Ministry of Health for Elgin EMS for 2018–2021. The *Plan in Minutes* and *Plan in Percentage* are specific to Elgin EMS and are written in the annual contract.

## 2018 CTAS Response Time Performance

PATIENT TYPE	PLAN IN MINUTES	PLAN IN PERCENTAGE	PERFORMANCE IN PERCENTAGE
CTAS 1	8	60%	67.5%
CTAS 2	10	75%	81.4%
CTAS 3	14	85%	90.7%
CTAS 4	20	90%	96.4%
CTAS 5	20	90%	96.4%
SCA	6	45%	57.8%

## 2019 CTAS Response Time Performance

PATIENT TYPE	PLAN IN MINUTES	PLAN IN PERCENTAGE	PERFORMANCE IN PERCENTAGE
CTAS 1	8	60%	68.9%
CTAS 2	10	75%	80.4%
CTAS 3	14	85%	90.4%
CTAS 4	20	90%	96.9%
CTAS 5	20	90%	97.8%
SCA	6	45%	65.4%

## 2020 CTAS Response Time Performance

PATIENT TYPE	PLAN IN MINUTES	PLAN IN PERCENTAGE	PERFORMANCE IN PERCENTAGE
CTAS 1	8	60%	71.3%
CTAS 2	10	75%	79.0%
CTAS 3	14	85%	89.8%
CTAS 4	20	90%	96.2%
CTAS 5	20	90%	96.5%
SCA	6	45%	62.9%

## 2021 CTAS Response Time Performance

PATIENT TYPE	PLAN IN MINUTES	PLAN IN PERCENTAGE	PERFORMANCE IN PERCENTAGE
CTAS 1	8	60%	67.57%
CTAS 2	10	75%	80.38%
CTAS 3	14	85%	91.03%
CTAS 4	20	90%	97.02%
CTAS 5	20	90%	96.98%
SCA	6	45%	46.45%

# UTM Response Time Performance

The following charts demonstrate the CTAS 1 Response Time Performance for 2018–2021. The Plan in Minutes is standardized at eight (8) minutes for CTAS 1 calls, as set out by the Province. The Compliance Percentage (%) represents the number of calls within this threshold, which the County of Elgin sets.

## 2018 – CTAS 1 – Resuscitation

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF CTAS 1 CALLS WITHIN 8 MINS	% COMPLIANCE
401 St. Thomas	54	51	94.44%
402 Aylmer	14	12	85.71%
416 Southwold	6	2	33.33%
421 Bayham	15	4	26.67%
422 Dutton Dunwich	7	5	71.43%
423 Malahide	17	7	41.18%
424 West Elgin	6	1	16.67%
425 Central Elgin	21	10	47.62%
<b>OVERALL</b>	<b>140</b>	<b>92</b>	<b>65.71%</b>

## 2019 – CTAS 1 – Resuscitation

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF CTAS 1 CALLS WITHIN 8 MINS	% COMPLIANCE
401 St. Thomas	57	51	89.47%
402 Aylmer	11	10	90.91%
416 Southwold	7	1	14.29%
421 Bayham	4	1	25.00%
422 Dutton Dunwich	5	4	80.00%
423 Malahide	13	4	30.77%
424 West Elgin	10	6	60.00%
425 Central Elgin	19	10	52.63%
<b>OVERALL</b>	<b>126</b>	<b>87</b>	<b>69.05%</b>

## 2020 – CTAS 1 – Resuscitation

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF CTAS 1 CALLS WITHIN 8 MINS	% COMPLIANCE
401 St. Thomas	53	48	90.57%
402 Aylmer	21	20	95.24%
416 Southwold	7	2	28.57%
421 Bayham	9	1	11.11%
422 Dutton Dunwich	10	6	60.00%
423 Malahide	9	5	55.56%
424 West Elgin	9	5	55.56%
425 Central Elgin	22	3	13.64%
<b>OVERALL</b>	<b>140</b>	<b>90</b>	<b>64.29%</b>

