



2021 ANNUAL REPORT

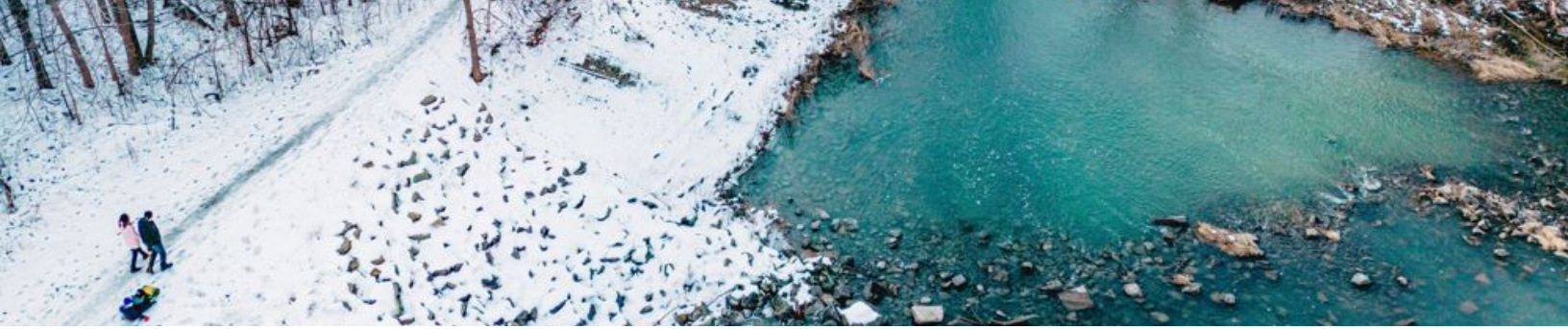


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A MESSAGE FROM YOUR 2021 ELGIN COUNTY WARDEN



In 2021, the County of Elgin continued to face challenges associated with the COVID-19 pandemic. While it was strenuous to lead during such uncertain times, it has also been a great privilege to be part of a team that has risen to the occasion despite adversity. I can say with certainty that we have one of the most professional, hardworking and dedicated Council/Staff teams I have had the pleasure to serve with. 2021 has been an extremely productive year, as we made significant progress toward achieving the objectives set out in our 2020-2022 Strategic Plan.

We have substantially invested in our critical infrastructure, ensuring that our roads, bridges and facilities will be safe and available to our residents for years to come. We have completed the reconstruction in downtown Rodney, replaced the Meeks Bridge in Southwold with the temporary bridge from Port Bruce, and completed a comprehensive rehabilitation of the King George the VI Lift Bridge in Port Stanley.

The important work of the Connectivity Committee continued over the course of 2022. Ensuring our residents have access to fast, reliable and affordable high-speed internet access in rural areas is a top priority of County Council. We continue to look for creative solutions and to advocate for increased funding from senior levels of government.

It was an honour that my term as Warden coincided with the first-ever National Day of Truth and Reconciliation. Raising the “Every Child Matters” flag at the Elgin County Heritage Centre and being part of ceremonies to honour the occasion in West Elgin were truly moving experiences.

We have prioritized engaging with our residents in two-way communication using a broad array of in-person, print and electronic methods. The critical feedback received from our residents has been considered during several projects, including but not limited to the Official Plan 5-Year Review, The Transportation Master Plan and the 2022 Budget development process. The County is committed to making public engagement and transparency a component of all projects and initiatives.

TOM MARKS

2021 Warden



ABOUT ELGIN COUNTY

Elgin County is an Upper-Tier Municipality that is comprised of the following seven (7) Municipalities:

- Municipality of West Elgin
- Municipality of Dutton Dunwich
- Township of Southwold
- Municipality of Central Elgin
- Town of Aylmer
- Township of Malahide
- Municipality of Bayham

Elgin County consists of County Council and Administration, which is made up of 10 departments focused on delivering exceptional service to approximately 52,000 people. The County serves its area municipalities, businesses, visitors, community and government partners, and Elgin County employees.

While the City of St. Thomas is geographically located within the boundaries of Elgin County, it is a Single-Tier Municipality, and its services and operations are separate from those delivered by Elgin County.

