



# Municipality of West Elgin

## Agenda

### Council Meeting

Date: December 2 2021, 9:30 a.m.  
Location: West Elgin Community Complex - Hybrid Meeting  
160 Main Street  
West Lorne  
Electronic Hybrid Meeting

Due to Orders under *Reopening Ontario Act*, 2020 this meeting broadcasted electronically. If you wish to view this meeting please contact the Clerk's Department also if you require an alternate format or accessible communication support or wish to receive the link to the meeting, at 519-785-0560 or by email at [clerk@westelgin.net](mailto:clerk@westelgin.net).

Pages

1. Call to Order

2. Adoption of Agenda

Recommendation:

That West Elgin Council hereby adopts the Agenda as presented.

3. Disclosure of Pecuniary Interest

4. Public Meeting

7

Recommendation:

That West Elgin hereby proceed into a Public Participation Meeting pursuant to Section 7 of the *Building Code Act*, to allow for public comments on the purposed Building Department fee changes.

4.1. Public Comments

4.2. Council Comments

#### **4.3. Close of Public Meeting**

Recommendation:

That West Elgin Council hereby Closes the Public Participation Meeting under Section 7 of the *Building Code Act* at \_\_\_\_\_ a.m.

#### **5. Delegations**

**5.1. Strategy Corporation - Elgin Roads Maintenance Agreement** 13

**5.2. Lower Thames Valley Conservation Authority - 2022 Budget and Bill 229 Phase 1 Update** 72

#### **6. Adoption of Minutes** 94

Recommendation:

That the Minutes of the Council meeting on November 18, 2021 be adopted as circulated and printed.

#### **7. Business Arising from Minutes**

#### **8. Staff Reports**

##### **8.1. Finance/Administration**

**8.1.1. M. Badura, CAO/Treasurer - Office Christmas Closure** 103

Recommendation:

That West Elgin Council hereby receives the report from Magda Badura, CAO/Treasurer re: Office Christmas Closure; and

That West Elgin Council hereby agrees to allow the variance from policies for the 2021 Christmas Holidays.

**8.1.2. M. Badura, CAO/Treasurer - EI Premium Reduction** 107

Recommendation:

That West Elgin Council hereby receives the report from Magda Badura, CAO/Treasurer and;

That West Elgin Council hereby approves payment from the Premium Employment Insurance Rate reduction to all full-time employees in the total amount of \$1,426.72, being 5/12 of the total savings of \$ 3,424.12 realized by West Elgin in 2021.



<b>8.1.3.</b>	<b>M. Badura, CAO/Treasurer - 2021 Carry Forward Projects</b>	<b>110</b>
	<p>Recommendation:</p> <p>That West Elgin Council hereby receives the report from M. Badura, CAO/Treasurer re: 2021 Carry Forward Projects; And</p> <p>That West Elgin Council hereby authorizes that the following list of 2021 approved projects be carried forward to the 2022 fiscal year for completion and that the balance of the 2021 budget allowances for each of the respective projects be carried forward to the 2022 fiscal year.</p> <ol style="list-style-type: none"> <li>1. Roads – Public works shed - \$75,000.00</li> <li>2. Sidewalks – \$60,000.00</li> <li>3. Water – AMR Software &amp; Hardware - \$200,000.00</li> <li>4. Parks &amp; Recreation – Arena – Drain Repair &amp; Eavestrough - \$10,000.00</li> <li>5. Parks &amp; Recreation – Arena – Roof Painting - \$25,000.00</li> <li>6. Parks &amp; Recreation – Marina – Bridge - \$20,000.00</li> </ol>	
<b>8.1.4.</b>	<b>M. Badura, CAO/Treasurer - Old Town Hall - Rodney</b>	<b>112</b>
	<p>Recommendation:</p> <p>That West Elgin Council hereby receives the report from M. Badura, CAO/Treasurer re: Old Town Hall renovations and provide direction to staff in regards to L360 proposal and timeline of the project.</p>	
<b>8.1.5.</b>	<b>M. Badura, CAO/Treasurer - Organizational Review – Payroll Initiative</b>	<b>125</b>
	<p>Recommendation:</p> <p>That West Elgin Council hereby receives the report from M. Badura, CAO/Treasurer re: Organizational Review – Payroll Initiative for information only.</p>	
<b>8.1.5.1.</b>	<b>Organizational Chart</b>	<b>128</b>
	<p>Recommendation:</p> <p>That West Elgin Council hereby approves the Organizational Chart as presented by CAO/Treasurer Magda Badura.</p>	

<b>9.</b>	<b>Committee and Board Report</b>	
9.1.	Recreation Committee Minutes - October 13, 2021	129
9.2.	Councillor Reports from Committees	
<b>10.</b>	<b>Council Announcements/Inquires</b>	
10.1.	Notice of Motion	
10.2.	Councillor Announcements	
10.3.	Matters of Urgency	
<b>11.</b>	<b>Up Coming Meetings and Reminders</b>	
	<ul style="list-style-type: none"> <li>December 9 - Tour of new Wastewater Treatment Plant at 2 pm</li> <li>December 14 - Tri-County Water Board at 7 pm</li> <li>December 20 - Four Counties Transit Board at 8:30 am</li> </ul>	
	Municipal Office and Service Ontario Closed at 12 noon on Friday December 24 and re Open Monday January 3rd at 8:30 am.	
<b>12.</b>	<b>Accounts</b>	
	<p>Recommendation:</p> <p>That the Mayor and Treasurer are hereby authorized to sign Payment Voucher #12 amounting to \$ 438,404.27 in settlement of General, Road, Water and Arena Accounts including EFT#4576-4637, online Payments# 817-828, cheque# 25806-25825 and Payroll PP23.</p>	
<b>13.</b>	<b>Correspondence</b>	
13.1.	Elgin County - Enhancing Programs and Services for Older Adults Report	133
13.2.	Ministry of the Environment - Modernizing Environmental Assessment Program	173
13.3.	Ontario Provincial Police - 2022 Annual Billing Statement	178
13.4.	Town of Georgina - Lack of Recycling Options (Plastic Wrap)	209
13.5.	Township of Wainfleet - Resolution Funding of Rural Infrastructure Projects	211

13.6.	Rodney Legion Branch 525 - Letter	214
13.7.	West Lorne Lawn Bowling Club - Update Letter	215
13.8.	Concerned Resident - Port Glasgow Beach	216
14.	<b>By-Laws</b>	
14.1.	<b>By-Law 2021-64 Municipal Asset Management Program Grant Agreement</b>	224
	Recommendation: That By-Law 2021-64 being a By-law to Authorize the Execution of an Agreement between Federation of Canadian Municipalities and The Corporation of the Municipality of West Elgin, be read a first, second, third and final time.	
14.2.	<b>By-Law 2021-65 Council Remuneration</b>	256
	Recommendation: That By-Law 2021-65 being a By-Law to Set Rates of Remuneration for Members of Council, be read a first, second, third and final time.	
14.3.	<b>By-Law 2021-66 - Employee Remuneration</b>	258
	Recommendation: That By-Law 2021-66 being a By-Law to Set Rates of Remuneration for Municipal Employees, be read a first, second, third and final time.	
15.	<b>Confirming By-Law</b>	264
	Recommendation: That By-Law 2021-67, being a By-Law to confirm the proceeding of the Regular Meeting of Council held on December 2, 2021 be read a first, second and third and final time.	
16.	<b>Closed Session</b>	
	Recommendation: That the Council of the Municipality of West Elgin hereby proceeds into Closed Session at _____ p.m. under Section 239(b & d) of the <i>Municipal Act, R.S.O. 2001</i> consideration will be given to matters pertaining to an identifiable individual, including a municipal or local board employee and labour relations or employee negotiations.	
17.	<b>Report from Closed Session</b>	

**18. Adjournment**

Recommendation:

That the Council of the Municipality of West Elgin hereby adjourn at \_\_\_\_\_  
to meet again at 9:30 a.m. on December 16, 2021 or at the call of the Chair.

### Building Fees

Item	2021 Fee	Proposed 2022 Fee	Notes
<b>Residential - Group C Occupancies</b>			
1st Floor per square foot	\$0.65/sf	\$0.95/sf	
2nd & 3rd floor per square foot	\$0.65/sf	\$0.95/sf	
Basement	\$0.20/sf	\$0.50/sf	
Crawlspace	\$0.20/sf	\$0.35/sf	
Garage/Porch/Deck/Storage/Workshop	\$0.20/sf	\$0.35/sf	
Alt & Reno where square footage cannot be determined as above	\$10/\$1000 Const. Value	\$12/\$1000 Const. Value	
Minimum Fee for all permits	\$ 200.00	\$300.00	
<b>Accessory Buildings - Decks, Porches etc.</b>			
Less than 250 sf	\$ 125.00	\$ 150.00	
251 to 500 sf	\$125+ \$0.20/sf over 250 sf	\$150+ \$0.20/sf over 250 sf	
501 to 1000 sf	\$235 + \$0.10/sf over 500 sf	\$260 + \$0.10/sf over 500 sf	
Over 1000 sf	\$275 + \$0.08/sf over 1000 sf	\$300 + \$0.08/sf over 1000 sf	
<b>Farm Buildings</b>			
Livestock Buildings & Manure Pits	\$100 +\$6.25/\$1000 Const	\$100 + \$7.25/\$1000 CV	
<b>Non Livestock Agricultural Bldgs.</b>			
Less than 250 sf	\$ 150.00	\$ 175.00	
251 to 500 sf	\$150 + \$0.20/sf over 250 sf	\$175 + \$0.20/sf over 250 sf	
501 to 1000 sf	\$235 + \$0.10/sf over 500 sf	\$260 + \$0.10/sf over 500 sf	
1001 to 1500 sf	\$275 + \$0.08/sf over 1000 sf	\$300 + \$0.08/sf over 1000 sf	
1501 to 3000 sf	\$330 + \$0.04/sf over 1500 sf	\$355 + \$0.05/sf over 1500 sf	
3001 sf or greater	\$385 + \$0.03/sf over 3000 sf	\$425 + \$0.04/sf over 3000 sf	
<b>Sewage System Permits</b>			
New Class 4 or 5 sewage system	\$ 525.00	\$ 550.00	
Repair to sewage system	\$ 325.00	\$ 350.00	
Permit Renewal Fee	\$ 125.00	\$ 150.00	

Item	2021 Fee	Proposed 2022 Fee	Notes
<b>Misc. Permit Fees</b>			
Woodstoves, Chimneys, Fireplaces and other Wood Burning Appliances	\$ 125.00	\$ 150.00	
Demolition Permit	\$ 125.00	\$ 150.00	
In Ground Swimming Pools (incldes fencing)	\$ 125.00	\$ 150.00	
Fence around Above Ground Pools	\$ 125.00	\$ 150.00	
Building Re-locations	\$100 + Travel Cost + Fee for appropriate Building listed		
Transfer of Permit Fee	\$ 125.00	\$ 150.00	
Tent Permit (greater than 60 m squared)	\$ 125.00	\$ 150.00	
Re-inspection Fee (not ready for insp)			
Change of Use (no construction)	\$ 125.00	\$ 150.00	
Septic Inspection due to severance	\$ 125.00	\$150.00	
Indemnity/Security Deposit (refundable)	\$500 or \$1000		
Conditional Permit	\$ 300.00	\$325.00	
Sign permit	\$ 125.00	\$150	
Building Research Fee (per hour)	\$ 30.00		
Water Service Inspection fee	\$ 75.00		
<b>Commercial - Group D &amp; E Occupancies Including Mix use Group C</b>			
Minor int reno less than 1000 sf GFA	\$0.35/sf - \$300.00 min	\$0.95/sf - min \$400	
Major int reno 1000 sf and over GFA	\$0.35/sf - \$500.00 min	\$0.95/sf - min \$950	
New Construction & Additions	\$0.35/sf - \$1000.00 min	\$12.00/\$1000 Const Value - min \$1500	
<b>Group A &amp; B Occupancies</b>	\$10.00/\$1000 Const. Value - \$500.00 min	\$12/\$1000 const value - \$1000.00 min	
<b>Industrial - Group F Occupancies</b>	\$10.00/\$1000 Const. Value - \$500.00 min	\$12/\$1000 const value - \$1000.00 min	

Item	2021 Fee	Proposed 2022 Fee	Notes
<b>New Proposed Fees</b>			
Group C - Multi Unit - excluding semi detached, duplexes, townhouses & row houses		\$12/\$1000 const value - \$1000 min.	
Alternative Solution Review		TBD by CBO - based on peer review cost	
Additional Plans Review(changes to original submission)		25% addition to original permit fee	
Expedite Permit Review (if time allows)		25% addition to permit fee	
Plumbing - new Water Service Connection or Sewer Connection		\$200.00	
Designated Structures (1.3.1.1 of Building Code) - not noted elsewhere		\$500.00/structure	
Cost of Construction shall be based on current market value for labour and material - CBO discretion (quotes and contracts may be requested)			

### Buidling Permit Fees Comparison

Item	Proposed 2022 Fee	2021 Fee	Township of Malahide	Township of Southwold
<b>Residential - Group C Occupancies</b>				
1st Floor per square foot	\$0.95/sf	\$0.65/sf	\$150 + \$0.92/sf	\$0.65/sf
2nd & 3rd floor per square foot	\$0.95/sf	\$0.65/sf	\$0.92/sf	\$0.65/sf
Basement	\$0.50/sf	\$0.20/sf	\$0.92/sf	\$0.40/sf
Crawlspace	\$0.35/sf	\$0.20/sf	N/A	\$0.40/sf
Garage/Porch/Deck/Storage/Workshop	\$0.35/sf	\$0.20/sf	\$0.44/sf (garage)	\$0.20/sf
Alt & Reno where square footage cannot be determined as above	\$12/\$1000 Const Value	\$10/\$1000 Const. Value	\$150 + \$10.45/\$1000 Const Value	\$12/\$1000 Const Value \$15.00 min
Minimum Fee for all Residential permits	\$300.00	\$200.00	\$ 150.00	\$150.00
<b>Accessory Buildings - Detached Garages, Decks, Sheds etc</b>				
Less than 250 sf	\$150.00	\$125.00	\$150 + \$0.43/sf	\$150.00
251 to 500 sf	\$150 + \$0.20/sf over 250 sf	\$125.00 + \$0.20/sf over 250 sf	same as above	\$150.00 + \$0.35/sf over 250 sf
501 to 1000 sf	\$260.00 + \$0.10/sf over 500 sf	\$235.00 + \$0.10/sf over 500 sf	same as above	\$300 + \$0.15/sf over 500 sf
Over 1000 sf	\$300.00 + \$0.08/sf over 1000 sf	\$275.00 + \$0.08/sf over 1000 sf	same as above	\$350 + \$0.15/sf over 1000 sf
<b>Industrial/Commercial/Institutional</b>				
Comm. Group D & E Occ. incl mixed use Group C minor/major alt/reno/add	\$0.95/sf - min \$400/\$950	\$0.35/sf - Min \$300/\$500	\$150 + \$0.92/sf	\$12/\$1000 Const Value
Commercial Group D & E Occupancies including mixed use Group C New Const.	\$12/\$1000 CV - min \$1000.00	\$0.35/sf - min \$1000	same as above	same as above
Institutional - Group A & B Occ.	\$12/\$1000 CV - min. \$1000	\$10/\$1000 CV - \$500 min	same as above	\$12/\$1000 Const Value
Industrial - Group F Occupancies	\$12/\$1000 CV - min \$1000	\$10/\$1000 CV - \$500 min	same as above	\$12/\$1000 Const Value
Group C Multi Unit Residential excluding single detached, semi-detached, duplex, townhouses & row houses	\$12/\$1000 CV - min. \$1000	New Category	same as above	\$12/\$1000 Const Value



Item	Proposed 2022 Fee	2021 Fee	Township of Malahide	Township of Southwold
<b>Farm Buildings</b>				
Livestock Buildings & Manure Pits	<b>\$100+ \$7.25/\$1000 Const Value</b>	\$100 + \$6.25/\$1000 Const Value	\$150 + \$0.43/sf	\$150 + \$8.00/\$1000 Const Value
Non Livestock Agricultural Bldgs				
Less than 250 sf	<b>\$175.00</b>	\$150.00	\$150 + \$0.43/sf	\$150.00
251 to 500 sf	<b>\$175 + \$0.20/sf over 250</b>	\$150 + \$0.20/ sf over 250	same as above	\$150.00 + \$0.35/sf over 250 sf
501 to 1000 sf	<b>\$260 + \$0.10/sf over 500 sf</b>	\$235 + \$0.10/sf over 500 sf	same as above	\$300 + \$0.15/sf over 500 sf
1001 to 1500 sf	<b>\$300 + \$0.08/sf over 1000 sf</b>	\$275 + \$0.08/sf over 1000 sf	same as above	\$350 + \$0.15/sf over 1000 sf
1501 to 3000 sf	<b>\$355 + \$0.05/sf over 1500 sf</b>	\$330 + \$0.04/sf over 1500 sf	same as above	\$350 + \$0.15/sf over 1500 sf
3001 sf or greater	<b>\$425 + \$0.04/sf over 3000 sf</b>	\$385 + \$0.03/sf over 3000 sf	\$150 + \$0.43/sf (10,000 sf & under) \$0.37/sf additional over 10,000 sf	\$350 + \$0.15/sf over 3000 sf
Woodstoves, Chimneys, Fireplaces and other Wood Burning Appliances	<b>Flat fee \$150.00</b>	Flat Fee \$125.00	\$ 186.00	Flat Fee \$150
Demolition Permit	<b>Flat Fee \$150.00</b>	Flat Fee \$125.00	\$ 186.00	Flat Fee \$150
In Ground Swimming Pools (includes fencing)	<b>Flat Fee \$150.00</b>	Flat Fee \$125.00	\$294.00	Flat Fee \$150
Fence around Above Ground Pools	<b>Flat Fee \$150.00</b>	Flat Fee \$75.00	\$294.00	Flat Fee \$150
Designated Structures (1.3.1.1 of Building Code)	\$500/structure	\$500.00/structure	No fee listed	\$150 - \$2000.00
Building Re-locations	\$100 + Travel Cost + Fee for appropriate Building Listed Above	\$100 + Travel Cost + Fee for appropriate Building listed above	No fee listed	\$100 + Travel + Fee for appropriate Building Listed above
<b>Sewage System Permits</b>				
New Class 4 or 5 sewage system	<b>\$550.00</b>	\$525.00	\$620	\$500
Repair to sewage system	<b>\$350.00</b>	\$325.00	\$492.00	\$150 (min for all permits)
Repair to sewage system (max 2 runs)	<b>\$ 175.00</b>	\$ 150.00	\$ 492.00	\$150 (min for all permits)
Permit Renewal Fee	<b>\$150.00</b>	\$125.00	No fee listed	\$150.00
<b>General Permits</b>				

Item	Proposed 2022 Fee	2021 Fee	Township of Malahide	Township of Southwold
Transfer of Permit Fee	\$150.00	\$ 125.00	\$200.00	\$ 150.00
Tent Permit	Min. \$150.00 or \$1.50/sf	Min. \$125.00 or \$1.50/sf	No fee listed	\$ 150.00
Re-inspection Fee (not ready for insp)	\$75.00	New Charge	\$150.00	\$75.00
Change of Use (no construction)	\$150.00	\$ 125.00	\$186.00	\$ 150.00
Septic Inspection due to severance	\$150.00	\$ 125.00	No fee listed	\$ 150.00
Indemnity/Security Deposit (refundable)	\$500 or \$1000	\$500 or \$1000	\$2000 (Res) \$2000 - \$10,000	\$500 or \$1000
Sign Permit	\$ 150.00	\$ 125.00	\$ 186.00	\$12/\$1000 Const Value
Conditional Permit	\$325.00	\$ 300.00	no fee listed	\$ 300.00
Special search requests for files regarding permits	\$30/hour	\$30/hour	no fee listed	No fee listed
Written responses to inquiries regarding septic	\$50.00	\$50.00	no fee listed	No fee listed
Plumbing Permits (stand alone)	Min. \$200.00 or \$10/\$1000 Const Value	Min. \$200 or \$10/\$1000 Const value	\$150 + \$10.45 per fixture	\$150.00 plus \$12.00 per \$1000 const value



# County of Elgin - Road Maintenance Agreement Review

## Final Report

November 10<sup>th</sup>, 2021

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# 1

## Executive Summary

## Project Context and Objectives

### Project Context

- As a result of County restructuring that occurred in 1998, the County of Elgin’s roads are maintained through the Road Maintenance Agreement (hereafter “RMA” or “Agreement”) with several local municipal partners (“LMPs”), who undertake all road maintenance activities on the County’s behalf.
- As part of a 2020 review, StrategyCorp noted several issues and concerns regarding the current RMA, and identified that several opportunities to improve it with the opportunity to:

*Address past and ongoing issues in roads maintenance*

*Improve overall trust in the County and Local Municipal Partners’ working relationship*

*Reduce costs and increase staff productivity*

*Improve customer and resident experience*

*Provide the foundation for further shared service delivery progress*

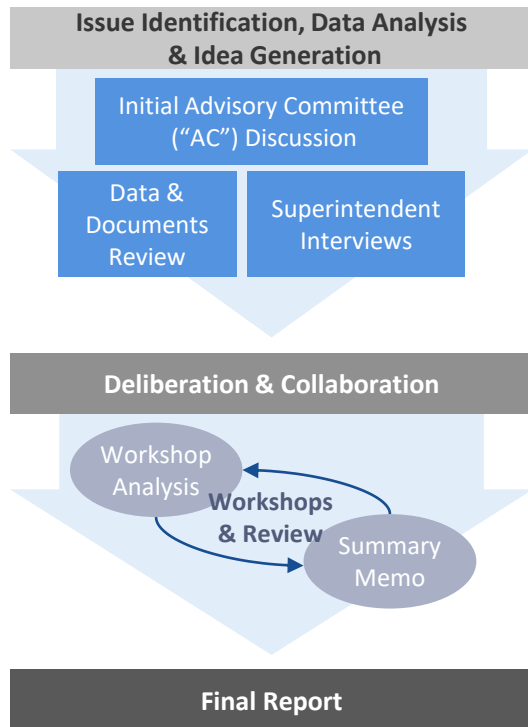
- With the current RMA set expire in 2022, Elgin County is interested in reviewing the RMA based on this recommendation and identifying means to improve the RMA.