## 2021 – CTAS 1 – Resuscitation

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF CTAS 1 CALLS WITHIN 8 MINS	% COMPLIANCE
401 St. Thomas	73	66	90.41%
402 Aylmer	10	8	80.00%
416 Southwold	10	4	40.00%
421 Bayham	16	4	25.00%
422 Dutton Dunwich	10	3	3.00%
423 Malahide	7	2	28.57%
424 West Elgin	12	4	33.33%
425 Central Elgin	27	10	37.04%
<b>OVERALL</b>	<b>165</b>	<b>101</b>	<b>61.21%</b>

# UTM Response Time Performance

The following charts demonstrate the CTAS 2 Response Time Performance for 2018–2021. The Plan in Minutes is standardized at ten (10) minutes for CTAS 2 calls, as set out by the County of Elgin. The Compliance Percentage (%) represents the number of calls within this threshold, which the County of Elgin also sets.

## 2018 – CTAS 2 – Emergent

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF CTAS 1 CALLS WITHIN 10 MINS	% COMPLIANCE
401 St. Thomas	966	913	94.51%
402 Aylmer	195	187	95.90%
416 Southwold	92	46	50.00%
421 Bayham	83	19	22.89%
422 Dutton Dunwich	94	69	73.40%
423 Malahide	104	48	46.15%
424 West Elgin	93	59	63.44%
425 Central Elgin	344	226	65.70%
<b>OVERALL</b>	<b>1,971</b>	<b>1,567</b>	<b>79.5%</b>

## 2019 – CTAS 2 – Emergent

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF CTAS 1 CALLS WITHIN 10 MINS	% COMPLIANCE
401 St. Thomas	1,054	979	92.88%
402 Aylmer	188	177	94.15%
416 Southwold	89	43	48.31%
421 Bayham	81	17	20.99%
422 Dutton Dunwich	98	65	66.33%
423 Malahide	119	54	45.38%
424 West Elgin	120	84	70.00%
425 Central Elgin	350	222	63.43%
<b>OVERALL</b>	<b>2,099</b>	<b>1,641</b>	<b>78.18%</b>

## 2020 – CTAS 2 – Emergent

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF CTAS 1 CALLS WITHIN 10 MINS	% COMPLIANCE
401 St. Thomas	1,081	989	91.49%
402 Aylmer	182	170	93.41%
416 Southwold	104	49	47.12%
421 Bayham	104	22	21.15%
422 Dutton Dunwich	105	72	68.57%
423 Malahide	131	59	45.04%
424 West Elgin	95	56	58.95%
425 Central Elgin	327	202	61.77%
<b>OVERALL</b>	<b>2,129</b>	<b>1,641</b>	<b>76.05%</b>

## 2021 – CTAS 2 – Emergent

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF CTAS 1 CALLS WITHIN 10 MINS	% COMPLIANCE
401 St. Thomas	1,243	1,162	93.48%
402 Aylmer	233	221	94.85%
416 Southwold	125	65	52.00%
421 Bayham	145	24	16.55%
422 Dutton Dunwich	93	62	66.67%
423 Malahide	142	70	49.30%
424 West Elgin	124	68	54.84%
425 Central Elgin	332	205	61.75%
<b>OVERALL</b>	<b>2,437</b>	<b>1,877</b>	<b>77.02%</b>



# UTM Response Time Performance

The following charts demonstrate the CTAS 3 Response Time Performance for 2018–2021. The Plan in Minutes is standardized at fourteen (14) minutes for CTAS 3 calls, as set out by the County of Elgin. The Compliance Percentage (%) represents the number of calls within this threshold, which the County of Elgin also sets.