COUNTY OF ELGIN SERVICES



Community & Cultural Services (Archives, Library, Museum)



Land Ambulance Services - Provided by Medavie



Maintenance of Elgin County Roads



Economic Development & Tourism Services



Planning & Land Division Committee



Provincial Offences Administration



Emergency Management/Fire Training Services



Long-Term Care Homes & Seniors Services



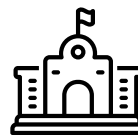
Social Services - Provided by the City of St. Thomas



QUICK FACTS



Hectares - 184,296



Municipalities - 7



Population - 51,912



Households - 20,303



Shoreline - 120km





MEET YOUR 2018 - 2022 COUNTY COUNCILLORS



DUNCAN MCPHAIL

Municipality: West Elgin
Office: Mayor



BOB PURCELL

Municipality: Dutton Dunwich
Office: Mayor



GRANT JONES

Municipality: Southwold
Office: Mayor



SALLY MARTYN

Municipality: Central Elgin
Office: Mayor



TOM MARKS

Municipality: Central Elgin
Office: Deputy Mayor



DAVE MENNILL

Municipality: Malahide
Office: Mayor



DOMINIQUE GIGUÈRE

Municipality: Malahide
Office: Deputy Mayor



MARY FRENCH

Municipality: Aylmer
Office: Mayor



ED KETCHABAW

Municipality: Bayham
Office: Mayor



2020 - 2022 STRATEGIC PLAN

The County of Elgin's Strategic Plan provides a guide for the organization to follow over the years. Priorities were determined based on public feedback and budget decisions in response to Elgin County's challenges.

This plan focuses on improving the quality of life for Elgin County residents. Success in these priorities will result in a healthy, safe, affordable and resilient Elgin.

In 2019, Elgin County Council approved the 2020-2022 Strategic Plan. The plan highlights the following priorities and goals:

SERVING ELGIN

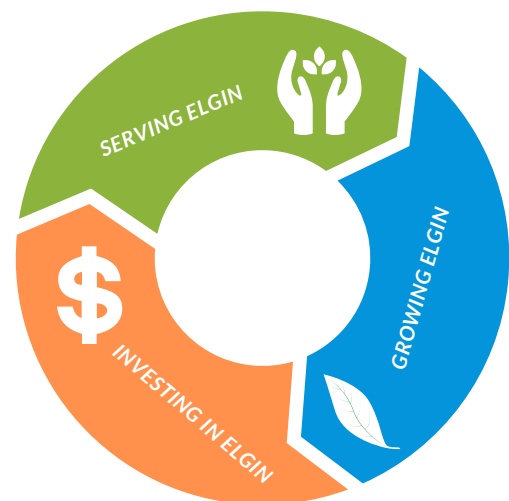
To re-design how we respond to community need in a creative, sustainable way

GROWING ELGIN

To be the place where people want to live, work, and play

INVESTING IN ELGIN

To make responsible financial decisions.



2021 **ACHIEVEMENTS**



2021 ACHIEVEMENTS

The County of Elgin had a very productive year in 2021. Despite the ongoing challenges presented by the COVID-19 pandemic, there were numerous achievements and advancements across the corporation. This document provides a brief overview of the key accomplishments in 2021.

ENGINEERING, PLANNING & ENTERPRISE



King George VI Lift Bridge

The King George VI Lift Bridge, located in the Village of Port Stanley, underwent rehabilitation for nineteen months, reopening to the public on July 9, 2021. This bridge saw major mechanical, electrical, and structural upgrades as well as various aesthetic improvements, such as changes to the paint colour and the addition of historical lighting.

After months of hard work, the bridge re-opened just in time for the busy summer months. An official ribbon cutting and the virtual re-opening ceremony were held on July 9th in conjunction with students from Kettle Creek Public School's Grade Eight graduating class.



Village of Rodney Reconstruction

The Village of Rodney underwent significant reconstruction on Furnival Road from the northerly village limits to the former railway corridor and Queens Line from the westerly village limits to Furnival Road. This project included the replacement of stormwater sewers, roadways, and sidewalks and installing new standalone decorative street lighting and boulevards.

It also implemented a "Complete Streets" philosophy to accommodate users of all transportation modes and abilities. These roadways now possess pedestrian-friendly spaces in accordance with the Elgin-St. Thomas Cycling Master Plan.