### Project Objectives

In this context, Elgin County retained StrategyCorp to support it in the review and renewal of the current RMA, including the confirmation of service standards, an assessment of the financial model, and the development of a revised term sheet.

**This Report outlines the results of the review including our approach, key findings, recommendations, and high-level term sheet revisions.**

## RMA Review – Evaluation and Collaboration Process



- The RMA Review was **guided by a cross-functional Advisory Committee (the “AC”)** made up of Roads Superintendents, CAOs, and Treasurers from each LMP and the County.
- Through initial discussions with the Committee, individual interviews, and available data and documents, **four main areas of concern were identified:**

Governance & Communication

Scope of Services

Funding

Reporting & Enforcement

- For each area of concern, SCI presented analysis and recommendations that were reviewed and workshopped with the Committee and summarized in a Memo describing the Workshop discussions and outcomes.
- The outcomes from these AC workshops were consolidated into this Final Report and Term Sheet that includes the key findings from the review and contractual and non-contractual recommendations

## Key Issues & Workshop Objectives

### Governance & Communication

#### ISSUES

- Misalignment on the nature of the County/LMP service delivery relationship
- Lack of collaborative operational communication and planning
- No standard and transparent mechanism for resolving disputes
- No clear path for proposing and adopting amendments to the RMA

**KEY WORKSHOP OBJECTIVE:** Align on RMA Principles and establish clear communication and governance structures

### Funding Issues

#### ISSUES

- Some uncertainty around the sufficiency of the formula versus true costs
- Lack of alignment on the true costs of road maintenance activities

**KEY WORKSHOP OBJECTIVE:** Establish true cost of services and evaluate current funding formula, and inflation indexes

### Scope of Services Issues

#### ISSUES

- Lack of clear service standards
- Misalignment on definition of maintenance services vs. capital repairs
- Municipalities are expected to provide several specialized services that might be more efficiently contracted out by the County

**KEY WORKSHOP OBJECTIVE:** Confirm scope of services, clarify Schedule C language, and review opportunities for alternative service delivery options

### Reporting & Enforcement Issues

#### ISSUES

- No consistent reporting systems or methodologies across LMPs
- LMPs provide uneven levels of service that often either exceeds or falls short of County expectations
- The County lacks an appropriate mechanisms to enforce RMA obligations

**KEY WORKSHOP OBJECTIVE:** Align on standard reporting systems, methodologies, and requirements, and enforcement mechanisms



## Key Outcomes – Analysis and Workshops

### Governance & Communications

- ✓ New governance and communications structures, and guiding principles were established to help manage and oversee the execution of the RMA.

### Scope of Services

- ✓ Scope of Service changes to align service standards with County expectations, Schedule C amendments to clarify existing terms, and identification of shared procurement opportunities and considerations.

### Funding

- ✓ Comprehensive evaluation of the existing Funding Model is currently not possible given diverse LMPs tracking and reporting methods and data availability.
- ✓ Insufficient evidence was found to support an increase in the fee allocation based on reported LMP spending.
- ✓ Future evaluations of the existing funding model will require cost tracking and reporting by road class, however evaluation of the fee sufficiency will only require accurate, standardized reporting of LMP true costs, to which the parameters were agreed.

### Reporting & Enforcement

- ✓ Harmonized and standardized reporting mechanisms and methodologies for road maintenance activity and financial reporting were established.
- ✓ New enforcement protocols and tools were established to promote adherence to service and reporting obligations.

## Complete List of Supporting Recommendations



### Contractual Recommendations

- I. Add Guiding Principles to RMA.
  - II. Terms of Reference be established for both an Operational and Governance Committee.
- 
- I. Schedule C to be defined by service and include service descriptions.
  - II. All relevant County Policies to be appended to the RMA.
  - III. The County to develop a schedule of known drainage systems.
  - IV. Changes to service levels with respect to grass cutting, line painting, and road signs.
- 
- I. The existing funding formula remain unchanged.
  - II. The RMA continue to use CPI as its primary inflation index.
- 
- I. Regular Municipal Monthly County Roads Reports and Inspection Responses should be harmonized into a single quarterly report.
  - II. RMA should prescribe a standard reporting template and reporting methodologies for Year-End Financials.
  - III. The RMA should direct the County to compile and submit an Annual Compliance Report to the Governance Committee for review.



### Non-Contractual Recommendations

- I. Treasurers should attend operational meetings annually to assess shared procurement opportunities.
  - II. The Governance Committee should be rolled into a regular shared services meeting of the CAOs.
- 
- I. County should investigate all opportunities for shared contracts, evaluate resource requirement to administer identified contracts, and add administrative fees to all shared contracts, as necessary.
  - II. County should assess inspections of drainage systems, etc., that are not currently defined in the RMA.
- 
- I. Pending improved data collection and reporting, amendments to the funding formula could be made during the period of the next agreement, through the Governance committee.
- 
- I. The County should investigate a County-hosted GIS linked Asset & Work Order Management Software Solution.

# 2

## Workshop Outcomes

### **2.1 Governance & Communications**

*2.2 Scope of Services*

*2.3 Funding*

*2.4 Reporting & Enforcement*

# Governance & Communications – Overview

## Section Summary

Defining the Philosophical Approach

Designing Governance and Communication Structures

## Key Workshop Findings & Discussions

### Findings

- The RMA is designed to facilitate an outcome-based, fixed-fee service delivery model. However, LMPs across the County reported having very diverse understandings, approaches, and outcomes to using County fees to meet their obligations under the Agreement.
- The current, informal governance and communications structure appear to be effective at managing day-to-day operations but does not formally surface and resolve structural or systemic issues with the agreement itself.

### Discussion

- The Committee aligned on 5 principles to underpin the philosophical approach to the Agreement.
- The Committee established additional contractual mechanisms to improve operational communications, and how distinct governance committee might better administer oversight and address systemic or long-standing issues with the agreement.

## Key Recommendations

### Contractual

- I Add Guiding Principles to RMA.
- II Terms of Reference be established for both an Operational and Governance Committee.

### Non-Contractual

- I Treasurers should attend operational meetings annually to assess shared procurement opportunities.
- II The Governance Committee should be rolled into a regular shared services meeting of the CAOs.

## Defining the Philosophical Approach: Fee-For-Outcomes

The existing **RMA was originally designed to facilitate an outcome-based service delivery model** where LMPs are given an annual fixed fee to provide road maintenance services on County roads.

However, LMPs across the County reported very diverse understandings, approaches, and outcomes to using County fees to meet their obligations under the Agreement. This range of municipal philosophies include:

**Maintain all service standards even when schedule fees are exceeded, invoice additional services when possible**

**Maintain service standards and manage surplus and deficits through an accumulated reserve**

**Maintain MMS, but only complete as many Schedule C services as annual fee will directly cover**



## Defining the Philosophical Approach: Guiding Principles

### Contractual Recommendations



**I** The Advisory Committee endorsed the following 5 Guiding Principles to be enshrined as a section of the RMA:

**I.** The fee schedule must be sufficient to cover the anticipated *average* costs of maintenance activities in an average year.

**II.** Municipalities will execute all the services outlined in the Agreement to the standards outlined in the Agreement, irrespective of annual operating cost fluctuations.

**III.** Municipalities will be entitled to the entire amount outlined in the fee schedule irrespective of annual operating cost fluctuations.

**IV.** Municipalities will have the flexibility to perform the services outlined in the Agreement using any service delivery methods they choose, so long as they meet the minimum standards outlined in the Agreement.

**V.** Municipalities should be given the control and flexibility to annually appropriate funds received as part of the Agreement to operations and/or reserves at the Municipality's discretion.

## Designing Governance and Communication Structures: Key Findings

The current informal governance and communications structures appear to be **effective at managing day-to-day operations**, but do not formally surface and resolve structural or systemic issues with the agreement itself.

**The RMA currently lacks sufficient governance mechanisms**; issues and concerns with the RMA are surfaced on an ad-hoc basis, and the current operational meetings do not meet all communication needs.

### RMA Governance

- Except during RMA renewal discussions every 5 years, the RMA is not governed by a particular group or body to oversee its effectiveness, below County Council.
- The Agreement, and any issues or concerns that arise among LMPs, are directly managed by the County Superintendent and General Manager on an ad hoc basis.

### RMA Communications

- Quarterly meetings are currently held between the County and LMP superintendents to discuss status and issues related to County road maintenance and LMP requirements and planning for capital projects.
- All parties indicate a lack of transparency around planned operations on County roads, including both capital and maintenance projects.
- Discussions are largely informal, and issues or concerns related to the RMA itself are not regularly reviewed or discussed in a formal manner.

## Governance and Communications Structures: Two-Committee Structure

### Contractual Recommendations



- II** The Committee endorsed the creation of two separate committees to support communication related to the RMA with distinct and separate objectives, each with Terms of Reference attached to the RMA.

	Operations Committee	Governance Committee
<b>Mandate &amp; Other Terms</b>	<p><b>Mandate:</b> Sharing upcoming County capital project and repair plans; identification of shared procurement opportunities; and the coordination of shared service delivery, or County-led services.</p> <ul style="list-style-type: none"> <li>Standard agenda items and pre-publishing requirements</li> <li>Mechanisms for reviewing LMP and County engagement at operational meetings</li> </ul>	<p><b>Mandate:</b> Assess structural or systemic concerns that arise on a regular basis between renewal cycles and recommend changes to the agreement to County Council, where required; resolve disputes and conflicts that cannot be resolved at the operational level; oversee general compliance with the Agreement.</p>
<b>Participants</b>	County and Municipal Superintendents	County and Municipal CAOs
<b>Frequency</b>	Quarterly	TBD

### Non-Contractual Recommendations



<b>Additional Notes:</b>	<p><b>I</b> Treasurers should attend operational meetings annually to assess shared procurement opportunities that can be brought back to regular treasurers' meetings.</p>	<p><b>II</b> The Governance Committee should be rolled into a regular shared services meeting of the CAOs. This could occur during standing CAO meetings on a quarterly or bi-annual basis.</p>
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# 2

## Workshop Outcomes

*2.1 Governance & Communications*

**2.2 Scope of Services**

*2.3 Funding*

*2.4 Reporting & Enforcement*

# Scope of Services – Overview

## Section Summary

Defining the Scope of Services and Schedule C

Service-by-Service Assessment Workshop Activity Outline

Schedule C Amendments

Opportunities for Collaborative Procurement

## Key Workshop Findings & Discussions

### Findings

- Schedule C lacks service descriptions and service standards for many obligatory services.

### Discussion

- The committee discussed amendments to service standards to clarify capital and maintenance activities and funding responsibilities.
- One key area of discussion surrounded opportunities for collaborative procurement. The Committee agreed that the County should investigate as many shared service contracts as possible on an “opt-in” basis similar to the *Phragmites Program*, meaning no changes were recommended to the Scope of Services.
- Discussion was also had on the responsibility of identifying deficiencies for systems not identified in the MMS including for drainage facilities, bridges, and culverts.
- The committee also discussed specific “by kilometer” service limits for “rare” events (i.e., washouts) and how those might be accounted for in a per kilometer funding formula.

## Key Recommendations

### Contractual

- I Schedule C to be defined by service and include service descriptions.
- II All relevant County Policies to be appended to the RMA.
- III The County to develop a schedule of known drainage systems.
- IV Changes to service levels with respect to grass cutting, line painting, and road signs.

### Non-Contractual

- I County should assess inspections of drainage systems, etc., that are not currently defined in the RMA.
- II County should investigate all opportunities for shared contracts, evaluate resource requirement to administer identified contracts, and add administrative fees to all shared contracts, as necessary.

## Defining the Scope of Services – Schedule Format and Clarifications

Existing LMP maintenance obligations are described in *Schedule C* of the RMA. Work required to meet Schedule C standards that exceed the limits imposed by the Schedule are addressed according to the processes identified in *section 4.5* of the RMA.

### Schedule C

- *Schedule C* states that LMP are to meet all MMS legislated standards, and then enumerates all the additional standards that fall outside the MMS LMPs are expected to complete. These standards were originally formatted to accompany a “municipal best practices” schedule that was later removed from the Agreement. The result is that **Schedule C is not currently well formatted to clearly communicate all LMP responsibilities.**

### Section 4.5

- “Road maintenance/repair services in addition to the Scope of Services identified in Schedule “C” may be performed by the Municipality by mutual agreement between the Municipal Superintendent and the County Superintendent...”

## Contractual Recommendations

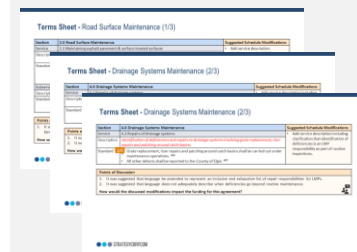


Schedule C should be amended so **standards are organized by service category of all required services** including those prescribed in the MMS, including inspections.

# Service-by-Service Assessment – Workshop Activity

Based on the agreed upon Schedule format, **the Advisory Committee conducted a line-by-line review of the Scope of Services.** For each service listed, the following items were discussed:

- i. Confirm service descriptions for each service category.
- ii. Confirm understanding of existing minimum service standards and service level limits including intended purpose of existing stipulations; clarify language, as necessary.
- iii. Discuss opportunities for migration of services to the County or for shared procurement between partners.
- iv. Discuss proposed changes to existing service standards as identified by the County or LMPs in the Scope-of-Services Worksheet.



## Services List

### 1.0 Inspection

- 1.1 Routine Inspections

### 2.0 Road Surface Maintenance

- 2.1 Maintaining Asphalt Pavement & Surface Treated Surfaces
- 2.2 Maintaining Gravel Shoulders
- 2.3 Sweeping

### 3.0 Roadside Maintenance

- 3.1 Debris Control
- 3.2 Grass Cutting

### 3.3 Brush Control

### 3.4 Tree Maintenance

### 3.5 Weed Control

### 4.0 Drainage Systems Maintenance

- 4.1 Cleaning of Drainage Systems
- 4.2 Repairs of Drainage Systems
- 4.3 Ditch Maintenance

### 5.0 Bridges and Culverts

- 5.1 Structure Cleaning
- 5.2 Erosion Control

### 6.0 Safety Devices

- 6.1 Road Markings
- 6.2 Road Signs
- 6.3 Guide Rail and Traffic Barrier Systems
- 6.4 Road Closures

### 7.0 Winter Control

- 7.1 Winter Control

## Schedule C Amendments – Clarity and Good Governance

- The following clarifying recommendations are not meant to alter the obligations of either party under the agreement but are designed to clarify the intent of certain stipulations through added language and supporting documents.

### Contractual Recommendations



- ✓ **Service descriptions should be added** for each service listed in Schedule C.
- ✓ Where service standards are prescribed by the MMS, **“to be completed as per MMS,” should be added** to the schedule.
- ✓ Where a specific service level limit is described in Schedule C, **a clause referencing section 4.5 of the RMA should be added** to clarify the County responsibility to pay for any additional work necessary to meet minimum service standards.
- II Where Municipalities are expected to provide services with regard to a particular policy referenced in the RMA or Scope of Services, that **policy should be attached at an appendix to Schedule C**, with a provision allowing the County to update these policies between RMA renewal cycles. This includes but is not limited to:
  - i. “No Spray” Policy
  - ii. Road Salt Management Plan
  - iii. Deer Warning Signage Policy

## Schedule C Amendments – Drainage Systems

- It was identified that in many cases, such as for drainage facilities, bridges, and culverts, where routine inspection is not prescribed in the MMS, **the existing agreement does not clearly define which party is responsible for the identification of defects on these structures.**

### Contractual Recommendations



- III Schedule C should be amended to include a provision requiring the **County to provide a schedule of known drainage structures under the responsibility of LMPs**, and will continuously update that schedule as asset inventories are updated and improved. LMPs will still be responsible for all drainage structures in the municipality.

### Non-Contractual Recommendations



- I County should assess *what party is best suited to conduct* inspections of drainage systems, bridges, and culverts and clarify those roles in the terms of the RMA.

# Schedule C Amendments – Service Level Changes

## Contractual Recommendations



IV

### 3.2 Vegetation Control

- ✓ The existing minimum standard for full width cutting of the ROW every third year should be removed and replaced with a standard that allows the area between biannual cutting and the property line to naturalize to the extent that it remains free of invasive and noxious weeds, or larger brush and vegetation that impedes sight lines or drainage facilities. Larger vegetation in these areas should also be removed by the municipality before the canopy begins to encroach the road property.

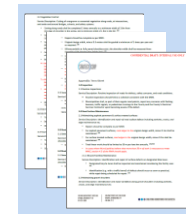
### 6.1 Road Markings

- ✓ A provision should be added to the schedule for the County to take on responsibility for the costs of re-marking roads following capital re-surfacing or re-paving projects on County roads but that there should be continued collaboration between Municipalities and the County to eliminate duplication of road markings in cases where capital projects are planned, as has been the practice in recent years.