## 2018 – CTAS 3 – Urgent

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF CTAS 1 CALLS WITHIN 14 MINS	% COMPLIANCE
401 St. Thomas	2,031	1,968	96.90%
402 Aylmer	400	390	97.50%
416 Southwold	176	129	73.30%
421 Bayham	183	78	42.62%
422 Dutton Dunwich	176	147	83.52%
423 Malahide	252	170	67.46%
424 West Elgin	206	187	90.78%
425 Central Elgin	599	522	87.15%
<b>OVERALL</b>	<b>4,023</b>	<b>3,591</b>	<b>89.26%</b>

## 2019 – CTAS 3 – Urgent

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF CTAS 1 CALLS WITHIN 14 MINS	% COMPLIANCE
401 St. Thomas	2,157	2,053	95.18%
402 Aylmer	462	448	96.97%
416 Southwold	201	157	78.11%
421 Bayham	209	102	48.80%
422 Dutton Dunwich	174	156	89.66%
423 Malahide	256	181	70.70%
424 West Elgin	236	217	91.95%
425 Central Elgin	592	485	81.93%
<b>OVERALL</b>	<b>4,023</b>	<b>3,799</b>	<b>88.62%</b>

## 2020 – CTAS 3 – Urgent

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF CTAS 1 CALLS WITHIN 14 MINS	% COMPLIANCE
401 St. Thomas	2,236	2,138	95.62%
402 Aylmer	451	435	96.45%
416 Southwold	191	145	75.92%
421 Bayham	219	11	50.68%
422 Dutton Dunwich	196	170	86.73%
423 Malahide	250	180	72.00%
424 West Elgin	246	225	91.46%
425 Central Elgin	679	557	82.03%
<b>OVERALL</b>	<b>4,468</b>	<b>3,961</b>	<b>88.65%</b>

## 2021 – CTAS 3 – Urgent

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF CTAS 1 CALLS WITHIN 14 MINS	% COMPLIANCE
401 St. Thomas	2,658	2,550	95.54%
402 Aylmer	494	477	96.56%
416 Southwold	248	200	80.65%
421 Bayham	260	128	49.23%
422 Dutton Dunwich	186	154	82.80%
423 Malahide	236	166	70.34%
424 West Elgin	251	217	86.45%
425 Central Elgin	747	612	81.93%
<b>OVERALL</b>	<b>5,080</b>	<b>4,504</b>	<b>88.66%</b>



# UTM Response Time Performance

The following charts demonstrate the CTAS 4 Response Time Performance for 2018–2021. The Plan in Minutes is standardized at twenty (20) minutes for CTAS 4 calls, as set out by the County of Elgin. The Compliance Percentage (%) represents the number of calls within this threshold, which the County of Elgin also sets.

## 2018 – CTAS 4 – Less Urgent

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF CTAS 1 CALLS WITHIN 20 MINS	% COMPLIANCE
401 St. Thomas	592	582	98.31%
402 Aylmer	73	72	98.63%
416 Southwold	35	33	94.29%
421 Bayham	34	23	67.65%
422 Dutton Dunwich	30	27	90.00%
423 Malahide	40	31	77.50%
424 West Elgin	42	41	97.62%
425 Central Elgin	116	107	92.24%
<b>OVERALL</b>	<b>962</b>	<b>916</b>	<b>95.22%</b>

## 2019 – CTAS 4 – Less Urgent

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF CTAS 1 CALLS WITHIN 20 MINS	% COMPLIANCE
401 St. Thomas	588	573	97.45%
402 Aylmer	70	67	95.71%
416 Southwold	36	32	88.89%
421 Bayham	30	23	76.67%
422 Dutton Dunwich	53	52	98.22%
423 Malahide	28	23	82.14%
424 West Elgin	39	38	97.44%
425 Central Elgin	121	115	95.04%
<b>OVERALL</b>	<b>965</b>	<b>923</b>	<b>95.65%</b>

## 2020 – CTAS 4 – Less Urgent

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF CTAS 1 CALLS WITHIN 20 MINS	% COMPLIANCE
401 St. Thomas	630	616	97.78%
402 Aylmer	71	70	98.59%
416 Southwold	33	30	90.91%
421 Bayham	42	24	57.14%
422 Dutton Dunwich	51	48	94.12%
423 Malahide	36	34	94.44%
424 West Elgin	32	32	100.00%
425 Central Elgin	131	120	91.60%
<b>OVERALL</b>	<b>1,026</b>	<b>974</b>	<b>94.93%</b>