ENGINEERING, PLANNING & ENTERPRISE (Continued)



Meeks Bridge

Upon completion of the permanent bridge on Imperial Road in the Village of Port Bruce, the temporary bridge was removed and successfully repurposed to replace the single-lane Meeks Bridge in the Township of Southwold. Meeks Bridge spans the Kettle Creek on Sparta Line and can now accommodate two-lane traffic.

Transportation Master Plan (TMP)

Elgin County began a comprehensive master planning exercise for the County's transportation network through the Transportation Master Plan. This Plan was designed to look at "the big picture," identifying challenges, alternatives, steps and actions to take the County of Elgin from where it is today to the multi-modal transportation network and landscape envisioned for the future. This Plan will span 30 years and will focus on developing an integrated vehicular transportation network, enhancing active transportation amenities (cycling), and exploring transit options for Elgin's communities.



Ford Assembly Plant

The former Ford Assembly Plant in the Township of Southwold has remained vacant for over a decade. As a result, the County of Elgin worked collaboratively with the Township of Southwold to streamline the planning processes associated with the redevelopment of the former Ford Assembly Plant in Talbotville.

Elgin County Official Plan

The County of Elgin initiated the critical process of completing a 5-year review of the County's Official Plan. The purpose of an Official Plan Review is to ensure the Official Plan reflects the changing needs, opportunities and aspirations of the County and that any changes to community vision/values, directions, policies and actions are reflected in the Official Plan. Throughout the process, extensive stakeholder and public consultations were completed to ensure that the needs of residents, employers and visitors were understood and considered. This process is still underway.

COMMUNITY & CULTURAL SERVICES



Elgin County Libraries

All ten library branches across the County adapted quickly in response to the COVID-19 pandemic by finding creative ways to deliver their programs and services. Programs were conducted by virtual means and socially distanced outdoor programming to ensure patrons could still access the Library's coveted services.

PUBLIC ENGAGEMENT

Engage Elgin Website

Public engagement is a key strategic priority for this term of County Council. As a result, staff launched a dedicated website to engage in two-way communication with Elgin's residents, seeking feedback on several important projects and initiatives such as the Transportation Master Plan, high-speed internet connectivity, the Official Plan Review, and the redevelopment at Terrace Lodge.

EMERGENCY MANAGEMENT



Elgin Middlesex Fire School

The Province recognized the County of Elgin as a Regional Fire Training College. The opening of this training centre will provide firefighters from Elgin County's seven (7) Local Municipal Partners and Middlesex County with the opportunity to receive recruit training and higher-level training courses for career advancement, such as certification for instructors and fire officers. Training will be hosted at existing facilities across Elgin County and will not add additional costs to the existing fire training program.

HOMES & SENIORS SERVICES

Best Practice Spotlight Organization (BPSO)

The staff at Elgin County Homes persevered through the pandemic and other obstacles to achieve the coveted Best Practice Spotlight Organization (BPSO) designation across all three of their homes, as awarded by the Registered Nurses Association of Ontario. Staff implemented best practice guidelines in the following areas: Preventing Falls and Reducing Injury from Falls, Promoting Safety: Alternative to the Use of Restraints, and Assessment and Management of Pressure Injuries.



Terrace Lodge Redevelopment

Meaningful progress has been made toward the long-anticipated redevelopment of the Terrace Lodge Long-Term Care Home in Malahide Township. This project has remained on schedule and on budget and is scheduled to be completed in 2024.

The Terrace Lodge Fundraising Campaign also had a successful first year of fundraising, despite the challenges associated with raising funds during a pandemic. The Fundraising Committee will undertake two more years of campaigning to ensure that Terrace Lodge will continue to better meet the complex needs of long-term care residents now and well into the future.

COLLABORATIONS

Community Safety & Well-Being Plan

Through collaboration with the Town of Aylmer and the City of St. Thomas, a Community Safety and Well-Being Plan was developed. Community safety and well-being are broader than the traditional definition of safety and are critical to ensuring that community members are safe, have a sense of belonging, have opportunities to participate, and can meet their needs for education, health care, food, housing, income, and social and cultural expression.