### 6.2 Road Signs

- ✓ A provision should be added to the scope of services schedule to clarify that where road signs have become deficient over time (i.e., failed reflectivity tests) the County is responsible for the costs of replacing those signs, as has been the practice in previous years. The municipalities should continue to be responsible for replacing damaged or stolen signs, and for regular reflectivity testing as per the MMS.

***Draft Schedule C language is appended to the Term Sheet that is the Companion document to this report.***



## Opportunities for Collaborative Procurement

**The committee discussed shared service contract opportunities** for a number of municipality-led services that could be taken on by the County. Opportunities for Municipality-led contracts were not favoured by the committee.

- LPMs favoured a contract structure that allows LMPs the opportunity to “opt in” to service contracts procured and administered by the County if the rates prove favorable to their own costs or contracts – Similar to the *Phragmites Program*.
- The County noted that while the *Phragmites Program* has also been successful for the County, it represents an additional administrative workload, and should more contracts be taken on by the County, staff resourcing would become a cost consideration.

### Contractual Recommendations



- ✓ **Existing service obligations should remain in Schedule C** so that LMPs have the flexibility to pursue the most cost-effective delivery methods.

### Non-Contractual Recommendations



- II The committee agreed that **the County should explore shared contracts for as many services as possible**, though the following services were identified as of special interest:
  - i. Sweeping
  - ii. Road Marking
  - iii. Routine Inspection and Cleaning of Drainage Systems
  - iv. Reflectivity Testing for Road Signage
- ✓ **The County should consider adding an administrative fee to shared contracts** it procures and administers for LMPs based on resource requirements from the County.



# 2

## Workshop Outcomes

*2.1 Governance & Communications*

*2.2 Scope of Services*

**2.3 Funding**

*2.4 Reporting & Enforcement*

# Funding – Overview

## Section Summary

Review of Current Reported  
LMP Spending

Assessing the Sufficiency of the  
Existing Fee Allocation

Fee Schedule Recommendations

Review of Potential Inflation  
Indexes

## Key Workshop Findings & Discussions

### Findings

- Most LMPs do not have consistent reporting on road maintenance costs and use a number of methodologies to report costs to the County, with varying degrees of accuracy.
- Equipment costs represent a significant area of ambiguity, given the subjectivity involved in calculating machine hour costs – previous discussions on RMA funding indicate that funding is intended to cover 75% of OPS-127 machine hour rates.
- SCI evaluated current costs against OPS-127 machine hour rate, and found no evidence that LMPs would report significantly more spending than allocations, even at 100% of OPS-127 rates.
- Based on the level of available data, a comprehensive assessment of funding sufficiency / deficiencies versus costs could not be conducted
- Future evaluation of the funding formula which currently relies on a per kilometer calculation by road class, since LMPs do not track spending by road class, the formula cannot currently be validated.
- While there is some subjectivity in assessing inflation rates in the funding formula, CPI remains the most widely accepted and most relevant benchmark as an escalation factor in the agreements

## Key Recommendations

### Contractual

- I The existing funding formula remain unchanged.
- II The RMA continue to use CPI as its primary inflation index.

### Non-Contractual

- I Pending improved data collection and reporting, amendments to the funding formula could be made during the period of the next agreement, through the Governance committee

## Recent LMP Spending on County Roads

SCI reviewed LMP spending on County roads by reviewing LMP's financial reporting to the County, as well as their operating expenses, and compared that to RMA fee allocations for 2018-2020. When reserve transfers are excluded, LMPs only **spent 95% of their allocation in 2020**, and **104% of their allocation on average annually between 2018-2020**. It should be noted that Winter Control spending was notably higher across LMPs in 2018, and lower across LMPs in 2020, as winter controls typically make up the most volatile portion of spending.

### Reported LMP Spending in 2020 (Excluding Reserve Transfers)

	Total	Aylmer	Bayham	Central Elgin	Dutton Dunwich	Malahide	Southwold	West Elgin
Total Allocation	\$3,296,220	\$21,864	\$410,794	\$694,704	\$462,362	\$722,593	\$504,225	\$479,678
Spending for all Roads	\$3,357,736	\$16,214	\$378,015	\$593,734	\$476,155	\$596,741	\$558,499	\$450,521
Difference	101%	74%	86%	84%	103%	83%	111%	94%

### Reported Spending 2018-2020 (Excluding Reserve Transfers)

3-Year Avg. Difference	102%	113%	92%	113%	104%	99%	109%	96%
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- Based solely on LMP reported spending as compared to County allocation, SCI finds LMP spending does not significantly exceed the current allocation enough to justify a fee increase.

## Assessing the Sufficiency of the Existing Fee Allocation

### Our Initial Approach

Establish a **true cost-of-services assessment of expenditures** based on the required level of service for each classification of highway in relation to service standards. However, **this would require relatively normalized standards and accuracy in reporting across LMPs** as well as significant visibility and data sharing from all LMPs.

### Available LMP Reporting and Data

Most LMPs reported a relatively good, or high degree of accuracy in tracking and reporting, however, **most have been unable to provide detailed reporting on maintenance activities**, and **no LMPs reported tracking maintenance activities by road class**, making any kind of service level-based assessment impossible.

### Adapted Methodology

Given LMPs current reporting alone does not seem to support a fee increase, SCI has attempted to review LMP spending by cost center, in an attempt to normalize spending across LMPs, and fully account for both direct and indirect costs, including those that LMPs noted were absent from the funding formula.

### Proportion of Cost Centers as Reported LMP Expenditures (3-Year Average)

Average % of Spending		*Aylmer	Bayham	Central Elgin	Dutton Dunwich	Malahide	Southwold	West Elgin
Labour	<b>28%</b>	10%	24%	38%	28%	33%	N/A	36%
Equipment	<b>27%</b>	24%	26%	25%	29%	31%		26%
Materials	<b>42%</b>	66%	30%	22%	44%	16%		30%
Contracts			14%	13%		15%		
Admin/Other	<b>5%</b>	-	6%	1%	-	5%	7%	5%

\* Aylmer only has 2020 data available

## How LMPs Measure and Calculate Spending – Direct Costs

For **labour**, **materials**, and **contracts**, LMPs all report costs using direct costs, including salaries and invoices. For this reason, and even though LMPs report a range of spending in these areas, this **reporting is considered true-to-cost for the purposes of our assessment**.

	LMP Resource Allocation Tracking	LMP Reporting of Expenses
Labour	<ul style="list-style-type: none"> <li>Most LMPs track labour hours on detailed timesheets, with two LMPs using a work management systems, one LMP does not accurately track labour resources to County or Local roads.</li> </ul>	<ul style="list-style-type: none"> <li>All municipalities report labour costs using direct wages plus an additional percentage for incidentals (including EI, CPP, OMERS, Health and Dental, etc.) this rate varies between LMPs (21%-47%), with some reporting a fixed percentage on all wages, and others reporting actual costs.</li> </ul>
Materials	<ul style="list-style-type: none"> <li>Only one LMP reported using their Work Management system to track materials to County or Local roads, all other LMPs reported that unless materials are ordered specifically for a County project, material resource allocation is done based on supervisor estimates only.</li> </ul>	<ul style="list-style-type: none"> <li>All LMPs use invoices to report on materials used on county roads.</li> </ul>
Contracts	<ul style="list-style-type: none"> <li>Only one LMP reported using their Work Management system to report materials to County or Local roads, all other LMPs reported that unless materials are ordered specifically for a County project, material resource allocation is done based on supervisor estimates only.</li> </ul>	<ul style="list-style-type: none"> <li>All LMPs use invoices to report on service contractor fees for county roads</li> </ul>

## How LMPs Measure and Calculate Spending – Indirect Costs

**Equipment, administrative, and overhead** spending all include some degree of indirect costs or cost estimates. For these cost centers, LMPs have varying degrees of cost tracking and reporting methodologies, so it should be possible to apply best or leading costing practices to available reporting and **normalize reported spending across LMPs that better reflects the true cost of services.**

	LMP Resource Allocation Tracking	LMP Reporting of Expenses
Equipment	<ul style="list-style-type: none"> <li>Most LMPs track machine hours on detailed timesheets, with two LMPs using a work management system, one LMP does not accurately track equipment resources to County or Local roads.</li> </ul>	<ul style="list-style-type: none"> <li>Four LMPs reported using MTO OPS-127 as the source or reference for their equipment rates, one uses a rate based on fuel and maintenance costs, and two LMPs could not directly source their existing rates.</li> </ul>
Admin	<ul style="list-style-type: none"> <li>Most LMPs do not directly track administrative resources for managers, supervisors, oversight, etc.</li> <li>Only two LMPs directly track administrative time.</li> </ul>	<ul style="list-style-type: none"> <li>Most LMPs report Administrative spending as a flat rate per service or for all services.</li> <li>Those that track administrative time report it as Labour or Administrative spending.</li> </ul>
Other	<ul style="list-style-type: none"> <li>Only one LMP currently tracks and reports some direct or indirect overhead costs, including building maintenance, licenses, utilities, and admin services including phone, radio, and IT.</li> <li>No LMPs separately track or report on insurance costs.</li> </ul>	<ul style="list-style-type: none"> <li>One LMP includes some portion of its overhead spending to the services provided under the RMA.</li> <li>The RMA does not account for additional reported spending for overhead.</li> </ul>

## Indirect Costs – Equipment and Administration Rates

**Equipment** – The funding formula for the existing fee allocation model is meant to account for 75% of OPS-127 rates. Three of seven LMPs said they report machine hours based on 100% OPS -127 (MTO) rates, and one LMP reports 70% OPS-127 rates. Generally, **this would indicate some LMP reported costs are inflated compared to the intended scope of the fee allocation of 75% OPS-127 rates.**

EQUIPMENT	Aylmer	Bayham	Central Elgin	Dutton Dunwich	Malahide	Southwold	West Elgin
Tracking	Tracked using Timesheets	Tracked using Timesheets	Tracked using WorkTech (CMMS)	Not effectively tracked	Tracked using WorkTech (CMMS)	Tracked using Timesheets	Tracked using Timesheets
Pricing Rational	100% OPS 127 Rates	100% OPS 127 Rates	Rate based on fuel + maintenance costs	N/A	100% OPS 127 Rates	N/A	70% OPS 127 Rates
E.g. Chevy Silv.*	\$35.25	\$37.55	\$9.44		\$29.00	\$19.60*	\$21.46

\*OPS-127 rate: \$30.30

**Administration** – Most LMPs noted that they do not directly track or report on general effort required to administer the RMA including activities completed by supervisors, treasurers, etc. To account for these expenses, in 2001 County recommended “*that all municipalities incorporate 5% of approved expenditures for administrative overhead.*” **LMPs report varying pricing mechanisms** for reporting administrative expenses.

	Aylmer	Bayham	Central Elgin	Dutton Dunwich	Malahide	Southwold	West Elgin
Tracking	N/A	Timesheets	WorkTech	None	None	None	None
Pricing	N/A	~7%	25% *	5%	~5%	~7%	5%

\*As reported to County in 2020

## Indirect Costs – Equipment Rate Normalization Exercise

Though most LMPs say they have accurate reporting on machine hours, **only 3 LMPs were able to provide us with an accurate detailed report of machine hours for the past 3 years along with enough detail on fleet to assess the impacts of a rate change** – Bayham, Malahide, and West Elgin.

### Bayham Example

- Based on reported machine hours from 2019-2020\*, we estimate that the **Municipality's equipment costs would decrease ~15% annually** if they were to charge at 100% of their OPS-127 rates.
- Given the Municipality spends ~28% of its total spending on equipment this would equal an **average annual reduction of 4% in total spending, or 11% less than their 2020 Allocation.**

### Malahide Example

- Using reported machine hours from 2018-2020, we estimate that the **Township's equipment costs would increase ~12% annually** if they were to charge at 100% OPS-127 (2016) rates.
- Given the Township spends ~31% of its total spending on equipment this would equal an **average annual increase of 4% in total spending, or 1% more than their 2020 Allocation\*\*.**

### West Elgin Example

- Using reported machine hours from 2018-2020, we estimate that the **Municipality's equipment costs would increase ~43% annually** if they were to charge at 100% of their OPS-127 rates.
- Given the Municipality spends ~26% of its total spending on equipment this would equal an **average annual increase of 11% in total spending, or 4% more than the Municipality's 2020 Allocation.**

- For the examples shown, this illustrative normalization results in **municipal expenditure at 85-104% of their 2020 allocation.**
- Given the rate variability across LMPs, **SCI cannot draw any conclusions on how a rate change might impact other LMPs**; however, given many LMPs already report using 100% OPS-127 rates, it stands to reason that their change in spending would be limited as well.

\*Bayham changed its rates in 2019, and it should be noted that its 2018 equipment spending was far below OPS rates.

\*\*Given Malahide reports already using OPS-127 rates, variation that was found in this experiment could be due to fleet misclassification, outdated rates etc.



## Fee Schedule Recommendations

- Reporting by road class is required for the County and LMPs to assess the current funding formula against true cost-of-service, given that it is tied to road classification. Currently, LMPs do not have the capacity to track or report maintenance costs by road class so **funding sufficiency / deficiencies versus costs cannot be comprehensively assessed at this time**, and County is unable to identify LMP costs that are driven by unique road class structures that may be driving up costs for some LMPs.

### Contractual Recommendations



- I Based on the current LMP reported spending and reporting methods, the Equipment Charges Normalization Exercise, and overall level of data availability, **no changes to the fee schedule are recommended at this time.**

### Non-Contractual Recommendations



- I That **LMPs develop consistent reporting standards and templates** to better inform future reviews of the fee allocation and funding formula.
- II Recommendations for the 2022 RMA should not include requirements to report on road class because to do so would require significant investments in reporting processes or technology for LMPs. **However, future evaluation of the funding structure or base allocation should not be deferred entirely in the absence of road class data. If financial reporting can be standardized to a certain degree in the interim future evaluations may rely on that data to potentially develop alternative funding models.**

## Annual Inflation Index Recommendations

Beyond discussions surrounding the base fee for the RMA allocation, LMPs have also historically raised concerns that the **Consumer Price Index** is not the best indication of inflation for the RMA to rely on, and the **Building Construction Price Indexes** would be a better reflection of the actual cost incurred by LMPs. Below is a description of the two indexes, and their comparative percent changes in the last year (*Source: StatsCan*).

### Consumer Price Index

- The **Consumer Price Index (CPI)** represents changes in prices as experienced by Canadian consumers. The goods and services in the CPI basket include: food; shelter; household operations, furnishings and equipment; clothing and footwear; transportation; health and personal care; recreation, education, and reading; and, alcoholic beverages, tobacco products, and recreational cannabis.
  - Across Canada, this **increased 2.2% from** March 2020-2021.

### Building Construction Price Indexes

- The **Building Construction Price Indexes BCPI** measures change over time in contractors' prices to construct a range of new commercial, institutional, industrial and residential buildings. The contractor's price reflects the value of all materials, labour, equipment, overhead and profit to construct a new building.
- In Toronto, the BCPI for Non-Residential Buildings increased **3.3%** from Q1 2020-2021.

- **The CPI is typically viewed as the best overall indicator of inflation across the Canada;** while the BCPI may reflect some aspects of LMPs changing prices under the RMA, it is not perfectly analogous due to both material and regional differences (i.e., the BCPI measures price changes in metropolitan areas only).

## Contractual Recommendations



- II The RMA **continue to use CPI** as its primary inflation index.

# 2

## Workshop Outcomes

2.1 *Governance & Communications*

2.2 *Scope of Services*

2.3 *Funding*

**2.4 Reporting & Enforcement**

# Reporting & Enforcement – Overview

## Section Summary

### Inspections and Activity Reporting

### Annual Financial Reporting

### Enforcement Mechanisms

## Key Workshop Findings & Discussions

### Findings

- LMP compliance with submitting reporting on road maintenance activities is inconsistent, with the majority of LMPs not providing timely or detailed reporting on work performed or materials used.
- Compliance with financial reporting is high, but provides limited value do to lack of standardized reporting.
- The County does not have an effective way of enforcing service standards across the County, demonstrated by the variable service levels provided by LMPs.

### Discussion

- The Committee discussed standard methodologies for calculating labour, equipment, material, contract, and admin costs, with the goal of reporting / approximating true costs as accurately as possible.
  - Evaluation of costs will rely on reporting of true cost in hours (for labour and equipment), to validate reported spending.
- The Committee supported the recommendation that a shared digital reporting platform be introduced outside the language of the RMA to reduce reporting burden for LMPs and improve data collection and analysis for the County. Such a system would allow for road specific reporting on maintenance activities and enable evaluations of maintenance activities and costs by road class.

## Key Recommendations

### Contractual

- I Regular Municipal Monthly County Roads Reports and Inspection Responses should be harmonized into a single quarterly report to County.
- II RMA should prescribe a standard reporting template and reporting methodologies for Year-End Financials.
- III The RMA should direct the County to compile and submit an Annual Compliance Report to the Governance Committee for review.

### Peripheral

- I The County should investigate a County-hosted GIS linked Asset & Work Order Management Software Solution.

## Inspections and Activity Reporting – Quarterly Inspections

Quarterly Inspections	Existing Terms	Current Practice	Compliance and Outcomes
	<ul style="list-style-type: none"> <li>The County shall perform <b>Quarterly Inspections</b> accompanied by the Municipal Superintendent with respect to the Scope of Services and provide the result of those inspections in an <b>Inspection Report</b> (Schedule E) to LMPs with direction to repair any deficiencies.</li> <li>LMPs are required to make all noted repairs within 60 days of receiving an Inspection Report and provide <b>written confirmation of work performed</b> to address deficiencies.</li> </ul>	<ul style="list-style-type: none"> <li>The County conducts regular inspections quarterly, and provides the results to the LMPs – however, the practice of including a municipal representative was suspended by Council a few years ago.</li> <li>In 2020, the County identified on average <b>1.5 deficiencies per 10 km of roads</b> across the County, with <b>individual LMPs ranging from an average of zero to 3.8 deficiencies per 10 km</b> of County roads.</li> <li>While the majority of LMPs provide written confirmation of work within 60 days, most exceeded that time frame at least once in 2020.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>LMPs deliver variable road maintenance service levels across the County, as measured by number of deficiencies.</b></li> <li>➤ <b>Inspections occasionally result in contested identified deficiencies and LMP compliance in providing written confirmation of work completed in response to an inspection report is inconsistent.</b></li> <li>➤ <b>The County does not have an effective way of enforcing service standards across the County.</b></li> </ul>

## Inspections and Activity Reporting – Activity Reporting

Monthly Reporting	Existing Terms	Current Practice	Compliance and Outcomes
	<ul style="list-style-type: none"> <li>LMPs are required to submit <b>Monthly Road Maintenance Invoices</b> (Schedule G) that includes the allocated payment as described in Schedule D as well as invoices for work completed outside on the base allocation, as well as a <b>Monthly County Road Report</b> (Schedule F) that includes a description of works performed the previous month by service and road number, planned work for the coming month, and a summary of materials used for winter controls.</li> </ul>	<ul style="list-style-type: none"> <li>LMPs regularly submit invoices in a timely manner, however supporting documentation is not always present.</li> <li>For the year of 2020, <b>only 3 LMPs submitted monthly reports in a timely manner</b>, 3 submitted all their 2020 reports in 2021 at the request of the County, and 1 has not submitting any reports for 2020.               <ul style="list-style-type: none"> <li>5 of 7 LMPs reported the number of winter events and volume of materials applied to County roads.</li> <li>LMPs provided varying degrees of detail in reports, including on work completed and where it occurred.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>LMP compliance with reporting on road maintenance activities is inconsistent, with the majority of LMPs not providing timely or detailed reporting on work performed.</b></li> <li>➤ <b>The majority of LMPs do provide detailed monthly reporting on materials used, though often reporting is provided retroactively.</b></li> <li>➤ <b>The County does not have access to an accurate record of work performed for liability or asset management planning purposes.</b></li> </ul>

# Inspections and Activity Reporting – Recommendations

## Contractual Recommendations



- I The RMA must clearly establish the minimum level of reporting required by the County - specifically for liability and insurance purposes – given the administrative burden of current reporting systems. It is therefore recommended that **County Road Reports and Inspection Responses be harmonized into a single quarterly LMP report** that includes the following:
- i. **Description of activities** by service and road number completed since the previous report.
  - ii. **Planned activities** by service type and by road number for the next reporting period.
  - iii. **Number of Winter events**, and **volume of materials** used in Winter Controls.
  - iv. Description of work performed in **response to previous Inspection Report**.