## 2021 – CTAS 4 – Less Urgent

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF CTAS 1 CALLS WITHIN 20 MINS	% COMPLIANCE
401 St. Thomas	693	685	98.85%
402 Aylmer	74	72	97.30%
416 Southwold	57	54	94.74%
421 Bayham	41	34	82.93%
422 Dutton Dunwich	38	38	100.00%
423 Malahide	30	30	100.00%
424 West Elgin	64	61	95.31%
425 Central Elgin	137	130	94.89%
<b>OVERALL</b>	<b>1,134</b>	<b>1,104</b>	<b>97.35%</b>

# UTM Response Time Performance

The following charts demonstrate the CTAS 5 Response Time Performance for 2018–2021. The Plan in Minutes is standardized at twenty (20) minutes for CTAS 5 calls, as set out by the County of Elgin. The Compliance Percentage (%) represents the number of calls within this threshold, which the County of Elgin also sets.

## 2018 – CTAS 5 – Non Urgent

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF CTAS 1 CALLS WITHIN 20 MINS	% COMPLIANCE
401 St. Thomas	129	127	98.45%
402 Aylmer	19	19	100.00%
416 Southwold	4	3	75.00%
421 Bayham	3	0	0.00%
422 Dutton Dunwich	5	5	100.00%
423 Malahide	10	4	40.00%
424 West Elgin	10	10	100.00%
425 Central Elgin	18	18	100.00%
<b>OVERALL</b>	<b>198</b>	<b>186</b>	<b>93.94%</b>

## 2019 – CTAS 5 – Non Urgent

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF CTAS 1 CALLS WITHIN 20 MINS	% COMPLIANCE
401 St. Thomas	126	124	98.41%
402 Aylmer	9	9	100.00%
416 Southwold	7	5	71.43%
421 Bayham	4	3	75.00%
422 Dutton Dunwich	3	3	100.00%
423 Malahide	4	4	100.00%
424 West Elgin	10	10	100.00%
425 Central Elgin	14	13	92.86%
<b>OVERALL</b>	<b>177</b>	<b>171</b>	<b>96.61%</b>

## 2020 – CTAS 5 – Non Urgent

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF CTAS 1 CALLS WITHIN 20 MINS	% COMPLIANCE
401 St. Thomas	120	117	97.50%
402 Aylmer	13	13	100.00%
416 Southwold	5	5	100.00%
421 Bayham	11	9	81.82%
422 Dutton Dunwich	4	4	100.00%
423 Malahide	2	2	100.00%
424 West Elgin	3	3	100.00%
425 Central Elgin	29	28	96.55%
<b>OVERALL</b>	<b>187</b>	<b>181</b>	<b>96.79%</b>

## 2021 – CTAS 5 – Non Urgent

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF CTAS 1 CALLS WITHIN 20 MINS	% COMPLIANCE
401 St. Thomas	79	78	98.73%
402 Aylmer	10	9	90.00%
416 Southwold	7	6	85.71%
421 Bayham	11	9	81.82%
422 Dutton Dunwich	5	4	80.00%
423 Malahide	6	6	100.00%
424 West Elgin	16	16	100.00%
425 Central Elgin	14	13	92.86%
<b>OVERALL</b>	<b>148</b>	<b>141</b>	<b>95.27%</b>

# UTM Response Time Performance

The following charts demonstrate the SCA Response Time Performance for 2018–2021. The Plan in Minutes is standardized at six (6) minutes for SCA calls, as set out by the Province. The Compliance Percentage (%) represents the number of calls that are within this threshold, which the County of Elgin sets.

## 2018 – SCA

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF SCA CALLS WITHIN 6 MINS	% COMPLIANCE
401 St. Thomas	10	7	70.00%
402 Aylmer	3	3	100.00%
416 Southwold	2	0	0.00%
421 Bayham	6	0	0.00%
422 Dutton Dunwich	1	1	100.00%
423 Malahide	4	1	25.00%
424 West Elgin	2	1	50.00%
425 Central Elgin	6	2	33.33%
<b>OVERALL</b>	<b>34</b>	<b>15</b>	<b>41.12%</b>