Housing & Homelessness Forum

As a direct result of the Community Safety & Well-Being Plan, a Housing & Homelessness Forum was held virtually on November 10, 2021. This forum brought together several community stakeholders and dignitaries to discuss a vital topic within the Elgin- St. Thomas area.

COMMUNITY SUPPORT



Community Grant Program

Elgin County provided financial support to 14 local service groups as a part of the 2021 Community Grant Program for \$55,962. Through this program, organizations and services applied for supplementary funds to strengthen their responsiveness, effectiveness, and resilience to meet community needs, such as hosting local events.

2021 Warden's Charity Golf Tournament

After a year's hiatus caused by the COVID-19 pandemic, the County of Elgin held its annual Warden's Charity Golf Tournament and raised \$20,000 for the Elgin Middlesex United Way. These funds will make a difference for the local community, as the money stays within Elgin-St. Thomas.





SERVING **ELGIN**



COMMUNITY AND CULTURAL SERVICES (LIBRARIES, ARCHIVES & MUSEUM)

WHO WE ARE:

The Community and Cultural Services Department operates ten (10) library branches in accordance with the Public Libraries Act, the Elgin County Archives and the Elgin County Museum. This department employs up to 40 full-time and part-time staff to provide these public services.

WHAT WE DO:

Elgin County Library branches provide free access to a diverse collection of materials and space for free Wi-Fi access, study areas and in-person programs. The Archives acquires, preserves and makes available archival records relating to the County of Elgin and its residents. The Elgin County Museum operates the Elgin County Heritage Centre and hosts exhibits and programs relating to the County's history.

WHY WE DO IT:

The Public Libraries Act does not require a Municipality to establish a public library, but all Municipalities of a similar size and most in the Province have a long tradition of operating public libraries with multiple branches. Elgin County Library has provided public library services to the community since 1936.

2021 QUICK FACTS:

The numbers below were affected significantly by COVID-19-related closures in 2021. However, despite the pandemic's impacts, Library staff were able to find creative ways of offering library services to the residents of Elgin County.



In-Person Visits:
56,991



Physical Items Circulated:
158,418



Curbside Pickups:
14,777



Program Attendance:
11,407



HOMES & SENIORS SERVICES

WHO WE ARE:

Homes and Seniors Services includes the provision of 24/7 person-centred care and services across the County of Elgin’s 3 Long-Term Care Homes – Bobier Villa in Dutton, Elgin Manor in St. Thomas, and Terrace Lodge in Aylmer. Homes and Seniors Services also includes support to community residents through the provision of Meals on Wheels, Diners Club, Adult Day Program/Stroke Program, and overnight respite stays.

WHAT WE DO:

Homes and Seniors Services delivers mandatory programs and services to 247 residents, which align with legislation and the Resident’s Bill of Rights through provincial and municipal funding. The Homes are in good standing with the Ministry of Long-Term Care as they work diligently to ensure compliance with applicable legislation, regulations and mandatory inspection protocols.

WHY WE DO IT:

The Fixing Long-Term Care Act, 2021 requires every Southern municipality that is an upper or single-tier municipality to establish and maintain a municipal home, either singly or jointly with other municipalities, with a qualified onsite administrator.

2021 QUICK FACTS:



Number of Long-Term Care Homes: 3



Number of Beds: 247 Beds
(including 4 short stay beds)



Adult Day Programs
(Terrace Lodge & Bobier Villa)



Registered Nurses Association of Ontario Best Practice Spotlight Organization (BPSO) - Year 3



EMERGENCY MANAGEMENT

WHO WE ARE:

The Emergency Management Department is responsible for the County's Emergency Response Plans, administration of the Elgin Middlesex Regional Fire School (EMRFS), and the provision of Emergency Medical Service (EMS). This department employs three (3) full-time staff members to deliver these services.

WHAT WE DO:

The Emergency Management Department develops, implements, and publicizes enhanced emergency response plans for the County and five (5) County of Elgin Municipalities. The department also supports the training needs of local and regional firefighters, including mandatory certification as a part of the Elgin Middlesex Regional Fire Training School. This department also provides oversight of contract service provider Medavie EMS Elgin Ontario for the provision of Emergency Medical Services (EMS).

WHY WE DO IT:

Community emergency management is a legislated requirement for Municipalities in Ontario. Elgin County is the designated delivery agent for the provision of land ambulance services to Elgin County & the City of St. Thomas. Fire training services is a shared service Elgin has with its local municipal partners.