## Non-Contractual Recommendations



- I The adoption of a **County-hosted GIS linked Asset & Work Order Management Software Solution** to track and report on specific road maintenance activities and condition remains a key recommendation moving forward. The County has already taken steps to allocate necessary funding to implement such a system. Most LMPs do not use a CMMS to track and report maintenance activities, making all specific reporting based entirely on manual or ad hoc processes to accurately recount activities.

# Annual Financial Reporting

	Existing Terms	Current Practice	Compliance and Outcomes
Annual Reporting	<ul style="list-style-type: none"> <li>LMPs are required to submit <b>Year-End Financial Statements</b> detailing total repair/maintenance costs in respect of County Roads, for the previous calendar year, including line items in respect of winter control, material costs, and patrol costs.</li> </ul>	<ul style="list-style-type: none"> <li>All LMPs submit Year-End Financial Statements, and 5 of 7 include all required line items.</li> <li>Every LMP uses a different template for its submitted financial report, includes different costs, and calculates them differently.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>LMP compliance with Annual Financial Reporting is high, but since reporting it is not standardized, provides limited value or insight to the County.</b></li> <li>➤ <b>The County is unable to effectively evaluate the sufficiency of fee allocations, or the value of LMP contracts.</b></li> </ul>

## Contractual Recommendations



- II The RMA should prescribe a standard template and reporting methodology for Year-End Financials.



# Annual Financial Reporting – Recommendations (1/2)

## Contractual Recommendations



- ✓ A template for Year-End Financial Reporting should **require costs be reported by a set list of service categories and cost centres** as outlined below and attached as a Schedule to the RMA.
- ✓ **Reported work hours for Labour and Equipment costs should be included** in Year-End Financial Reports as supporting documentation.

Example		Labour (Hourly breakdown Appended)	Equipment (Hourly breakdown Appended)	Materials & Contracts	Admin	Other	Totals
	Inspection/ Patrol	\$	\$	\$	\$	\$	\$
	Road Surfaces	\$	\$	\$	\$	\$	\$
	Roadside	\$	\$	\$	\$	\$	\$
	Drainage Systems	\$	\$	\$	\$	\$	\$
	Bridges/ Culverts	\$	\$	\$	\$	\$	\$
	Safety Devices	\$	\$	\$	\$	\$	\$
	Winter Control	\$	\$	\$	\$	\$	\$
	<b>Totals</b>	\$	\$	\$	\$	\$	\$

- *Beyond the scope of the 2022 RMA, the County and LMPs should investigate the feasibility of leveraging the Asset & Work Order Management System to facilitate financial reporting by road class to allow for evaluation of the existing funding model in the future.*

## Annual Financial Reporting – Recommendations (2/2)

### Funding Workshop Findings

- **Direct costs (i.e., labour, materials, contracts) are accurately reflected in true cost reporting**, as these cost centres include few additional costs that may be associated with delivering the RMA.
- **The use of full OPS-127 rates for equipment use is leading practice for government contracts** as these rates have been designed to account for all the direct and indirect costs associated with owning and operating a given piece of equipment **including fuel, repairs, depreciation, financing, storage, insurance, overhead, and even profit**. Given most LMPs already use this rate, total LMP spending is unlikely to increase significantly across LMPs.
- **A flat rate for administrative costs continues to be the most practical solution** given most LMP's lack of tracking or visibility into how these costs actually apply to delivery of the RMA.

### Contractual Recommendations



- ✓ The following standard methodologies for required cost centres should be added as a section or subsection of the RMA.
  - i. **Labour costs** should be reported as true costs of *salary and benefits paid out*.
  - ii. **Equipment costs** should be reported as *machine hours using OPS-127 rates* most recently published by MTO.
  - iii. **Material and Contract costs** should be *reported as invoiced* to the Municipality by the vendor.
  - iv. **Administrative costs** should be reported *a flat fee of up to 5%* of the LMPs total annual allocation.
  - v. **All other expenses**, including major maintenance works, should be reported as “Other” and should be accompanied by supporting documentation on the reported costs.

## Enforcement Mechanisms

Reporting Enforcement	Existing Terms	Current Practice	Compliance and Outcomes
	<ul style="list-style-type: none"> <li>Should LMPs fail to submit required documentation, including Monthly Reports, Inspection Response, Financial Reports, etc. the County may withhold 10% of the value of any then current invoice and all subsequent invoices until the LMP meet their reporting obligation.</li> </ul>	<ul style="list-style-type: none"> <li>In practice, the County does not utilize this enforcement mechanism against LMPs due to the significant political implications of doing so.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>RMA reporting is currently up to the County Superintendent to enforce and since punitive measures may damage working relationships, the available mechanism is ineffective.</b></li> </ul>

### Contractual Recommendations



- III The County should compile an **Annual RMA Compliance Report** for the Governance Committee to review and assess for enforcement and performance improvement opportunities across the County. This report should include the following components:
- Individual and summary results of Quarterly Inspections
  - Overall LMP response to noted deficiencies
  - Summary of LMP compliance with reporting requirements and deadlines
  - LMP and County engagement in Operational Committee meetings

# 3

## Appendix

**3.1 Advisory Committee Members**

*3.2 A Brief History of the Fee Schedule*

## Appendix A – Advisory Committee Members

Municipality	Name	Position
Elgin County	Julie Gonyou	CAO
	Brian Lima	General Manager Engineering, Planning & Enterprise / Deputy CAO
Aylmer	Andy Grozelle	CAO
Bayham	Lorne James	Treasurer
Central Elgin	Paul Shipway	CAO
Dutton Dunwich	Tracy Johnson	Treasurer
Malahide	Matt Sweetland / Ryan DeSutter	Director of Public Works / Interim Director
Southwold	Paul Van Vaerenbergh	Public Works Superintendent
West Elgin	Lee Gosnell	Manager of Operations and Community Services

# 3

## Appendix

3.1 *Advisory Committee Members*

3.2 **A Brief History of the Fee Schedule**

## Appendix B – A Brief History of the Fee Schedule

- 1997 ● Fees for the RMA were established based on the County's historical maintenance costs between 1993-1996. The resulting fee schedule provided LMPs with an average of \$2650/km of County roads maintained based on the services required on each road.
- The rate was roughly broken down by service along the following ratios: Bridges & Culverts (3%); Roadside Maintenance (29%); Hardtop (9%); Winter Control (42%); Safety Devices (18%).
  - This rate assumed the County's historic wages and payroll burden, service standards, and 50% of MTO M-135 equipment rates given the equipment provided to LMPs by the County.
- 2001 ● Fee schedule was amended to redistribute funds based on traffic volumes on County roads, without increasing overall maintenance payments for the County using estimated maintenance requirements for different road classes (M5, M8, M11, M14).
- 2003 ● Fee allocation was adjusted with a one-time additional 2% on top of inflation for roads in urban areas.
- 2006 ● Fee allocation was adjusted with a one-time additional 10% on top of inflation, to reflect a theoretical increase in equipment rates from 50% to 75% MTO MRA-135 (now OPS-127) equipment rates.
- 2012 ● Fee allocation in increased by 3% for Class 4, 6% for Class 3, 12% for Class 2 , and 24% for Class 1 roads over 2011 rates.

2021 ●

### 2021 Maintenance Allocation per Kilometer of County Roads

Road Type	Class 1	Class 2	Class 3	Class 4
Rate	\$ 6,877	\$ 5,545	\$ 4,951	\$ 4,671



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## Proposed Term Sheet for Amendment to the RMA

Date: November 12<sup>th</sup>, 2021

### Purpose of this Document

This document sets out the proposed amendments to the Road Maintenance Agreement (RMA) between County and LMPs as agreed to by the Advisory Committee for the RMA Review conducted by StrategyCorp. All other findings and recommendations from this review that do not involve direct changes to the Agreement are summarized in the Final Report.

### Governance & Communications Recommendations

1. The RMA should include the following shared guiding principles as a section of the Agreement:
  - i. The fee schedule is intended to be sufficient to cover the anticipated average costs of maintenance activities in an average year.
  - ii. Municipalities will execute all the services outlined in the Agreement to the standards outlined in the Agreement irrespective of annual operating cost fluctuations.
  - iii. Municipalities will have the flexibility to perform the services outlined in the Agreement using any service delivery methods they choose, so long as they meet the minimum standards outlined in the Agreement.
  - iv. Municipalities will be entitled to the entire amount outlined in the fee schedule irrespective of annual operating cost fluctuations.
  - v. Municipalities should be given the control and flexibility to annually appropriate funds received as part of the Agreement to operations and/or reserves at the Municipality's discretion.
2. The RMA should **establish an Operations Committee** comprised of the County and Municipal Superintendents that meets quarterly with the purpose of sharing upcoming County capital project and repair plans; identification of shared procurement opportunities; and the coordination of shared service delivery, or County-led services.
  - a. *Terms of Reference for the Operations Committee* should be established and attached as a schedule to the RMA. These terms should include:
    - i. Committee mandate (described above)
    - ii. Meeting schedule
    - iii. Standard agenda items



- iv. Agenda pre-publishing requirements
  - v. A mechanism for reviewing LMP and County engagement at operational meetings (i.e. attendance, submitted documentation requests, agenda publishing etc.)
3. The RMA should **establish a Governance Committee** comprised of the County and Municipal CAOs to act in an advisory and steering role with a mandate to assess structural or systemic concerns that arise on a regular basis between renewal cycles and recommend changes to the agreement to County Council, where required; resolve disputes and conflicts that cannot be resolved at the operational level; oversee general compliance with the Agreement.
- a. *Terms of Reference for the Governance Committee* should be established and attached as a schedule to the RMA. These terms should include:
    - i. Committee mandate (described above)
    - ii. Meeting schedule – Governance Committee activities may be rolled into shared service discussions at existing regular CAO meetings, but frequency of these discussions should be prescribed.

### Scope of Services Recommendations

Specific recommended structure and language for Schedule C is provided in Appendix A to this Term Sheet, with all recommended new or amended language highlighted in red.

4. The **format of the Scope of Services should be amended** to clearly define and describe all Municipal maintenance obligations.
- a. Schedule C should be amended so standards are organized by service category and include descriptions of all required services including those prescribed in the MMS, including inspections.
  - b. Where service standards are prescribed by the MMS, “to be completed as per MMS,” should be added to the schedule.
  - c. Where a specific service level limit is described in Schedule C, a clause referencing section 4.5 of the RMA should be added to clarify the County responsibility to pay for any additional work necessary to meet minimum service standards.
5. The following **changes to service levels** should be made to Schedule C.
- a. *Grass Cutting* - The existing minimum standard for full width cutting of the ROW every third year should be removed and replaced with a standard that allows the area between biannual cutting and the property line to naturalize to the extent that



it remains free of invasive and noxious weeds, or larger brush and vegetation that impedes sight lines or drainage facilities. Larger vegetation in these areas should also be removed by the municipality before the canopy begins to encroach the road property.

- b. *Line Painting* – A provision should be added to the schedule for the County to take on responsibility for the costs of remarking roads following capital re-surfacing or re-paving projects on County roads but that there should be continued collaboration between Municipalities and the County to eliminate duplication of road markings in cases where capital projects are planned, as has been the practice in recent years.
  - c. *Road Signs* – A provision should be added to the scope of services schedule to clarify that where road signs have become deficient over time (i.e. failed reflectivity tests) the County is responsible for the costs of replacing those signs, as has been the practice in previous years. The municipalities should continue to be responsible for replacing damaged or stolen signs, and for regular reflectivity testing as per the MMS.
- 6. Where Municipalities are expected to provide services with regard to a particular policy referenced in the RMA or Scope of Services, that **policy should be attached at an appendix to Schedule C**, with a provision allowing the County to update these policies between RMA renewal cycles.
  - a. The following County Policies shall be appended as currently referenced in the RMA or Scope of Services:
    - i. “No Spray” Policy
    - ii. Road Salt Management Plan
    - iii. Deer Warning Signage Policy
- 7. **A schedule mapping out all drainage system under the responsibility of Municipalities should be added to the RMA** to better facilitate Municipal maintenance on these structures.
  - a. Schedule C should be amended to include a provision requiring the County to provide a schedule of *known* drainage structures under the responsibility of Municipalities, and will continuously updates that schedule as asset inventories are updated and improved, Municipalities will still be responsible for all drainage structures in the municipality.



## Reporting Recommendations

8. **Regular Municipal Monthly County Roads Reports and Inspection Responses should be harmonized** into a single quarterly report to County.
  - a. Section 8.2 (Inspection) and 9.1 (Records) should be amended to prescribe a quarterly schedule for Municipalities to provide reporting on road maintenance activities using a template attached as a schedule to the agreement.
  - b. Schedule F should be amended to include the following fields of information:
    - i. Description of activities by service (inspections, road surfaces, roadside, drainage systems, bridges and culverts, safety devices and road closures, and winter control) and road number completed since the previous report
    - ii. Planned activities by service type and by road number for the next reporting period
    - iii. Number of Winter events, and volume of materials used in Winter Controls
    - iv. Description of work performed in response to previous Inspection Report
  - c. Section 5.1 (Payment to the Municipality) should be amended to remove requirements for Monthly County Road Reports and reporting on winter control material as part of Monthly invoicing requirements.
    - i. Language requiring supporting documentation for all additional charges above the monthly allocation prescribed in Schedule D (section 5.2), should remain.
  - d. Schedule G should be amended or removed to reflect the amended reporting requirements for invoicing.
9. The RMA should **prescribe a standard reporting template and reporting methodologies** for Year-End Financials.
  - a. A template for Year-End Financial reporting should require costs be reported by a set list of service categories and cost centres as outlined in *Table 1* and attached as a Schedule to the RMA.
    - i. Reported work hours for Labour and Equipment costs should be included in Year-End Financial Reports



Table 1: Draft Annual Financial Reporting Template

	Labour	Equipment	Materials/ Contracts	Admin	Other	Totals
Inspection/ Patrol	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Road Surfaces	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Roadside	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Drainage Systems	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bridges/ Culverts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Safety Devices	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Winter Control	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

- b. Section 5.1(3) (Payment to the Municipality) should be amended to reference the new schedule.
- c. The following standard financial reporting methodologies for required cost centres should be added as a section or subsection of the RMA.
  - i. Labour costs should be reported as true costs of salary and benefits paid out.
  - ii. Equipment costs should be reported as machine hours using OPS-127 rates most recently published by MTO.
  - iii. Material and Contract costs should be reported as invoiced to the Municipality by the vendor.
  - iv. A flat fee of up to 5% of the LMPs total annual allocation may be reported as administrative charges
  - v. All other expenses, including major maintenance works, should be reported as "Other" and should be accompanied by supporting documentation on the reported costs.

## Enforcement Recommendations

10. The RMA should direct the **County to compile and submit an Annual Compliance Report to the Governance Committee** for review.
  - a. The new section in the RMA should note the following indicators to be included in this report:
    - i. Individual and summary results of Quarterly Inspections
    - ii. Overall LMP response to noted deficiencies



- iii. Summary of LMP compliance with reporting requirements and deadlines
- iv. LMP and County engagement in Operational Committee meetings (as determined in the Terms of Reference)



## Appendix A: Amendments to Schedule C

This Appendix sets out draft terms for the updates scope of services schedule.

- All provisions from the existing Schedule are cited with footnotes referencing the corresponding section in the current schedule.
- Provisions in red are recommended changes as per workshop discussions.
- Service descriptions were agreed to by Advisory Committee members in the Scope of Services worksheet completed by all parties.

### 1.0 Inspection

#### 1.1 Routine Inspections

Service Description: Routine inspection of roads for defects, safety concerns, and road conditions.

- *Routine inspections should follow a schedule consistent with the MMS.*
- Municipalities shall, as part of their regular road patrols, report any concerns with flashing beacons, traffic signals, or pedestrian crossings to the County and the County's Electrical Services Contractor upon becoming aware of the defect.

### 2.0 Road Surface Maintenance

#### 2.1 Maintaining asphalt pavement & surface treated surfaces

Service Description: Identification and repair of road surface defects including potholes, cracks, edge drop off etc.

- *Repairs should be complete as per MMS.*
- For asphalt pavement surfaces, original design width, minus 0.1m shall be maintained. <sup>101</sup>
- For surface treated surfaces, original design width, minus 0.2m shall be maintained. <sup>102</sup>
- Total linear work should be limited to 50 m per lane km annually. <sup>101/102</sup>
- *In cases where Municipalities believe that more than 50 m of work in a specific lane km is necessary to meet MMS, section 4.5 of the RMA should apply.*

##### 2.1.1 Bicycle Facilities Maintenance

Service Description: Identification and repair of surface defects on designated bike lanes.

- Designated bicycle lanes shall be inspected and maintained considering the facility user. <sup>101</sup>
- Identification (e.g. with a traffic barrel) of defects should occur as soon as practical,



while repair being scheduled for repair. <sup>101</sup>

## 2.2 Maintaining gravel shoulders

Service Description: Identification and repair of defects along gravel shoulders including potholes, cracks, and edge maintenance etc.

- *Repairs should be complete as per MMS.*
- Original design width, minus 0.3 meters shall be graded a minimum of 2 times per year and as required. <sup>201</sup>
- Where partially or fully paved shoulders exist, the shoulder width shall be measured from the edge of the driving lane (white line). <sup>201</sup>
- Isolated or spot shoulder graveling (supply and install Granular 'A' material to a maximum of 10 tonnes and not exceeding 20m in length per location), shall be completed as required to eliminate edge of pavement drop-offs, standing water or depressions and may require berm removal to promote positive sheet flow. <sup>201</sup>
- *In cases where Municipalities believe that more than 10 tonnes of Granular 'A' material is needed, exceeding 20 m in length per location, in order to meet MMS, section 4.5 of the RMA should apply.*

## 2.3 Sweeping

Service Description: Sweeping of roadways.

- Roadway sweeping shall be completed 2 times per year in urban areas and as required in rural areas. <sup>301</sup>

### 2.3.1 Bicycle Facilities Sweeping

Service Description: Sweeping of designated bicycle facilities.

- Designated bicycle facilities shall be swept a minimum of five times annually and as required considering the road user. <sup>301</sup>
- The County will accept an additional service invoice for the cost of sweeping designated bicycle facilities five times annually. <sup>301</sup>

## 3.0 Roadside Maintenance

### 3.1 Debris Control

Service Description: Removal of all material deposited on the traveled portion of the road or shoulder, either intentionally or unintentionally (e.g. mud, rocks, dead animals, trash, etc.). <sup>306</sup>





- Material should be removed upon being identified. <sup>306</sup>

### 3.2 Vegetation Control

Service Description: Cutting of overgrown or unwanted vegetation along roads, at intersections, and under and around bridges, culverts, and safety systems.