## 2019 – SCA

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF SCA CALLS WITHIN 6 MINS	% COMPLIANCE
401 St. Thomas	13	8	61.54%
402 Aylmer	2	2	100.00%
416 Southwold	1	0	0.00%
421 Bayham	NA	NA	NA
422 Dutton Dunwich	2	2	100.00%
423 Malahide	3	0	0.00%
424 West Elgin	3	1	33.33%
425 Central Elgin	4	0	0.00%
<b>OVERALL</b>	<b>28</b>	<b>13</b>	<b>46.43%</b>

## 2020 – SCA

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF SCA CALLS WITHIN 6 MINS	% COMPLIANCE
401 St. Thomas	10	7	70.00%
402 Aylmer	1	1	100.00%
416 Southwold	2	0	0.00%
421 Bayham	3	0	0.00%
422 Dutton Dunwich	3	0	0.00%
423 Malahide	1	1	100.00%
424 West Elgin	1	0	0.00%
425 Central Elgin	5	0	0.00%
<b>OVERALL</b>	<b>26</b>	<b>9</b>	<b>34.62%</b>

## 2021 – SCA

MUNICIPALITY	TOTAL CALL COUNT	TOTAL COUNT OF SCA CALLS WITHIN 6 MINS	% COMPLIANCE
401 St. Thomas	14	9	64.29%
402 Aylmer	2	1	50.00%
416 Southwold	4	0	0.00%
421 Bayham	2	0	0.00%
422 Dutton Dunwich	1	0	0.00%
423 Malahide	1	0	0.00%
424 West Elgin	1	0	0.00%
425 Central Elgin	5	2	0.00%
<b>OVERALL</b>	<b>30</b>	<b>12</b>	<b>40.00%</b>



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## Offload Delay

Offload delay is defined as the amount of time spent in the Emergency Department (ED) transferring care to the hospital staff. Offload delay is calculated as the difference in time from when the ambulance arrives at the ED until the Transfer of Care is documented and acknowledged on the Ambulance Call Report – less the standard (30) minutes or standard turnaround.



## Community Paramedicine

Community Paramedicine is a model of community-based health care where paramedics use their education and expertise in community-based, non-emergency care roles outside their emergency response and ambulance transport roles.

The Community Paramedicine for Long-Term Care Program is designed to provide additional care for seniors in their own homes before admission into long-term care. This initiative is part of the province's modernization plan to address systemic barriers in long-term care bed development and the growing demand for long-term care in the province. The program was piloted across five (5) communities in October 2020 and is already operational across 33 Ontario communities.

In October of 2021, the Ontario Government announced an investment of \$82.5 million to expand the existing Community Paramedicine for Long-Term Care program to an additional 22 communities, including Elgin County.

The letter received from the Ministry on February 14, 2022 indicated that funding will include up to \$821,100 in 2021-22; up to \$1,711,400 in 2022-23; and up to \$1,947,800 in 2023-24.

Elgin's Community Paramedicine Program will consist of three Community Paramedicine vehicles (mock-up below) and will be executed in late 2022 into early 2023 to help serve our communities.







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## Community Engagement

### Public Education & Awareness Programs

Elgin EMS's duties go beyond responding to emergency calls. Through public education and awareness programs, Elgin EMS helps to create a community that is not only a better place to live, work, and play but also a safe place for all of Elgin County and the City of St. Thomas.

Crew members of Elgin EMS can often be found at community events, schools, and daycares, providing critical education outreach to the public. Through attending these events, Elgin's Paramedics are able to interact with the public, take blood pressures, answer questions, and hand out Medical Information Cards, all critical components of public awareness for Elgin EMS.

### Social Media Presence

For much of 2020 and 2021, Elgin EMS could not complete public engagements and in-person training due to the COVID-19 Pandemic. However, Elgin EMS was able to utilize its Facebook and Twitter accounts to actively engage with the public during this time.

These platforms continue to serve as an educational space to communicate with Elgin and St. Thomas residents. Additionally, these social networks allow Elgin EMS to share their messages, build trust and confidence, and, most importantly, share our paramedics' incredible stories.



**@MEMSEO**  
1,000 Followers



**@MedavieElginEMS**  
588 Followers