2021 QUICK FACTS:



Ambulance Stations: 6



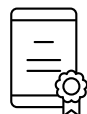
Total Medical Calls: 10,490



Total KMs Travelled by EMS: 587,805



Students Enrolled at EMRFS: 208



EMRFS Courses Completed: 10



PROVINCIAL OFFENCES ADMINISTRATION

WHO WE ARE:

The Provincial Offences Administration (POA) office is responsible for administering the County's court services, including setting trial dates and collecting fines laid under the Provincial Offences Act (POA). This department employs five (5) full-time staff members to provide these services.

WHAT WE DO:

POA staff administer all provincial offences and prosecution services regarding Part I and Part II Provincial Offences Act charges. These charges include tickets issued pursuant to the Highway Traffic Act, Liquor Licence Act, parking tickets and similar provincial statutes. Staff manage all court documents and proceedings, including data entry, scheduling, payments, enforcements, in-court proceedings, and customer service to all stakeholders and must remain impartial to all parties.

WHY WE DO IT:

The County is defined as the Municipal Partner by the Ministry of the Attorney General for the purposes of the administration of the *Provincial Offences Act*.

2021 QUICK FACTS:

With courts reopening and restrictions lessened in 2021, more charges were laid, resulting in increased court appearances. Zoom trials commenced on May 26, 2021, but POA is continuing to work through the backlog of trials to be scheduled due to the impacts of COVID-19.



Charges Processed:
8,159



**Matters Schedules for
POA Court:** 10,382



GROWING **ELGIN**



ECONOMIC DEVELOPMENT & TOURISM

WHO WE ARE:

The Economic Development and Tourism department works with its Local Municipal Partners (LMPs) and other regional partners to foster an environment of economic opportunity for Elgin County, its residents and businesses. This department plays a significant role in making Elgin County a great place to live, work, and play. This department employs four (4) full-time staff members to support the local LMPs and businesses.

WHAT WE DO:

Economic Development and Tourism staff offer business enterprise facilitation which aims to support local businesses, revitalize downtowns and tourism corridors, attract investment, market local and regional assets, and develop and implement tourism products, programs and campaigns that attract visitors to Elgin County.

WHY WE DO IT:

Many Counties of similar sizes provide similar services. Service activities help create a diverse range of employment and entrepreneurial opportunities in a variety of industries. These activities help create significant economic spin-offs, further contributing to the community's vibrancy and attracting new residents to Elgin.

2021 QUICK FACTS:



Tourism Guide:
5,000 printed
155 members



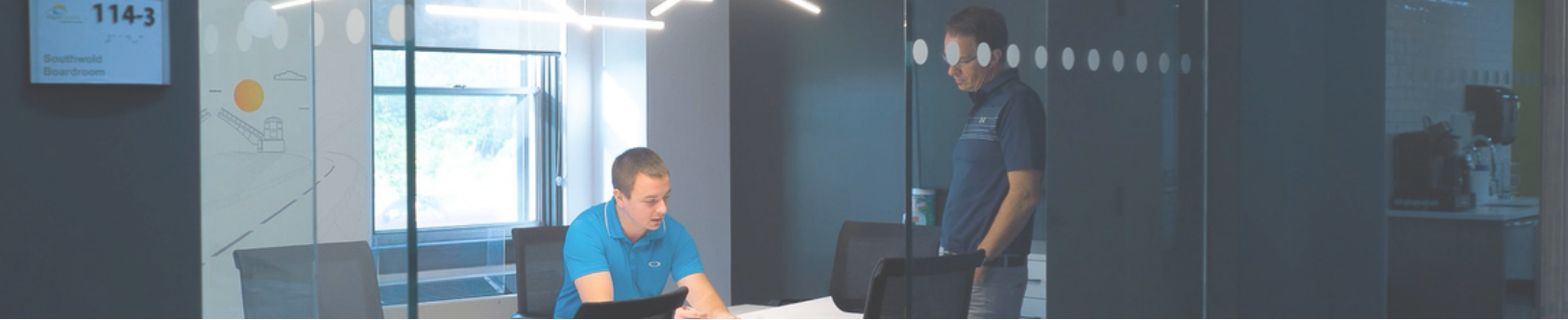
Elgincentives: 30 businesses funded
\$179,755 funded by Elgin
\$608,381 in total improvements



Visitor Centres:
2 locations
4,610 Visitors



Savour Elgin Guide:
10,000 printed
19 members



ENGINEERING & TRANSPORTATION

WHO WE ARE:

The Engineering and Transportation Department is responsible for the administration of Road Infrastructure Management and Corporate Facilities. This department employs eight (8) full-time staff members to provide these services.