- Cutting along roads shall be completed 2 times annually to a minimum width of 3.6m from the edge of shoulder in the spring, and a minimum width of 1.8m in the fall. <sup>302</sup>
- Vegetation shall be cut around guide rail posts and a minimum width of 1.8m behind guide rail where practicable. <sup>302</sup>
- Vegetation shall be cut across all road property at intersections to achieve a clear sight distance of at least 200m in all directions from intersections. The vegetation shall not be greater than 0.3m in height. <sup>302</sup>
- Cutting of brush shall be completed annually and removed underneath and within 3 meters of culverts, bridges and safety systems (guard rail). <sup>303</sup>
- Brush and vegetation that obscures any road sign shall be removed. <sup>303</sup>
- ~~• At least once every 3 years, all roads shall be cut full width (from the road shoulder to the road property limits) in all areas where this can be completed unless deemed unsafe by the Municipality or deemed not required by the County. Therefore, a minimum of one third of the roads shall be maintained to the full property limits annually. These areas shall be clearly identified and reported to the County annually. <sup>302</sup>~~
- ~~• An additional service invoice in the amount of \$140 per road kilometer will be accepted by the County annually for the actual number of kilometers cut full width by the Municipality and shall not exceed one third of the total number of kilometers maintained. <sup>302</sup>~~
- *Municipalities shall be responsible for ensuring the full width of the County road right-of-way is free of invasive and noxious weeds, or larger brush and vegetation that impedes sight lines or drainage facilities. Larger vegetation in these areas should be removed by the municipality before the canopy begins to encroach the road property.*
- *Municipalities shall perform maintenance (i.e. weed trimming) around Elgin County "Gateway" signs. <sup>502</sup>*

### 3.3 Tree Maintenance

Service Description: Identification and removal of dead trees, and hazardous limbs.

- Tree limbs that pose a public safety hazard shall be remove as soon as they are identified.
- Dead trees should be removed within 1 year of identification. <sup>304</sup>



- Stumps shall be ground down to be level with surrounding terrain in rural areas; in manicured lawn areas, ground stumps shall also be restored with topsoil and seed to match surrounding terrain. <sup>304</sup>

### 3.4 Weed Control

Service Description: Cutting and spraying of noxious weeds and invasive species.

- Herbicide use to control unwanted vegetation shall conform to the County of Elgin's "No Spray Policy". <sup>305</sup>

## 4.0 Drainage Systems Maintenance

### 4.1 Cleaning of Drainage Systems

Service Description: Cleaning and removal of obstructions in all outlets, subdrains, storm sewers, curbs and gutters, catch basins etc. *on all County roads.*

- Storm drainage systems shall be cleaned when they have been identified to be restricting flow (i.e. gutter outlets/swales). This may require video investigations, flushing, removing of obstructions (i.e. roots), etc. <sup>403</sup>
- Catch basins shall be cleaned at least once every 2 years or more if debris has filled their sumps. <sup>403</sup>
- *The County shall provide a schedule of currently known drainage system assets to be cleaned and will endeavor to update the schedule as its drainage asset inventory becomes more accurate.*

### 4.2 Repairs of Drainage Systems

Service Description: Identification of deficiencies and repairs to *all* drainage systems *on County roads.*

- Grate replacement, riser repairs and patching around catch basins shall be carried out under maintenance operations. <sup>403</sup>
- All other defects shall be reported to the County of Elgin, <sup>403</sup> *and section 4.5 of the RMA should apply.*
- *The County shall provide a schedule of currently known drainage system assets to be inspected for repairs and will endeavor to update the schedule as its drainage asset inventory becomes more accurate.*

### 4.3 Ditch Maintenance

Service Description: Ditching to maintain positive water flow and to eliminate standing



water.<sup>401</sup>

- Ditch maintenance should be limited to 50m in length at each identified area.<sup>401</sup>
- *In cases where Municipalities believe that more than 50m of ditching is required to maintain positive water flow or to eliminate standing water, section 4.5 of the RMA should apply.*

## 5.0 Bridges and Culverts

### 5.1 Structure Cleaning

Service Description: Cleaning of all bridges and culverts.

- Cleaning shall be completed annually as per the guidelines of the Ontario Good Roads Association's Bridge and Culvert Management Course.<sup>404</sup>
- All culverts shall be cleaned using water jets (flushing) or other effective means where water flow has been restricted by material, debris, etc.<sup>402</sup>
- Noted deficiencies shall be reported to the County in writing.<sup>404</sup>

### 5.2 Erosion Control

Service Description: The installation of stone or similar material to prevent erosion around bridges and culverts.

- Municipalities shall be responsible for the costs of supplying and installing up to 10 tonnes of quarry stone or similar repair material per location.<sup>407</sup>
- *Where municipalities have identified areas where more than 10 tonnes of stone is required, section 4.5 of the RMA should apply.*

## 6.0 Safety Devices

### 6.1 Road Markings

Service Description: Painting of road markers that includes but is not limited to: centerline markings, edge of lane markings, stop blocks, turn arrows, bike lanes, etc.

- All road markings shall be painted annually as per the Ontario Traffic Manual – Book 11.<sup>501</sup>
- White, edge of lane marking locations to be painted annually are shown on Attachment #2 to this schedule. Generally, these locations are at road crests, sags, curves, narrow structures, Class 1 roads and roads with partially or fully paved shoulders. Most county road intersections also have diverging lanes, turning tapers and radii that also require annual painting, and are not specifically depicted on these maps and OTM Book 11 shall be followed.<sup>501</sup>



- On paved shoulders that the County has defined as a bicycle lane, two solid white edge lines will be painted annually to create a buffer zone. The County will accept an invoice from the municipality for the cost to paint the second and additional white edge line where bicycle lanes are designated. <sup>501</sup>
- Municipalities will be made aware of planned resurfacing at the beginning of each year <sup>501</sup> ; ~~if a municipality marks a roadway planned for resurfacing by the County that year, the municipality will be responsible for re-marking that road at their cost.~~ <sup>501</sup> so municipalities may defer road marking for that year. *Re-marking made necessary by County capital works projects shall be funded and coordinated by the County.*

## 6.2 Road Signs

Service Description: Maintenance of all existing regulatory, warning, and information road signs and beacons; re-installation of damaged or stolen road signs; and removal of unapproved signs.

- Road signs to be installed and maintained *as per MMS* and the Ontario Traffic Manual. <sup>502</sup>
- Municipalities are responsible for all costs to supply signs and materials to re-install damaged or stolen signs and to maintain battery operated beacons. <sup>502</sup>
- *If requested by the County, all municipality labour and/or material costs required to replace road signs that fail reflectivity inspection as part of routine testing, shall be invoiced to the County.*
- Any unapproved signage attached to County infrastructure shall be removed immediately. <sup>702</sup>
- The municipality shall remove any and all signage that becomes a safety concern due to sight line or drainage obstruction or is found to be in an unsafe condition or position that has the potential to threaten pedestrian or motorist safety. <sup>702</sup>
- Signage to warn motorists of areas identified to have high incidents of deer vs. vehicle collisions will be installed with operating beacons on October 1<sup>st</sup> and remain in place until January 1<sup>st</sup>; all other times the beacons shall be removed, and alternative approved signage will be installed. <sup>502</sup>
- Elgin County “green” roadway directional/information signs and Elgin County Tourism signs will be supplied by the County. Labour and material costs required to re-install “green” roadway directional/information signs will be included within the base maintenance allocation. Labour and material costs required to re-install Elgin County Tourism signs shall be invoiced to the County. <sup>502</sup>
- The municipality is fully responsible for Hamlet Identification signs. <sup>502</sup>



- All signs shall be installed on wooden 4"x4" posts, with the exception of 90cm x 90cm signs (or greater), that shall be installed on 6"x6" wooden posts with a 2"x4" cross bracing.<sup>502</sup>

### 6.3 Guide Rail and Traffic Barrier Systems

Service Description: Maintain all existing safety systems (i.e. cable, steel beam guide rail, end treatments, etc.).

- Systems to be maintained to the Ontario Provincial Standard Specifications.<sup>503</sup>
- When damage has occurred from a motor vehicle collision, the municipality shall notify the County.<sup>503</sup>
- The municipality is responsible for the first \$10,000 spent annually to complete repairs and maintenance on all existing systems; complete documentation shall be provided to the County once this limit has been reached.<sup>503</sup>
- Damage occurring as a result of municipal operations shall not form part of the annual \$10,000 deductible.<sup>503</sup>

### 6.4 Road Closures

Service Description: Management, coordination and participation of road closures and detours on County roads.

- The municipality shall cooperate and participate with all emergency road closures and emergency detour routes that occur.<sup>701</sup>
- All costs to facilitate and supervise the event shall be borne by the municipality and are included in the base annual allocation for maintenance services.<sup>701</sup>
- The municipality shall participate to manage all temporary road closures that are approved by the local municipality (i.e. parades).<sup>701</sup>

## 7.0 Winter Control

### 7.1 Winter Control

Service Description: Salting/sanding, plowing, ice blading, additional patrols, standby etc.

- *Winter Maintenance activities to adhere to MMS.*
- Municipality will also provide routine winter maintenance of highway bridges and overpasses not owned by the County but connecting at least to portions of County roads.<sup>4.9</sup>  
RMA
- Municipalities shall follow the "Canadian Code of Practice for the Environmental Management of Road Salts" and the County of Elgin's "Road Salt Management Plan".<sup>601</sup>

# 2022 Draft Preliminary Budget

Presentation to:  
Municipality of West Elgin

Todd Casier, CPA, CA  
Manager, Finance and Administrative Services  
December 2, 2021

# Past Process

1. Board approves general budget assumptions – generally in August after input from municipalities
2. Board reviews and approves Draft Preliminary Budget - October
3. Municipalities are officially circulated draft budget for review and comment – often includes presentation to councils: October to December
4. Final Budget approval: Annual Meeting – generally February of budget year

# Challenges in preparing 2022 budget

- ▶ Municipalities not ready to provide budget requirements by August 2021
- ▶ Budget Assumptions report to board could not be provided in August
- ▶ Continuing uncertainty regarding budgets due to COVID-19 impacts



# General Assumptions Used in 2022 Draft Preliminary Budget Preparation

1. 2% total general levy increase,
2. Merit increases for staff to be considered in draft budget,
3. Cost of living increases of 1% will be provided to staff in 2022,
4. This will allow the LTVCA to meet expected Municipality of Chatham-Kent recommended 2.0% and City of London preliminary budget increase requirements as part of their 4 year budget.

# Budget Changes: Negative Impacts

	Negative impacts on Budget	Difference to Prior Year Budget
1	CPP Increase	-\$4,600.00
2	Missed 2021 Merit Increase (To maintain current programs)	-\$25,800.00
3	1% COLA (To maintain current programs)	-\$15,800.00
4	Insurance (20% current year increase plus remainder of last year increase)	-\$20,600.00
5	Planning Technician	-\$70,100.00
6	Water Quality Technician	-\$13,400.00
7	Increased Conservation Area Staffing	-\$14,400.00
8	Increased Stewardship Staffing	-\$31,600.00
9	Full time Middlesex ALUS staffing	-\$31,900.00
10	Additional SAR staffing	-\$27,400.00
	Total Negative Impact on Budget	-\$255,600.00

# Budget Changes: Positive Impacts

	Positive Impacts on Budget	
1	Increased Property Clearance & Regulation fees	\$34,000.00
2	Increased Water Quality funding	\$13,400.00
3	Increase Conservation Area Fees	\$62,400.00
4	Increased Stewardship Revenue	\$33,200.00
5	Increased Middlesex ALUS Grant	\$31,900.00
6	Increased SAR funding	\$27,400.00
7	Net Asset purchase decrease compared to 2021	\$21,000.00
8	Various Increased Grants	\$2,800.00
	Total Positive Impacts on Budget	\$226,100.00
	Net Change	-\$29,500.00
	General Levy Increase	\$29,500.00
	Total Change	\$0.00

# 2022 / 2021 Budget Comparison

- ▶ Total 2021 budget of \$3,319,396,
  - general levy of \$1,477,082
  - special levy of \$205,000 for Chatham-Kent for Flood Control Structures and the Greening Partnership/Natural Heritage Programs.
- ▶ Total 2022 budget of \$3,892,506,
  - general levy of \$1,506,624, an increase of \$29,542 over the 2021 general levy, or 2.00%
  - Chatham-Kent's special benefiting levy remaining at \$205,000

# 2022 Impacts to Municipalities

- ▶ Levy based each municipality's assessment within the watershed which has varying increases,
- ▶ the resulting change in the levy ranging from 1.10% to 3.95% (Leamington). Dutton-Dunwich 3.07%
- ▶ Note: The current value property assessment values are provided annually by the Ministry of Natural Resources and Forestry and are beyond the ability of the Conservation Authority to modify.
- ▶ Specific levy changes found in report

# Levy Distribution

21/01/2020

## LOWER THAMES VALLEY CONSERVATION AUTHORITY

Levy for 2022 using Modified CVA

	Current Value Assessment (Modified CVA)	% of Levy	C-K Flood Control, Greening Levy 2021	Non-Matching Levy 2021	Matching Levy 2021	Total General Levy 2021	Total Municipal Levy 2021	Total Municipal Levy 2020	\$ Change from 2020 Levy	% Change from 2020
Dutton-Dunwich M	547,037,234	3.6995%	0	52,724	3,014	55,738	55,738	54,080	1,658	3.07%
Southwold Tp	163,529,970	1.1059%	0	15,761	901	16,662	16,662	16,099	563	3.50%
West Elgin M	640,021,339	4.3283%	0	61,686	3,526	65,212	65,212	63,853	1,359	2.13%
Lakeshore T	1,403,849,279	9.4940%	0	135,304	7,734	143,038	143,038	138,738	4,300	3.10%
Leamington M	349,895,198	2.3663%	0	33,723	1,928	35,651	35,651	34,296	1,355	3.95%
Chatham-Kent M	8,379,820,825	56.6711%	205,000	807,653	46,168	853,821	1,058,821	1,047,284	11,537	1.10%
London C	1,711,834,458	11.5768%	0	164,988	9,431	174,419	174,419	170,309	4,110	2.41%
Middlesex Centre M	247,519,452	1.6739%	0	23,856	1,364	25,220	25,220	24,637	583	2.37%
Southwest Middlesex M	440,680,719	2.9802%	0	42,473	2,428	44,901	44,901	44,088	813	1.84%
Strathroy - Caradoc Tp	902,564,512	6.1039%	0	86,989	4,973	91,962	91,962	88,698	3,264	3.68%
<b>TOTAL</b>	<b>14,786,752,986</b>	<b>100%</b>	<b>\$205,000</b>	<b>\$1,425,157</b>	<b>\$81,467</b>	<b>\$1,506,624</b>	<b>\$1,711,624</b>	<b>\$1,682,082</b>	<b>\$29,542</b>	<b>1.76%</b>



# Non-Municipal Revenues Increase

- ▶ Non-municipal revenues include grants and general revenues (user fees) and account for \$2,188,882 or 56.2% of total program revenues in 2022.
- ▶ Non-municipal revenues including grants and general revenues (user fees) accounted for \$1,637,314 or 49.3% of total program revenues in 2021

**Thank you  
and  
Comments / Questions**



# **Overview**

## ***Conservation Authorities Act***

### **Phase 1 Regulations and Next Steps**

### **Some Changes in Direction**

**December 2, 2021**  
**Municipality of West Elgin Meeting**

**Mark Peacock, P. Eng.**  
**C.A.O. / Secretary-Treasurer**

# Phase 1 Regulations Include:

- i) Mandatory Programs and Services Regulation (O.Reg. 686/21)*
- ii) Transition Plan and Agreements Regulation (O.Reg. 687/21)*
- iii) Rules of Conduct in Conservation Areas Regulation (O.Reg. 688/21)*

# Phase 1 Regulations did not include:



## ~~i) Community Advisory Board Regulation~~

### *MECP Decision Posting:*

- many CAs across Ontario already have a diverse range of advisory boards*
- CAs can continue to include additional members, including from Indigenous communities*
- where there is not an existing advisory board, CAs will continue to have the ability to establish one*

## i) Mandatory Programs and Services Regulation

- ▶ Mandatory Programs and Services under each of these categories:
  - Natural Hazards,
  - Conservation Lands (**including passive recreation!**),
  - Source Protection,
  - Lake Simcoe,
  - Other Legislation – NBMCA and the Ontario Building Code Act
  - Prescribed in Regulation – **Core Watershed-based Resource Management Strategy**, Provincial Water Quality and Quantity Monitoring

## i) Mandatory Programs and Services Regulation

- ▶ Six mandatory deliverables are to be completed **by December 31, 2024** to enable more time, where necessary, to complete them, including:
  - ice management plans(s)\* Section 4,
  - natural hazard infrastructure operational management plan(s),
  - natural hazard infrastructure asset management plan(s),
  - a conservation area strategy\* Section 10,
  - a conservation land inventory\* Section 11, and,
  - a watershed-based resource management strategy\* Section 12(4)-(9).
  - Removes individual Conservation Area Master Plans
    - \*Some prescribed details
- ▶ All other mandatory programs and services are expected to be in place by January 1, 2024.

## i) Mandatory Programs and Services Regulation – Key Considerations

- ▶ Category 1 programs and services are **required to be delivered** and are eligible for general municipal levy
- ▶ Anything not included as a mandatory program and service could be delivered as **municipal** (category 2) or as **other** (category 3) programs & services
- ▶ Additional budget pressure where mandatory programs and services are not currently delivered
- ▶ Need for ongoing provincial funding (e.g. hazards, source protection)

## ii) Transition Plan & Agreements Regulation

Prescribed Dates	Key Deliverables
December 31, 2021	Transition Plan
February 28, 2022	Inventory of Programs & Services
July 1, 2022 to October 1, 2023	Quarterly Progress Reports: status of inventory & agreement negotiations
October 1, 2023	Requests for Extension
January 1, 2024	<b>Transition Date:</b> All required MOUs/Agreements to be completed
December 31, 2024	Final Report: final inventory & stmt of compliance re: agreements



# Develop Planning Services Agreements

Timing: End of 2021 mid 2022

- ▶ Agreements clearly defining services provided to municipalities when reviewing planning applications
- ▶ To include:
  - Natural Hazard review – mandatory
  - Natural Heritage review – non-mandatory
  - Other elements at request of municipality





# Approvals for LTVCA Municipalities

Timing: Spring 2022 – June 30, 2023

- ▶ Meetings with municipal staff and councils as necessary to finalize all agreements further to any Municipal Council direction.
- ▶ Municipal and Board approval
- ▶ Posting of final MOUs/agreements on CA website
- ▶ **Note: Due to 4 year City of London and Municipality of Chatham-Kent budget cycle need to complete draft agreements by June 30, 2021**

## ii) Transition Plan & Agreements

### Regulation – Some Key Considerations

- ▶ local budget processes and timelines
- ▶ local municipal expectations and relationships
- ▶ coordination with neighbouring CAs (shared municipal partners)
- ▶ record keeping and website maintenance

# Questions?



# **Municipality of West Elgin**

## **Minutes**

### **Council Meeting**

**November 18, 2021, 9:30 a.m.**

**West Elgin Community Complex - Hybrid Meeting**

**160 Main Street**

**West Lorne**

**Electronic Hybrid Meeting**

**Present:**

- Mayor D. McPhail**
- Deputy Mayor R. Leatham**
- Councillor T. Tellier**
- Councillor A. Cammaert**
- Councillor B. Rowe**

**Staff Present:**

- M. Badura, CAO/ Treasurer**
- J. Nethercott, Clerk**
- L. Gosnell, Manager of Operations & Community Services**
- J. Morgan-Beunen, Chief Building Official**
- Jeff McArthur, Fire Chief**

**Also Present:**

- Inspector M. Loucas, Elgin County OPP**
- S. Martyn, Chair, Elgin Group Police Services Board**
- I. McCallum, Western Elgin Representative**
- J. Gonyou, Secretary/Administrator Elgin Group Police Services Board**
- T. Arts, Ontario Federation of Agriculture**
- G. Fentie, Elgin Federation of Agriculture**
- S. Smith, OCWA**

**Due to the COVID-19 Pandemic and physical distancing requirements this meeting was held electronically.**

**1. Call to Order**

Mayor Duncan McPhail called the meeting to order at 9:30 a.m.