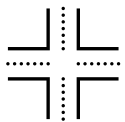
WHAT WE DO:

Engineering staff provides detailed in-house design, inspection and contract administration, asset management planning, County road corridor control, County road maintenance agreement contract oversight and administration, and GIS (Geographic Information System) mapping. Corporate facilities staff maintain twelve (12) corporate facilities.

WHY WE DO IT:

Engineering and transportation are essential services to ensure the County's compliance with Municipal Act requirements and Ontario Regulation requirements.

2021 QUICK FACTS:



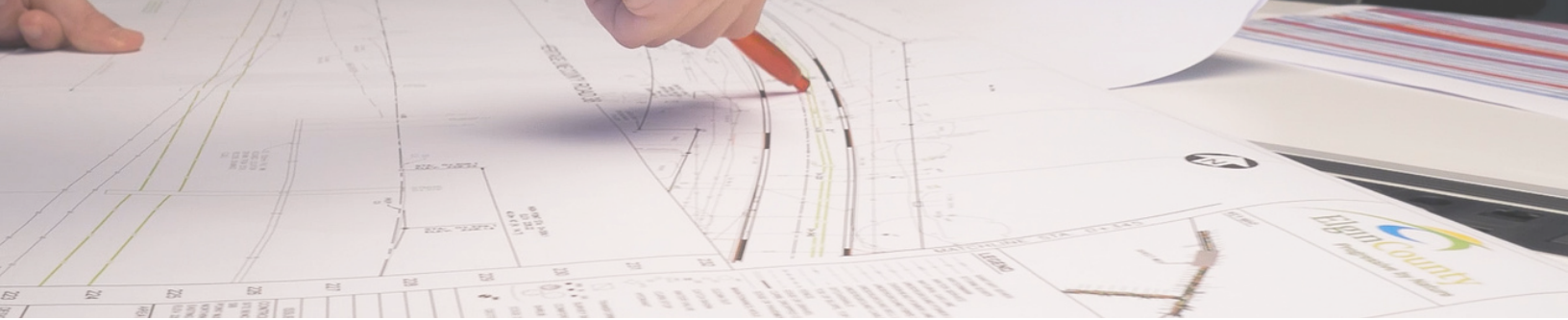
Roads: 1,378 lane km



Bridges: 59



Culverts with greater than 3m span: 80



PLANNING SERVICES & LAND DIVISION COMMITTEE

WHO WE ARE:

The Planning Department advises on all land use planning matters. In addition, Planning staff provides resources and information to other County Departments and to local Municipalities. Elgin County Council has delegated its authority to the Land Division Committee to grant consents and minor variances. Elgin County Council is the final approval authority for Plans of Subdivision.

WHAT WE DO:

Planning Services ensures that the County grows in a way that most effectively takes advantage of available infrastructure. It maximizes the opportunity for growth and economic development that helps to financially sustain available Municipal and County infrastructure over the long term.

WHY WE DO IT:

The Planning Act established the responsibility for Municipalities to make local planning decisions that will determine the future of their community, prepare planning documents such as an official plan and zoning by-laws, and ensure planning decisions and planning documents are consistent with the Provincial Policy Statement (PPS) and do conform or do not conflict with Provincial plans.

2021 QUICK FACTS:



Planning Applications Received: 92



Planning Applications Approved: 91



INVESTING **IN ELGIN**



2021 BUDGET OVERVIEW

Council remains committed to achieving affordable taxes while maintaining and expanding high-quality services for residents. By taking a long-term 10-year view in our budget development, Council strives to proactively tackle the challenges facing our residents and seize upon opportunities that will improve our residents' lives. Since understanding budgets can be a daunting task, we prepared an informative video in 2020 to help you understand a bit of the process that Council undertakes each year to ensure you are receiving the best quality services at affordable tax rates.