**2. Adoption of Agenda**

**Resolution No. 2021- 360**

**Moved: Councillor Rowe**

**Seconded: Councillor Tellier**

That West Elgin Council hereby adopts the Agenda as presented.

**Carried**

**3. Disclosure of Pecuniary Interest**

No disclosures

**4. Delegations 9:30 am**

**4.1 Detachment Commander Inspector Mark Loucas - Elgin Group Police Services Board Update**

Elgin Group Police Services Board Chair Sally Martyn introduced Detachment Commander Inspector Mark Loucas. Inspector Loucas provided a PowerPoint presentation. Chair Martyn introduced Western Elgin representative on Elgin Group Police Service Board Ida McCallum, who was thanked by Mayor McPhail for her service.

**4.2 T. Arts - Ontario Federation of Agriculture Regional Director**

Tracey Arts, Ontario Federation of Agriculture Regional Director and Greg Fentie, Elgin Federation of Agriculture provided a presentation on protecting agricultural lands in Ontario.

Council recessed at 10:24 a.m. and reconvened at 10:31 a.m.

**5. Adoption of Minutes**

**Resolution No. 2021- 361**

**Moved: Councillor Tellier**

**Seconded: Councillor Cammaert**

That the Minutes of the Council meeting on October 28, 2021 and Committee of the Whole on November 4, 2021 be adopted as circulated and printed.

**Carried**

**6. Business Arising from Minutes**

None.

**7. Staff Reports**

**7.1 Water**

**7.1.1 West Elgin Distribution System Q3 Report**

**Resolution No. 2021- 362**

**Moved: Councillor Rowe**

**Seconded: Councillor Tellier**

That West Elgin Council hereby receives the report from Sam Smith, OCWA re: West Elgin Drinking Water Distribution System 2021 Third Quarter Report for information purposes.

**Carried**

**7.2 Wastewater**

**7.2.1 Rodney Wastewater Treatment Plant Q3 Report**

**Resolution No. 2021- 363**

**Moved: Councillor Cammaert**

**Seconded: Deputy Mayor Leatham**

That West Elgin Council hereby receives the report from Sam Smith, OCWA re: Rodney Wastewater Treatment Plant 2021 Third Quarter Report for information purposes.

**Carried**

**7.2.2 West Lorne Wastewater Treatment Plant Q3 Report**

**Resolution No. 2021- 364**

**Moved: Councillor Cammaert**

**Seconded: Councillor Rowe**

That West Elgin Council hereby receives the report from Sam Smith, OCWA re: West Lorne Wastewater Treatment Plant 2021 Third Quarter Report for information purposes.

**Carried**

### **7.3 Building**

#### **7.3.1 J. Morgan-Beunen, CBO - Building Activity Report October 2021**

**Resolution No. 2021- 365**  
**Moved: Deputy Mayor Leatham**  
**Seconded: Councillor Rowe**

That West Elgin Council hereby receives the report from Jackie Morgan-Beunen, CBO re: Building Permit Report for October 2021 for information purposes.

**Carried**

### **7.4 Fire**

#### **7.4.1 J. McArthur, Fire Chief - Monthly Report - October 2021**

**Resolution No. 2021- 366**  
**Moved: Councillor Tellier**  
**Seconded: Councillor Cammaert**

That West Elgin Council hereby receives the report from Jeff McArthur, Fire Chief re: October Monthly Fire Report for information purposes.

**Carried**

### **7.5 Emergency Management**

#### **7.5.1 J. Nethercott, Clerk - 2021 Annual Emergency Exercise**

**Resolution No. 2021- 367**  
**Moved: Councillor Rowe**  
**Seconded: Councillor Cammaert**

That West Elgin Council hereby receives the report from J. Nethercott, Clerk re: 2021 Annual Emergency Exercise for information purposes.

**Carried**

## **7.6 Operations & Community Services**

### **7.6.1 L. Gosnell, Manager of Operations & Community Services - Monthly Operations Update – October 2021**

**Resolution No. 2021- 368**

**Moved: Councillor Tellier**

**Seconded: Deputy Mayor Leatham**

That West Elgin Council hereby receives the report from Lee Gosnell, Manager of Operations & Community Services for information purposes

**Carried**

### **7.6.2 L. Gosnell, Manager of Operations & Community Services - Memorial Park Entrance**

**Resolution No. 2021- 369**

**Moved: Deputy Mayor Leatham**

**Seconded: Councillor Rowe**

That West Elgin Council hereby receives the report from Lee Gosnell, Manager of Operations & Community Services, regarding rehabilitation of the stone pillars/walls at the entrance to Memorial Park; And

That West Elgin Council provides direction to staff to bring back a report on options for different fencing and/or repointing of the existing stone pillars/walls

**Carried**

## **7.7 Clerk's**

### **7.7.1 J. Nethercott, Clerk - 2022 Council & Committee Meeting Dates**

**Resolution No. 2021- 370**

**Moved: Councillor Cammaert**

**Seconded: Councillor Tellier**

That West Elgin Council hereby receives the report from Jana Nethercott, Clerk re: 2022 Council Meeting Dates; and

That West Elgin Council hereby approves the Council and Committee meeting dates as presented.



**Carried**

**7.7.2 J. Nethercott, Clerk - Appoint Engineer – Update the Assessment Schedule for Axford Drain**

**Resolution No. 2021- 371**

**Moved: Councillor Cammaert**

**Seconded: Councillor Tellier**

That West Elgin Council hereby receives the report from Jana Nethercott, Clerk re: Appoint Drainage Engineer – Update the Assessment Schedule for Axford Drain; and

That West Elgin Council hereby appoints Spriet's & Associates to prepare an updated assessment schedule for the Axford Drain.

**Carried**

**7.8 Finance/Administration**

**7.8.1 M. Badura, CAO/Treasurer & J. Nethercott, Clerk - Administration Monthly Update – October 2021**

**Resolution No. 2021- 372**

**Moved: Deputy Mayor Leatham**

**Seconded: Councillor Tellier**

That West Elgin Council hereby receives the report from Magda Badura and Jana Nethercott re: Administration Monthly Update for October 2021 for information purposes.

**Carried**

**7.8.2 M. Badura, CAO-Treasurer - 2021 YTD Financials as of October 31, 2021**

**Resolution No. 2021- 373**

**Moved: Councillor Cammaert**

**Seconded: Councillor Tellier**

That West Elgin Council hereby receives the report from M. Badura, CAO/Treasurer re: 2021 YTD Financials as of October 31, 2021 for information only.

**Carried**

**8. Committee and Board Report**

**8.1 Councillor Reports from Committees**

None

**8.2 West Elgin Community Centre Board of Management - October 13, 2021**

**9. Council Announcements/Inquires**

**9.1 Notice of Motion**

None

**9.2 Councillor Announcements**

None

**9.3 Matters of Urgency**

None

**10. Accounts**

**Resolution No. 2021- 374**

**Moved: Deputy Mayor Leatham**

**Seconded: Councillor Tellier**

That the Mayor and Treasurer are hereby authorized to sign Payment Voucher #11 amounting to \$ 647,588.89 in settlement of General, Road, Water and Arena Accounts including EFT#4492-4575, online Payments# 798-816, cheque# 25794-25805 and Payroll PP22.

**Carried**

**11. Correspondence**

**11.1 Municipality of Chatham-Kent - Professional Development Day on Municipal Election Day**

**11.2 City of Kitchener - Vaccine Passport Program**

**11.3 Municipality of Dutton Dunwich - Support of Tryconnell Heritage Society**

**11.4 Town of LaSalle - COVID-19 Testing Requirement at Land Border**

**11.5 City of Kitchener - Liquor License Sales and Patio Extensions**

**11.6 Municipality of Mattice-Val Cote - Property Assessments**

**11.7 Crinan Community Centre - Thank You**

**12. By-Laws**

**12.1 By-Law 2021-55 Final Reading of Pool Outlet Drain**

**Resolution No. 2021- 375**

**Moved: Councillor Cammaert**

**Seconded: Councillor Rowe**

That By-law 2021-55 being a By-Law to provide for the reconstruction of the Pool Outlet Drain in the Municipality of West Elgin be read a third and final time.

**Carried**

**12.2 By-Law 2021-62 - Adopt Tri-County Water Board Master Agreement**

**Resolution No. 2021- 376**

**Moved: Councillor Cammaert**

**Seconded: Councillor Tellier**

That By-Law 2021-62 being a By-Law to Create a Joint Municipal Services Board for the Provision of Water Utility Services, be read a first, second and third and final time.

**Carried**

**13. Closed Session**

**Resolution No. 2021- 377**

**Moved: Deputy Mayor Leatham**

**Seconded: Councillor Rowe**

That the Council of the Municipality of West Elgin Council hereby proceeds into Closed Session at 11:47 a.m. under Section 239(2)(b & d) of the *Municipal Act, R.S.O. 2001* consideration will be given to matters pertaining to an identifiable individual, including a municipal or local board employee and labour relations or employee negotiations.

**Carried**

**14. Report from Closed Session**

Mayor McPhail reported out at 12:57 p.m.

**Resolution No. 2021- 378**

**Moved: Councillor Tellier**

**Seconded: Councillor Cammaert**

West Elgin Council reported out of Closed Session that staff direction was provided regarding identifiable individuals, including municipal or local board employees and labour relations or employee negotiations.

**Carried**

**15. Confirming By-Law**

**Resolution No. 2021- 379**

**Moved: Councillor Cammaert**

**Seconded: Councillor Rowe**

That By-law 2021-63, being a By-Law to confirm the proceedings of the Regular Meeting of Council held on November 18, 2021 be read a first, second and third and final time.

**Carried**

**16. Adjournment**

**Resolution No. 2021- 380**

**Moved: Councillor Cammaert**

**Seconded: Deputy Mayor Leatham**

That the Council of the Municipality of West Elgin hereby adjourn at 12:59 p.m. to meet again at 9:30 a.m. on December 2, 2021 or at the call of the Chair.

**Carried**

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Duncan McPhail, Mayor

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Jana Nethercott, Clerk



## Staff Report

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**Report To:** Council Meeting  
**From:** Magda Badura, CAO/Treasurer  
**Date:** 2021-12-02  
**Subject:** Office Christmas Closure

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### **Recommendation:**

That West Elgin Council hereby receives the report from Magda Badura, CAO/Treasurer re: Office Christmas Closure; and

That West Elgin Council hereby agrees to allow the variance from policies for the 2021 Christmas Holidays.

### **Purpose:**

The purpose of this report is to provide Council with an update on the Office Closure for the Christmas Holiday in accordance with Policy 2020-09 and HR 1.7 Paid Holidays.

### **Background:**

In 2021 New Year's Day (January 1) falls on a Saturday and I would like to propose that staff be granted December 31, 2021 as the stat day for January 1 and then have staff return to the Office on January 3<sup>rd</sup>. This allows a full week of work once back and requires staff only use 2 vacation days for the Christmas office closure. This same approach is being done in Southwold and would benefit staff and the public alike.

### **Policies/Legislation:**

Human Resources Policy 2020-09 – Christmas Office Hours Policy  
Human Resources Policy HR 1.7 – Paid Holidays

## **Municipality of West Elgin**

### **Schedule “A” to By-Law #2020-65**

#### **Policy #2020-09 Christmas Office Hours Policy**

**Effective Date: September 24, 2020**

Review Date:

#### **Policy Statement**

This policy establishes the Office Hours for Christmas Period for the Municipal Office

#### **Policy**

In accordance with Policy HR-1.7, Christmas Day, Boxing Day and New Year’s Day are paid holidays.

In accordance with HR-1.7, full time employees are granted one half paid holiday on December 24<sup>th</sup> of each year.

In accordance with HR-1.7, where a paid holiday falls on a Saturday or Sunday, the next working day will be taken off.

In general, the office shall be closed from noon on December 24<sup>th</sup> until 8:30 a.m. on January 2<sup>nd</sup>.

Exceptions to above occur if New Year’s Day falls on a Saturday or Sunday. In both of those cases the office would re-open on January 3<sup>rd</sup>.

Employees shall use vacation time or banked time for the days the office is closed (usually 3 days).

If required to attend the office during this time period, these days may be carried over to the next year.

Notification of the office closure shall be published on the Municipal Website, Social Media and in the Chronicle.

#### **Responsibilities**

CAO/Treasurer shall ensure this policy is followed

MUNICIPALITY OF WEST ELGIN POLICY MANUAL			
Chapter:	Human Resources	Index No.	HR-1.7
Section:	Benefits	Effective Date:	Feb 17/98
Subject:	<b>Paid Holidays</b>	Revision Date:	Jan 26/17
		Page:	1 of 1

**1 PURPOSE:**

- 1.01 To establish a policy for full-time employees.

**2 POLICY:**

- 2.01 Full-time employees will be granted the following Statutory Holidays with pay to be calculated at their straight-time rate for the position:
- (a) New Year's Day
  - (b) Family Day
  - (c) Good Friday
  - (d) Victoria Day
  - (e) Canada Day
  - (f) Labour Day
  - (g) Thanksgiving Day
  - (h) Christmas Day
  - (i) Boxing Day
- 2.02 Full-time employees will be granted the following as paid holidays:
- (a) Easter Monday
  - (b) Civic Holiday
  - (c) Remembrance Day
- 2.03 Full-time employees in Public Works, Administration and Water will be granted one-half day paid holiday on December 24<sup>th</sup> of each year when Dec 24<sup>th</sup> falls on a work day – Tuesday to Friday and a whole day be granted for December 24<sup>th</sup> & December 31<sup>st</sup> when those days fall on a Monday. The Recreation Department will be granted ½ day on December 24 each year as this is scheduled day with Ice Rentals in morning.
- 2.04 Where a paid holiday falls within an employee's vacation period, an extra day off shall be granted at a mutually agreeable time. The additional day shall be taken at a time such that the efficient operation of the Corporation's business is not disrupted.
- 2.05 If called into work on days specified in section 2.01 above, these days will be considered as "Statutory Holiday" for payment of overtime as per Policy HR-4.2
- 2.06 Where a paid holiday (as described in section 2.01 and 2.02) falls on a Saturday or Sunday and this is a non-scheduled working day, the next working day following will be taken off in lieu. These days are not considered "Statutory Holiday" for payment of overtime as per Policy HR-4.2.
- 2.07 To qualify for the above, the *Employment Standards Act* will apply.

**3 ADMINISTRATION:**

- 3.01 Heads of Department shall ensure this policy is followed.

**4 ATTACHMENTS:**

- 4.01 None

Council authorization: By-law 98-06  
By-law 2010-71  
By-law 2011-85  
By-Law 2017-08







## MUNICIPALITY OF West Elgin

### Staff Report

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**Report To:** Council Meeting  
**From:** Magda Badura, CAO/Treasurer  
**Date:** 2021-12-02  
**Subject:** EI Premium Reduction

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#### **Recommendation:**

That West Elgin Council hereby receives the report from Magda Badura, CAO/Treasurer and;

That West Elgin Council hereby approves payment from the Premium Employment Insurance Rate reduction to all full-time employees in the total amount of \$1,426.72, being 5/12 of the total savings of \$ 3,424.12 realized by West Elgin in 2021.

#### **Background:**

The Municipality of West Elgin is eligible for the Municipal Government reduced rate of Employment Insurance (EI) contribution. The EI premium rate is 1.4 x the EI deduction from an employee's pay. The Municipality of West Elgin's contribution to EI is 1.166 x the employee's deduction for EI. The Savings realized by the Municipality for 2021 is \$3,424.12. According to Employment Insurance Act Paragraph 68(1)(c) of the EI Regulation, the Municipality of West Elgin is responsible for returning at least 5/12 of the savings from the premium rate reduction to all employees for whom the reduced rate applies.

EI Premium Rate @ 1.4	\$ 20,486.21
Township Portion @ 1.166	\$ 17,486.21
Total Savings	\$ 3,424.12
7/12 Savings	\$ 1,997.40

This matter has been discussed and approved in principle by Council, however as a housekeeping matter I respectfully request that Council pass a resolution to formally authorize this payment.

#### **Financial Implications:**

There are no financial implications.

#### **Policies/Legislation:**

*Employment Insurance Act, Paragraph 68(1)*



**Report Approval Details**

Document Title:	El Premium Reduction - 2021-57-Administration Finance.docx
Attachments:	
Final Approval Date:	Nov 29, 2021

This report and all of its attachments were approved and signed as outlined below:

Jana Nethercott



## Staff Report

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**Report To:** Council Meeting  
**From:** Magda Badura, CAO/Treasurer  
**Date:** 2021-12-02  
**Subject:** 2021 Carry Forward Projects

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### **Recommendation:**

That West Elgin Council hereby receives the report from M. Badura, CAO/Treasurer re: 2021 Carry Forward Projects; And

That West Elgin Council hereby authorizes that the following list of 2021 approved projects be carried forward to the 2022 fiscal year for completion and that the balance of the 2021 budget allowances for each of the respective projects be carried forward to the 2022 fiscal year.

1. Roads – Public works shed - \$75,000.00
2. Sidewalks – \$60,000.00
3. Water – AMR Software & Hardware - \$200,000.00
4. Parks & Recreation – Arena – Drain Repair & Eavestrough - \$10,000.00
5. Parks & Recreation – Arena – Roof Painting - \$25,000.00
6. Parks & Recreation – Marina – Bridge - \$20,000.00

### **Purpose:**

The purpose of this staff report is to advise Council of 2021 approved projects, which will not be completed in 2021, and to request that the unspent funds be carried forward to 2022.

The department managers have provided a synopsis for each of their respective projects including rationale for the need to carry the project forward for completion in 2022.

### **Financial Implications:**

The balance of the 2021 budget allowances for the projects will be carried forward to the 2022 fiscal budget. The exact amount of the carryover is unknown until year end reconciliation of projects has been completed

### **Policies/Legislation:**

2021 Approved Budget

**Report Approval Details**

Document Title:	2021 Carry Forward Projects - 2021-55-Administration Finance.docx
Attachments:	
Final Approval Date:	Nov 30, 2021

This report and all of its attachments were approved and signed as outlined below:

Jana Nethercott



## Staff Report

---

**Report To:** Council Meeting  
**From:** Magda Badura, CAO/Treasurer  
**Date:** 2021-12-02  
**Subject:** Old Town Hall - Rodney

---

### **Recommendation:**

That West Elgin Council hereby receives the report from M. Badura, CAO/Treasurer re: Old Town Hall renovations and provide direction to staff in regards to L360 proposal and timeline of the project.

### **Purpose:**

The purpose of this report is to provide Council with an update with regards to the state of the Old Town Hall building and establish timeline for the project.

### **Background:**

In 2018, staff submitted application for the renovation of the Old Town Hall as Council's vision was to convert the lower section of the building to a Library and repurpose the upper level to serve as public space for various community gatherings and events. The vision driving this project has dissipated over the past two years in response to changing circumstances related to COVID-19 pandemic and building material prices climbing at record year to date pace.

On July 6, 2021 Canada and Ontario announced the financial support for this project and provided us with the following allocation:

Federal Contribution: \$ 1,006,500  
Provincial Contribution: \$ 838,666  
Municipal Contribution: \$ 671,084

Old Town Hall building has been left uninhabited since September-2020 and now it decays at an incredible rate. Leaks in the roof cause additional damage to drywall, wood, metal and plaster that will ultimately compromise the structure and its integrity. There is a noticeable growth of plants, moss and fungi within the building.

It was Council's decision to save and preserve this historical building and a road map has been put in place in order to achieve this goal:

1. The cultural significance of the building has been determined,
2. The building's future purpose has been discovered.
3. Partners for the project have been established.
4. Funding have been secured

It is staff recommendation to initiate the process of conceptual drawings per L360 Architecture proposal attached in this report and present the project to West Elgin community for the purpose of feedback and recommendations

**Financial Implications:**

2022 Capital Budget deliberations

**Policies/Legislation:**

**Report Approval Details**

Document Title:	Old Town Hall - 2021-59-Administration Finance.docx
Attachments:	- L360 Fee Proposal Rodney Town Hall Renovation (002).pdf
Final Approval Date:	Nov 30, 2021

This report and all of its attachments were approved and signed as outlined below:

Jana Nethercott





MUNICIPALITY OF  
**West Elgin**  
COMMUNITY OF RODNEY

Request for Architectural Services

Rodney Town Hall Renovations -  
*Conceptual Design Only*

November 28th, 2021



360ARCHITECTURE

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# Section 1 | Company Profile

## .1 The Company: Size and Relevance

L360 ARCHITECTURE is based in London, Ontario and has serviced Southern Ontario over the past 20 years. We have completed several projects with the County of Elgin including the current Elgin County Administration Building Elevator Addition Tender Documents and are recently engaged in the renovation and upgrading of the West Elgin Administration Building. Our relationship with both counties remain strong and one based upon an open and trust-based foundation.

L360 has completed several administration expansion projects for different municipalities including the City of London, The County of Elgin, The Township of Chappleau. The most notable project would be the redesign of the current County of Elgin's Council Chambers and Administration office as well as the City of Timmins City Hall Administration Office.

The breakdown of our company is as follows:

principal: Paul F. Loreto, OAA, MRAIC, CanBIM CP President  
architect: Keerat Kaur, M Arch., M. Eng. (On Leave)  
graduate architect: Sabrina Villela, B. Arch., M. Eng.  
graduate architect: Sergio Gondim, B. Arch.  
graduate interior designer: Leeda Omar, B. Int. Design  
Co-op Student 4th year architect: Claire De Jeu

Architectural Technologists  
David Doka Sr. Associate -Sr. Project Manager  
Chris Sammut Associate -Sr. Architectural Technologist  
Wilyam Swift, - Jr. Technologist  
Spencer Bulmar - Jr. Technologist  
Nils Sillanpaa Associate - Sr. Project Manager/ Business Dev.  
(Timmins)

finance  
Jing Chen B.Comm. - Finance (London)

## .2 Understanding the Project

The Municipality of West Elgin has put forward a desire to renovate the existing Rodney Town Hall which would be part of the Investing in Canada Infrastructure Program (ICIP), a cost-shared infrastructure funding program between the federal government, provinces and territories, and ultimate recipients.

In a presentation to the Municipality of West Elgin's Council in 2018, the County of Elgin's Facility's Cole Aicken illustrated the proposed renovation of the existing Rodney Town Hall, established in 1916 to house several different uses to meet the Town of Rodney's immediate needs.

The building's main floor consists of two separate garages, a Community Hall and Administration Areas that once housed Services Ontario. The second floor once housed a theatre. and has a unique

character of a slightly sloped floor from the front of the building towards the stage area at the back of the building.

There exists an elevated stage with storage beneath it and access to the stage along each side. The stage has a unique false sloped ceiling.

Proposed Use:

The 2018 presentation by the County of Elgin proposed refurbishing the historic community building while increasing life cycle of municipal asset and ensuring climate change mitigation with insulation, new efficient HVAC system, windows & doors.

The Main Floor will be used for Library services –meeting library guidelines with larger space; ensuring inclusive use exceeding AODA requirements.

The Second Floor will accommodate cultural & community services for Rodney's vulnerable citizens; rural, seniors, youth and indigenous citizens.

The community building will provide essential services in a downtown core of a rural community Township where public transit is non-existent and will play an important role in creating strong community.

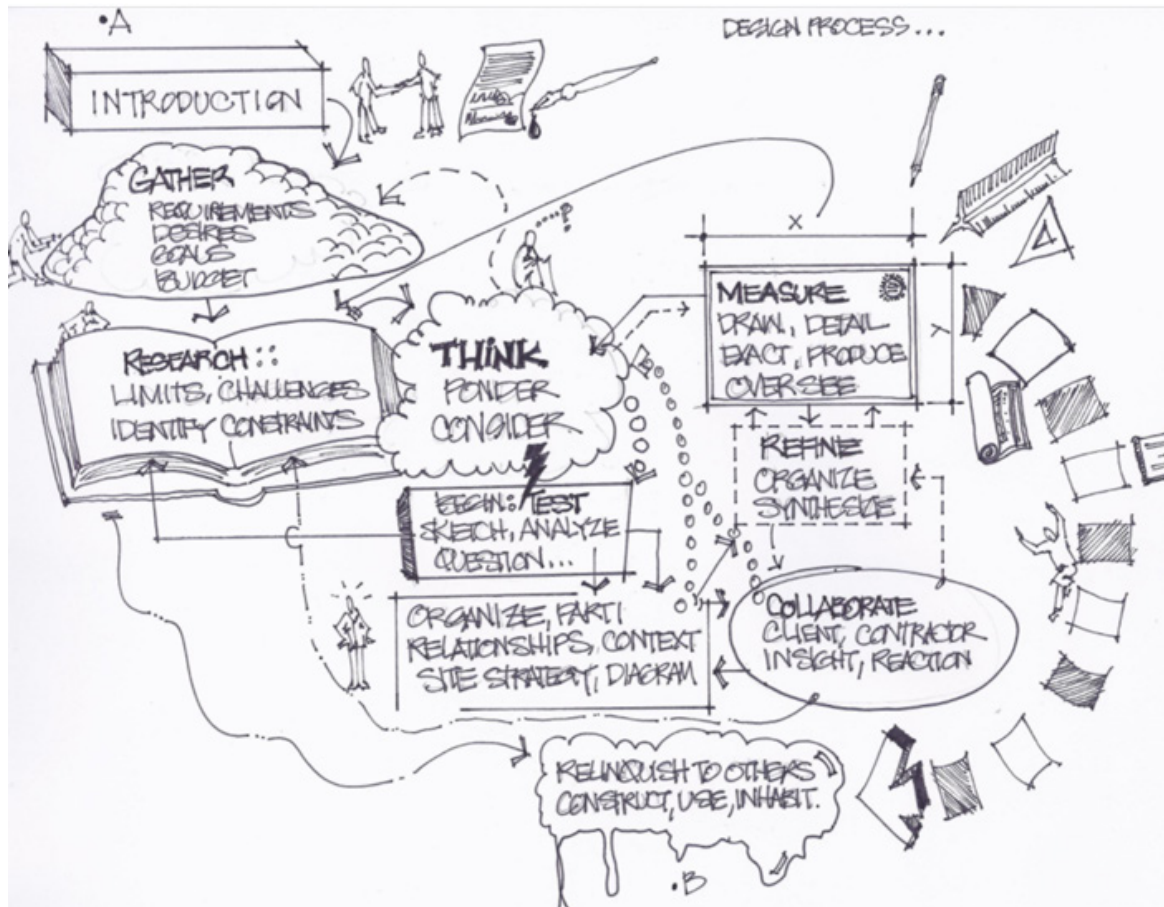
The demolition portion of the project will be focused on the existing rear garage. The existing original Rodney Fire Hall will be converted into a museum exhibit area paying tribute to Rodney's Fire Services history. This area will be the highlight of a new proposed community courtyard located to the front of the Fire Hall.

## .3 Key Contacts

**Paul Francis Loreto, OAA, MRAIC** will be the key point of contact for all Design and Contractual matters.

**David Doka, Sr. Project Manager** will be the key point of contact for all things related to the production aspects of the project.

# Understanding the Process Of Architecture



During our discussion, L360 had made claims as to how unique our services are to those you may have experienced before. We believe that our unique process of carrying out our business provides an unprecedented level of protection to your budget through the clarity the process demands. So as to provide an understanding of the overall process required to be carried out for the Architectural Consulting Team, we have provided a brief overview of the 7 Phases of Architectural Design. This is to provide clarity to the services associated with the overall fee, and the efforts required by the Consulting Team to make this project a great success.

- 1) The pre-design phase
- 2) The schematic design phase
- 3) The design development phase:
- 4) The construction documents phase
- 5) The building permit phase: (L360 combines Item 4 and 5)
- 6) The bidding and negotiation phase (optional)
- 7) The construction administration phase:



---

## 7 Phases of Architectural Design

- 1) **The pre-design phase:** Also known as the programming phase, this phase kicks off the architectural design process. In the pre-design phase, the architect interfaces with the client to learn about the plot of land, any existing structures, and the client's wishes for the future building. (Whenever possible, an in-person site analysis gives the most accurate information for all project types.) The architect researches local zoning and land-use restrictions, then makes a cost estimate as part of their competitive bid to win the commission. If the parties agree on terms and the scope of the project, they draw up a contract for architectural services.
- 2) **The schematic design phase:** In this next phase, the architectural design team begins to translate the client's wishes into a building design concept. This may involve sketches, drawings, 3D renderings, and preliminary site plans, floor plans, and building elevations. Any building systems, such as HVAC and plumbing, also belong in the schematic designs.
- 3) **The design development phase:** This is the phase where the architect's design intent manifests as a detailed plan. If the project requires a structural engineer, that person typically joins the team at this point. The architect also presents the client with both exterior and interior finishes, which will go atop the foundational structure. Finishes can greatly affect the total cost of a construction project (as well as the project schedule), so this phase must be handled with the utmost degree of respect. At this point, a more realistic cost estimate will come into view.
- 4) **The construction documents phase:** In this next phase of the architectural design process, design becomes a reality. The architect produces two sets of detailed drawings that specify every detail of their final design. One set is called the construction set, and it remains on-site throughout the construction process. The other set is called the permit set, which the architect sends to the local permitting authority, whether that's a city or a county. In a design-build project, the in-house construction contractor becomes involved at this point.
- 5) **The building permit phase:** At this point, the architect must submit the permit set of drawings as part of a larger permit application. The city or county reviews the submittals for structural integrity and adherence to zoning laws and building codes. Permitting can be one of the slowest parts of the construction process, but it protects architects, builders, and property owners from potentially dangerous construction errors. Simple construction projects in permissive municipalities can get approval in a matter of days. If you're building something ambitious, or if you're building in a historic district, the permitting process can take months.
- 6) **The bidding and negotiation phase (optional):** If the building is a design-build project that is designed and built by the same firm, there is no need to field bids from construction contractors. If no contractor comes pre-attached, the client and the architect interview contractors and solicit competitive bids. Potential contractors sit down with the client and architect to go through the construction drawing sets and discuss materials and schedules. Contractors seek shovel-ready projects to keep their crews busy throughout the year. Therefore, you will have a better chance of securing a contractor—and a competitive price—if your project is already permitted and ready to go.
- 7) **The construction administration phase:** In this final phase, the architect's role shifts from creative design to project management. While they don't physically manage the job site, they make regular site visits to ensure that the project is being executed according to their plans. The contractor and their crew assume control of the project like a film director taking over a screenwriter's script. Project budgets can balloon on account of cost overruns, but with careful planning, no changes will be needed.

# PROJECT TEAM



**PAUL F. LORETO**  
M. Arch, OAA, MRAIC  
London Corporate



**KEERAT KAUR**  
Ba.(Hons), M.Arch., OAA  
Lead Design Architect



**LEEDA AYOUB**  
B. Interior Design  
Support Designer



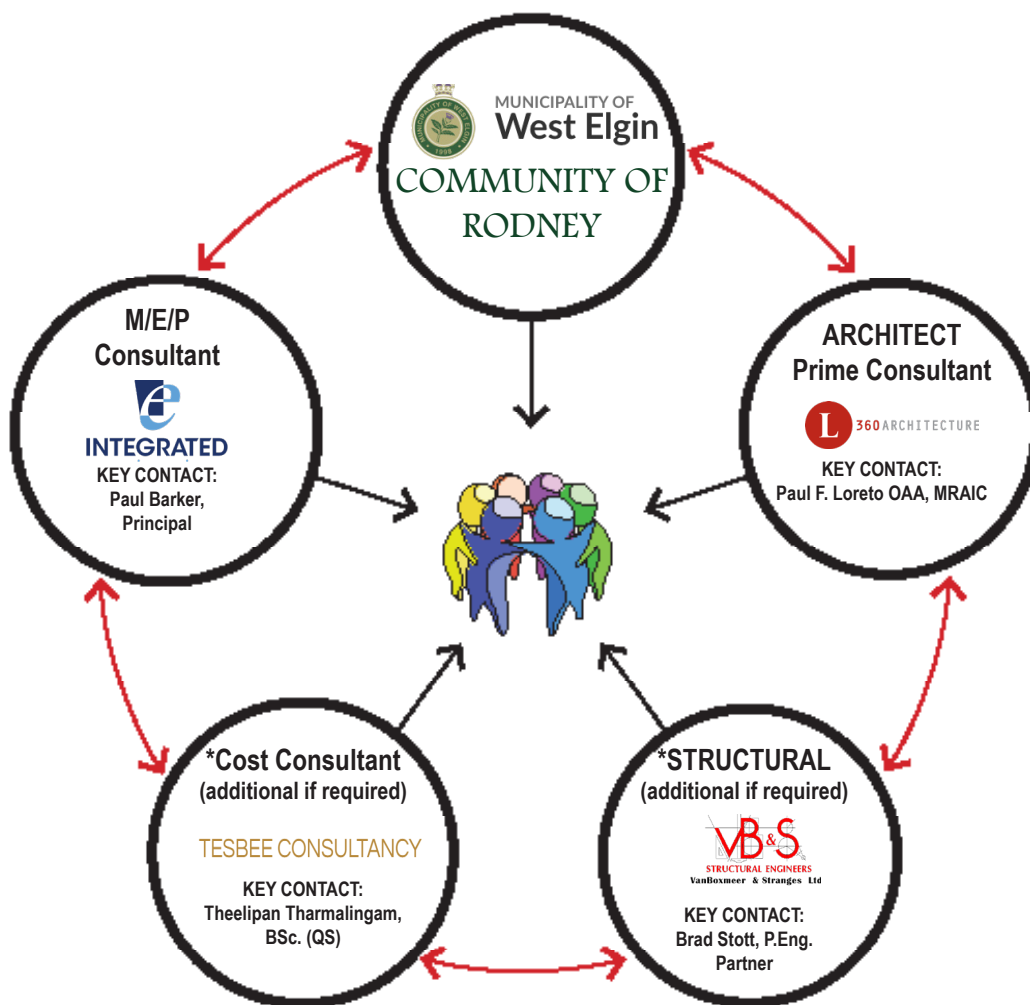
**DAVE DOKA**  
Dipl. Arch. Tech  
Associate, Sr. Project Manager

## The Consulting Team:

Focusing on the 3C's of Architecture: Communication, Collaboration and Coordination, L360 ARCHITECTURE's approach to project development breaks away from the traditional linear methodology of communication and brings to this project a proven, tried, tested and true round table approach. The following chart shows the 360 degree interactive approach to our projects and introduces our Key Members of the L360 ARCHITECTURE Team.

Each member of our Team has collaborated with L360 ARCHITECTURE for more than 20 years. We understand the 7 phases of Architecture, the required process, and share the belief that our Client's needs is the number one priority.

WE look forward to bringing our expertise and experience to the Municipality.



**NOTE: These team members will be brought into the project phases once the project moves BEYOND the Conceptual Design Phase.**

# Fee Proposal

L360 ARCHITECTURE is privileged to have been requested to supply a fee for this project. In determining our fee, it is understood that only the Conceptual Design of the project might move forward. Taking into consideration the need to confirm the County of Elgin's survey of existing conditions carried out in 2018 will be part of this service, the fee is presented as follows:



Ontario Association  
of Architects

## Standard Short Form of Contract for Architect's Services

**OAA 800 - 2011** with Amendments to October 1, 2019

Project/Client/Architect Ref:

L360 Project Number: 22-001  
Rodney Town Hall Renovations  
Rodney, ON N0L 2C0

Based on \$2,503,750.00 2018 Budget

**Schedule of Architect's Scope of Services:** L360 Total Conceptual Design Fee not incl. HST: \$17,500.00

<b>Pre-Design</b>	<b>L360 Fee: \$3,500.00</b>
Client's Program and Budget:	Develop <input type="checkbox"/> Review <input checked="" type="checkbox"/>
Assist Client in obtaining property survey, geotechnical report, etc.	<input type="checkbox"/>
Prepare schedule for Architect's services and projected project schedule.	<input type="checkbox"/>
Prepare measured drawings of visible conditions. <i>Confirmation of existing ACAD files provide by CoE</i>	<input type="checkbox"/>
<b>Design Phases</b> (Client's review and approval to be obtained before proceeding to next phases)	
Schematic Design Documents Phase (2 Concepts Max; 4-3D Interior Renderings)	<b>L360 Fee: \$14,000.00</b> <input checked="" type="checkbox"/>
Design Development Documents Phase	<input type="checkbox"/>
Estimates of Construction Cost at each phase	<input type="checkbox"/>
<b>Construction Documents Phase – Drawings / Specifications</b>	
Prepare drawings / specifications for:	
Building Permit <input type="checkbox"/> Bidding/Negotiation with contractor(s) <input type="checkbox"/> Construction <input type="checkbox"/>	
Estimates of Construction Cost at appropriate intervals.	<input type="checkbox"/>
<b>Permits and Approvals</b>	
Review applicable statutes, regulations, codes and by-laws as the design of the project is developed.	<input type="checkbox"/>
Prepare and submit client signed application for building permit.	<input type="checkbox"/>
Prepare and assist Client to obtain:	
Site Plan Approval <input type="checkbox"/> Committee of Adjustment <input type="checkbox"/> Re-zoning Application <input type="checkbox"/>	
<b>Negotiating / Bidding Phase</b>	
Assist client to:	Obtain bids <input type="checkbox"/> Prepare construction contract <input type="checkbox"/>
<b>Construction Phase: General Review – Construction Contract Administration</b>	
General Review at site, and reports:	for Building Code only: <input type="checkbox"/> for Building Code and all Construction Documents: <input type="checkbox"/>
Including <input type="text"/> visits to the site over the anticipated construction duration of <input type="text"/> months.	
Services exceeding the limits included above shall be provided as Additional Services.	
Certify Contractor applications for payment and Substantial Performance.	<input type="checkbox"/>
Construction Contract Administration field and office functions	<input type="checkbox"/>
Follow up during one year warranty period.	<input type="checkbox"/>
<b>Other Scope of Services:</b> (include Additional Services, special phasing or scope; reference attached information if needed.)	
All items that are not selected will be carried out on an hourly rate as per our attached L360 2021 Hourly and Disbursements Schedule.	
Additional Services will NOT be carried out unless approval from the Municipality has been received once the services have been agreed upon.	

Initialed by:

Client



Architect



# Fee Proposal: Definitions



Ontario Association  
of Architects

## Standard Short Form of Contract for Architect's Services

**OAA 800 - 2011** with Amendments to October 1, 2019

The **Architect** shall render the **Services** to the **Client** in accordance with the following **terms** of engagement:

1. **Professional Responsibility:** The Architect shall exercise the standard of care, skill and diligence required by customarily accepted professional practices. All Architects in Ontario carry professional liability insurance to at least the mandatory level. Evidence of insurance is available upon request.
2. **Clients Responsibilities:** The Client shall be responsible for:
  - (1) providing information regarding the existing conditions of the Client's lands and premises, including soils and sub-surface conditions, existing structures, surveys, etc., as required;
  - (2) timely communication of Client's decisions or responses during the Project;
  - (3) any costs related to Client-initiated design changes made after Client's previous approval;
  - (4) arranging bonding and/or insurance coverage for the building/property, and any contractors or consultants retained by the Client.
3. **Copyright:** Plans, sketches, drawings, graphic representations, reports and specifications prepared by or on behalf of the Architect are Instruments of Service. The Architect retains the property, copyright and moral rights for the Instruments of Service whether the Project for which they were made is executed or not. Their alteration by the Client or any other person is prohibited.