In 2021 Council approved a budget with a w 2.9% increase in taxes on an average property or a \$61 increase on an average household.

The charts below show you the detail of how your money was spent in 2021.



Tax Rate Increase:
2.9%



Tax Increase on Residential Property
valued at \$350,000: \$61



2021 Total Levy:
\$39.1M



Levy Increase over 2020: \$1.8M



2021 OPERATING REVENUE

The following chart represents Elgin County's 2021 operating revenue. Revenue is funding that was received from such sources as resident taxes (levy), senior government funding (i.e. funding from the Ministry of Health), user fees (i.e. money from Long-Term Care residents' accommodation fees), and others. Revenue is used to offset County expenses.

DEPARTMENT NAME	BUDGET	ACTUALS	SURPLUS / (DEFICIT)
Corporate Activities	(\$42,904,047)	(\$43,650,287)	\$746,240
Warden & Council	(\$3,036)	(\$2,500)	(\$536)
Administrative Services/ Agriculture/ Police Services Board	(\$447,998)	(\$400,026)	(\$47,972)
Financial Services	(\$0)	(\$0)	(\$0)
Human Resources	(\$54,375)	(\$48,916)	(\$5,459)
Administrative Building	(\$858,307)	(\$822,456)	(\$25,851)
Corporate Services	(\$25,000)	(\$40,370)	(\$15,370)
Engineering Services	(\$6,781,451)	(\$6,561,648)	(\$219,803)
Homes & Seniors Services	(\$24,389,042)	(\$24,588,540)	\$199,498
Museum & Archives	(\$68,461)	(\$176,676)	\$108,215
Library Services	(\$174,736)	(\$143,203)	(\$32,533)
Information Technology	(\$204,879)	(\$108,213)	(\$96,665)
Provincial Offences Administration	(\$2,293,188)	(\$1,540,601)	(\$762,587)
Ambulance & Emergency Services	(\$8,318,460)	(\$8,239,651)	(\$78,809)
Economic Development & Tourism	(\$419,049)	(\$409,809)	(\$9,240)
GRAND TOTAL*	(\$86,943,027)	(\$86,722,895)	(\$220,132)

*Funds both Taxation and Capital

** Includes Taxation for Operating and Capital

***Includes Capital funding



2021 OPERATING COSTS

The following chart represents Elgin County's 2021 operating costs. Operating Costs are costs incurred by the County to support County services and operations. This includes personnel costs, facility and maintenance costs (i.e. utilities), and other day-to-day expenses.

DEPARTMENT NAME	BUDGET	ACTUALS	SURPLUS / (DEFICIT)
Corporate Activities	(\$7,019,802)	(\$6,006,112)	\$1,013,690
Warden & Council	(\$425,736)	(\$376,472)	\$49,264
Administrative Services/ Agriculture/ Police Services Board	(\$1,285,798)	(\$1,168,145)	\$117,653
Financial Services	(\$717,316)	(\$727,454)	(\$10,138)
Human Resources	(\$722,127)	(\$680,350)	\$41,777
Administrative Building	(\$1,502,281)	(\$1,415,445)	\$86,836
Corporate Services	(\$715,737)	(\$921,923)	(\$206,185)
Engineering Services	(\$13,530,719)	(\$13,315,687)	\$215,033
Homes & Seniors Services	(\$28,172,022)	(\$27,782,255)	\$389,767
Museum & Archives	(\$686,245)	(\$609,931)	\$76,314
Library Services	(\$3,091,617)	(\$2,927,462)	\$164,155
Information Technology	(\$1,352,080)	(\$1,312,439)	\$39,641
Provincial Offences Administration	(\$2,165,131)	(\$1,444,258)	\$720,873
Ambulance & Emergency Services	(\$11,838,061)	(\$11,723,760)	\$114,300
Economic Development & Tourism	(\$1,601,117)	(\$1,125,124)	\$475,993
GRAND TOTAL*	(\$74,825,789)	(\$71,536,815)	\$3,288,973

*All departments include applicable Amortization used to fund Capital



STAY CONNECTED WITH US



admin@elgin.ca



(519) 631-1460



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www.elgincounty.ca



www.engageelgin.ca



ElginCounty