The Client may retain copies of the Instruments of Service for information and reference in connection with the Client's use and occupancy of the Project. Copies may include portable document files (PDFs, non-editable), but do not include computer-aided design documents (e.g. CAD or BIM, editable files) unless otherwise agreed in writing.

Copies may only be used for the purpose intended and for a one time use, on the same site, and for the same Project, by this Client only and may not be offered for sale or transfer without the express written consent of the Architect. The Client's use of Instruments of Service is contingent upon full payment to the Architect for services rendered.
4. **Construction Phase – General review** means reviews during visits to the place of work at intervals appropriate to the stage of construction, to observe the progress of the work and that the work is being carried out in general conformity with the contract documents, and to report, in writing, to the client and contractor and chief building official. The Architect will perform site visits as agreed in the attached Schedule.
5. **Construction Cost:** means the contract price(s) of all project elements designed or specified by, or on behalf of, or as a result of, the coordination by the Architect, including permit fees, contingency amounts, changes, contractor or construction management fees and all applicable taxes including HST, whether recoverable or not. Where there is no contract price for all or part of the project, the Construction Cost shall be the estimated value as determined by Architect, at market rates at the anticipated time of construction. Construction Cost does not include the compensation of the Architect, the Architect's consultants, the land cost, or other costs, which are the responsibility of the Client.
6. **Suspension:** Unless indicated otherwise in this agreement, the Architect reserves the right to suspend service on this project if Proper Invoices are not paid within 28 days, from the date of receipt of the Proper Invoice and the Architect will not be liable for any costs or delays caused by the suspension of services.
7. **Termination:** If either party fails substantially to perform in accordance with its terms the non-defaulting party may terminate this engagement after giving seven (7) days' written notice to remedy the breach. The Client may terminate this agreement without cause upon thirty (30) days' written notice. The Architect may terminate upon giving seven (7) days written notice that there has been a loss of confidence in the Architect's provision of services. On termination the Client shall forthwith pay to the Architect its charges for the Services performed to the date of termination, including all fees, reimbursable expenses, and charges for this Project.
8. **Proper Invoice** means a written request for payment for services, materials, agreed reimbursables or related documentation containing at a minimum the following information:
  - Architect's name and address.
  - Date of the Proper Invoice and the period during which the services, materials or related documentation were supplied.
  - Information identifying the authority under which the services, materials or related documentation were supplied.
  - Description, including quantity where appropriate, of the services, materials or related documentation that were supplied.
  - Amount payable for the services, material or related documentation that were supplied, and the payment terms.
  - Name, title, telephone number and mailing address of the Architect to whom payment is to be sent.
  - Any additional information specified in 11.



## SCHEDULE OF PER DIEM RATES AND DISBURSEMENTS

(January 2021)

President	\$ 250.00 per hour
Partner	\$ 225.00 per hour
Project Architect	\$ 180.00 per hour
Sr. Project Manager	\$ 165.00 per hour
Intermediate Project Manager	\$ 160.00 per hour
Graduate Architect	\$ 135.00 per hour
Senior Site Administrator	\$ 165.00 per hour
Senior Architectural Technologist	\$ 165.00 per hour
Intermediate Architectural Technologist	\$ 140.00 per hour
Junior Technologist	\$ 125.00 per hour
Administrative Staff	\$ 65.00 per hour
Expert Witness	\$ 600.00 per hour

## DISBURSEMENTS

services & expenses of consultants	@ cost + 10%
printing, plotting, courier, photography &	@ cost + 10%
photographic reproductions	@ cost + 10%
materials for special presentations	@ cost + 10%
long distance	@ cost + 10%
photocopying	@ \$ 0.25 per page
mileage	@ \$ 0.61 per km
authorized taxi charges & travel expenses	@ cost + 10%
in-house white prints 24" x 36"	@ \$ 1.35/sheet
in-house B/W 8.5" x 11"	@ \$ 0.25/sheet
(all subsequent sizes will increase \$0.10 per inch increase)	
in-house Colour 8.5" x 11"	@ \$ 0.50/sheet
(all subsequent sizes will increase \$0.10 per inch increase)	

NOTE THAT ALL TAXES AS PRESCRIBED BY LAW WILL BE ADDITIONAL TO THE FEES AND/OR COSTS STATED ABOVE.

\*\* Other Third Party expenses such as air travel, accommodations, meals, tender advertising, parking, special presentation materials, etc. would be charged **at Cost + 10% Administration Fee**.

\*\*\* Rates noted are net of H.S.T.

\*\*\*\* **This schedule is subject to periodic review and adjustment to reflect changes in costs from outside sources**

L360 ARCHITECTURE

SUITE 305

1490 RICHMOND STREET

LONDON ONTARIO CANADA N6G 0J4

WWW.L360ARCH.COM T 519.473.6641



## Staff Report

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**Report To:** Council Meeting

**From:** Magda Badura, CAO/Treasurer

**Date:** 2021-12-02

**Subject:** Organizational Review – Payroll Initiative

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### **Recommendation:**

That West Elgin Council hereby receives the report from M. Badura, CAO/Treasurer re: Organizational Review – Payroll Initiative for information only.

### **Background:**

An organizational review was requested by council in a latter part of 2019. The initiative was completed in January-2020 and final report was presented to council. The main objective of this review was to obtain information about the performance of our organization, paying attention to the various factors affecting its performance. The intent of the review was also to provide objective perspective on areas of organizational performance by examining organizational capacity to perform key business functions, organizational motivation or the prevailing culture, and the external environment. Council determined at that time that an organizational review would be helpful in response to a broad range of questions and discussions regarding program and service delivery in West Elgin. Council sought independent perspective and options on organizational changes that would enable alignment for longer term organizational success.

It was determined by Council that the review would focus on a number of key priorities, including assessments of:

1. The Municipality's organizational structure and design, management levels, and span of control;
2. The Municipality's staffing levels, roles and responsibilities, and collaboration between and among departments;
3. A comparison of structure and staffing to similarly sized area municipalities and best practice;
4. The need for a senior administrative leader at West Elgin.

In preparation for the upcoming retirement in Finance department the following options have been analyzed:

- Assessment of opportunities for integration of systems and increase functionality that can reduce duplication of work and potentially reduce paperwork.
- Find efficiencies in payroll processing and improve effectiveness of systems, offer self-serve options for employees and reduce reliance on Payroll staff. Currently, all employee updates such as mailing address are handled by payroll clerk. Vacation and sick time are tracked on a spreadsheet. Manual punch clocks are used; supervisors and managers prepare manual timesheets and submit to payroll for manual entry.
- Integrate systems and reduce the need to use multiple entry points for the same data.

- Ensure that work responsibilities and flow are appropriately integrated and aligned with duties performed by main office staff.
- Reduce cost

Based on the above analysis it was determined that it would be beneficial to outsource payroll and have professionally trained experts take care of the payroll process from start to finish as direct costs of processing payroll can be greatly reduced by working with a payroll provider. Another extremely beneficial option is the time management feature automatically integrated to payroll through a common database, that will schedule, manage employee availability, and capture hours worked through multiple data input options, including timesheets, web time, and facial recognition clocks. The implementation process is underway with the go live date of December 27, 2021.

**Financial Implications:**

Annual cost reduction of approximately \$63,000.

**Policies/Legislation:**

**Report Approval Details**

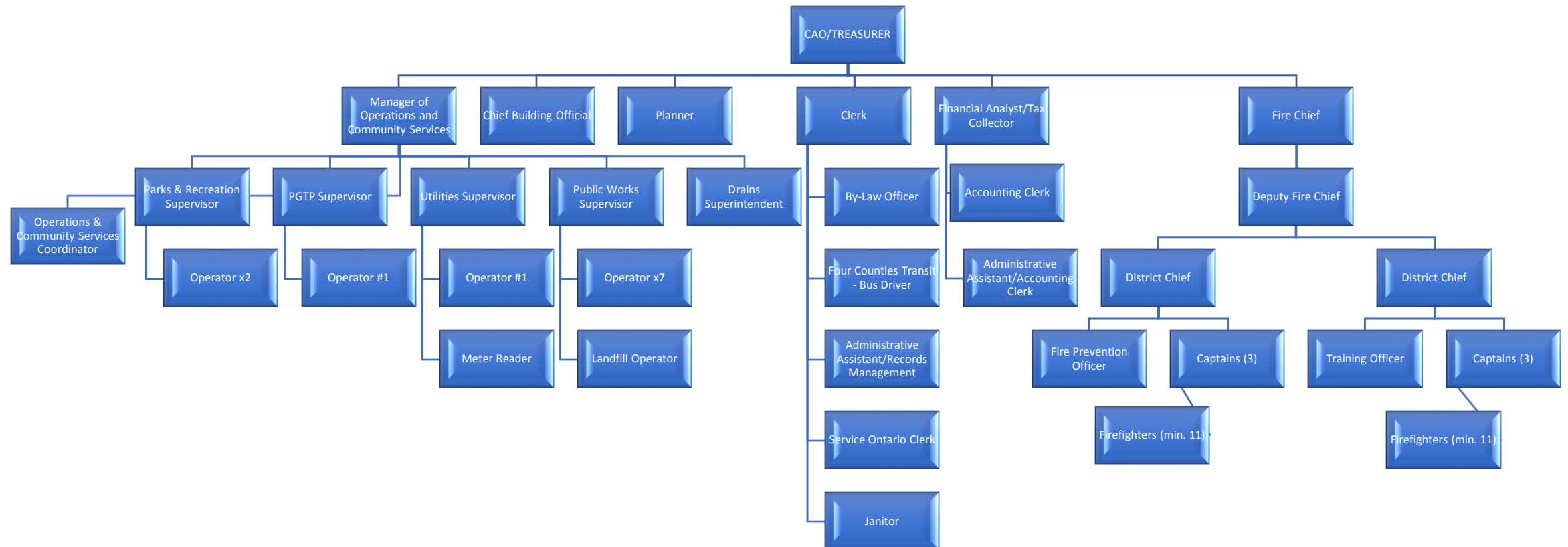
Document Title:	Payroll - 2021-58-Administration Finance.docx
Attachments:	
Final Approval Date:	Nov 30, 2021

This report and all of its attachments were approved and signed as outlined below:

Jana Nethercott



## Organizational Chart





# Municipality of West Elgin

## Minutes

### Recreation Committee

October 13, 2021, 7:00 p.m.

West Elgin Community Complex - Hybrid Meeting

160 Main Street

West Lorne

Electronic Hybrid Meeting

**Present:**

K. Neil, Chair  
Councillor A. Cammaert  
Councillor T. Tellier  
Nicole Campbell  
Cindy da Costa  
Megan Bartlett

**Staff Present:**

J. Nethercott, Clerk  
Emily Jocius  
Lee Gosnell

**1. Call to Order**

Chair Ken Neil called the meeting to order at 7:02 p.m.

**2. Adoption of Agenda**

**Moved:** Cindy da Costa

**Seconded:** Councillor Tellier

That West Elgin Recreation Committee hereby adopts the agenda as circulated.

**Carried**

**3. Disclosure of Pecuniary Interest**

No disclosures

**4. Minutes**

**Moved:** Councillor Cammaert

**Seconded:** Nicole Campbell

That the West Elgin Recreation Committee adopts the minutes of June 16, 2021 as printed and circulated.

**Carried**

**5. Business Arising from Minutes**

No business arising from the minutes

**6. Staff Reports**

**6.1 COVID-19 Update October 6, 2021**

Emily Jocius, Operations and Community Service Coordinator spoke on the report regarding the Letter of Instruction from Southwestern Public Health. All Members of the committee agreed that this information was informative and agreed to follow protocol when in attendance at public events dealing with recreation at the West Elgin Community Centre and West Elgin Recreation Centre.

That West Elgin Recreation Committee received an update from Emily Jocius, Operations and Community Services Coordinator regarding COVID-19 Update from Public Health.

**6.2 Canada Day 2022**

E.Jocius spoke on the report to the Committee and the Committee Member came up with ideas to peruse for Canada Day. Ideas included Time Slot or preregistration for events on that day, food trucks, fireworks, science guy, and arts and Crafts. Ideas on how to support the advertising of the event also came up and included the local new paper, and new electronic signs. Additional ideas of community transportation came up but will require further attention.

That West Elgin Recreation Committee received the report from Emily Jocius, Operations and Community Services Coordinator for information purposes.



### **6.3 Terms of Reference**

The Committee members directed staff to bring back the Terms of Reference to a future meetings to look through the information and see if there are any questions or changes that need to be brought forth before passing.

That West Elgin Recreation Committee received the report from Emily Jocius, Operations and Community Services Coordinator.

### **6.4 2022 Recreational Programming Ideas**

E.Jocius presented the report and committee member came up with the following ideas

Capital projects.

Tennis court refurbishment

Survey

Recreational programming

Spikeball

indoor soccer

nature walks

learn to run or fall/ winter running groups

ball hockey

indoor/ outdoor equipment for multiple zone programming

games night

tournament style sports

additional programming through outside organizations

field lacrosse

All programming will be implemented over the next year as part of the recreational departments budget.

That the West Elgin Recreation Committee received the report from Emily Jocius, Operations and Community Services Coordinator regarding possible recreation programming and events for the year 2022.

**7. New Business**

E.Jocius stated all new and upcoming programming for the municipality and outside groups including

Pickle ball, cards, shuffleboards, nature walks and ghost walk. Outside community Events that are happening include the Spooktacular shopping event happening on October 23 in Miller Park.

**8. Adjournment**

**Moved:** Cindy da Costa

**Seconded:** Councillor Cammaert

That West Elgin Recreation Committee hereby adjourn at 8:24 p.m. to meet again at the call of the chair.

**Carried**

---

Ken Neil, Chair

---

Emily Jocius, Recording Secretary

# Enhancing Programs and Services for Older Adults in Elgin County

## STRATEGIC REVIEW & RECOMMENDATIONS



October 5, 2021

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## Executive Summary

### Background

In June 2021, Elgin County expressed interest to Fanshawe Corporate Training Solutions to engage in a parallel study to the City of St. Thomas senior services review to examine rural programming and services for seniors and better understand what exists and opportunities for improvements. In the spirit of collaboration, two Elgin County representative joined the Technical Working Committee (TWC) comprised of community stakeholders in the City of St. Thomas that had been convened to review the changing program and service needs of the older adult demographic in the City. The Elgin County review was initiated based on identified needs for seniors' recreation, health, wellness, and socialization programming outlined in the Elgin St. Thomas Age Friendly Community Plan. Changes due to COVID-19 as well as future population projections of older adults 55 plus further highlighted the need to better understand and adapt to the evolving recreation, leisure, and social needs of the community going forward.

This review identifies existing resources across the municipalities of Elgin County that can be leveraged and further supported to offer a mix of programming that aligns with age-friendly policy and the local needs of each community. New program ideas and strategies are also presented that highlight regional and national rural best practices that could be implemented in Elgin County.

### Approach

The review was completed between June 16, 2021 to October 4, 2021. Key information was presented to the Elgin County Chief Administration Officer (CAO) (Julie Gonyou), the Director of Community and Cultural Services of Elgin County (Brian Masschaele) as well as the Chief Administration Officers of each municipality in the County at various points throughout the project. The following steps and deliverables were completed:

- Review of progress with a technical working committee made up of St. Thomas and Elgin County stakeholders as well as the Local Municipal CAOs to guide the review process
- Conduct an environmental scan of three regional and three national comparable rural counties
- Identify existing community resources and develop a detailed program inventory tool
- Conduct key informant interviews from each municipality
- Create a community profile using policy foundations, community demographics, market research psychographics, and 25-year population projections
- Administer a community stakeholder survey completed by nine organizations or groups
- Conduct an older adult survey completed by 429 residents in St. Thomas and Elgin County (including 100 responses from Elgin County)
- Map program locations and identify new program spaces in each municipality

- Analyze six program/leisure guides to identify best practices
- Develop outreach and marketing plans using the Integrated Marketing Communications (IMC) approach

The technical committee, community stakeholders, and residents were engaged during the review despite the fact that COVID-19 protocols limited the ability to conduct face-to-face interactions. Findings from the primary research were validated and compared to broader demographic and policy trends to ensure recommendations were tailored to the needs of communities across the County.

### Key Findings

The review identified the following key findings:

Deliverable/Area of Focus	Key Findings
Defining Existing Community Resources	<ol style="list-style-type: none"> <li>1. In other rural communities, programming is often organized by local health organizations and programs reviewed were similar, with fitness, crafts, and ancestry research programs, being the most popular</li> <li>2. Five of the six counties had a dedicated seniors' centre located in a larger community and two had a program/leisure guide</li> <li>3. Fitness, basic needs, and leisure programs are predominant; while, new social, respite, and arts and culture programs could be considered</li> <li>4. Targeted age group (55+) programming could increase older adult engagement</li> <li>5. Existing resources can be utilized or promoted in new ways to engage new participants</li> </ol>
Foundational Information and Community Profile	<ol style="list-style-type: none"> <li>1. Activity levels are lower in Elgin comparative to the province overall while rates of the 55+ demographic living alone are higher.</li> <li>2. The 55+ population will stabilize and the 75+ population will grow in the next 25 years across Elgin.</li> <li>3. There are a higher number of older adults living alone, particularly in Aylmer, Dutton/Dunwich, and West Elgin, indicating that social isolation among older adults is a factor.</li> </ol>
Community Based Surveys	<ol style="list-style-type: none"> <li>1. Many programs and services exist already within the County; however, some are full or waitlisted.</li> <li>2. Community agencies are interested in offering more programming, but are restricted due to staffing, resources, space limitations and funding.</li> <li>3. Many older adults are interested in participating 2-3 times per week, but are unaware of programs and services available.</li> <li>4. The majority of older adults prefer higher intensity activities with 70% stating their favourite program was either fitness or sport.</li> </ol>
Program Summary	<ol style="list-style-type: none"> <li>1. A seasonal older adult's program guide designed for accessibility with City, County and Local Municipal Partner information is advised.</li> <li>2. Facilitating new community partnerships can help increase cross-promotion of existing programs and draw in new registrants.</li> </ol>

Future Considerations	<ol style="list-style-type: none"> <li>1. Many rural counties utilize a local seniors' centre to diversify program options and increase access to grant funding.</li> <li>2. Partnership and participation in St. Thomas Seniors' Centre committees could help promote information sharing and improve system navigation for all.</li> </ol>
Facility Determination	<ol style="list-style-type: none"> <li>1. Geographic location impacts access to programs and services.</li> <li>2. Virtual and telephone programming should be promoted when geographic location could lead to isolation.</li> <li>3. Opportunities to support community organizations in need of free space should be explored, including venues that did not appear in the program inventory.</li> </ol>
Outreach Methodologies	<ol style="list-style-type: none"> <li>1. New outreach and marketing strategies, both online and offline, are needed to raise awareness of programs and services, especially to socially isolated older adults across the County.</li> <li>2. Outreach strategies should focus on a central message or theme that can be promoted across municipalities to help with system navigation.</li> <li>3. A coordinated loyalty or rewards program could be considered to increase repeat registration and word-of-mouth marketing.</li> </ol>

## Recommendations

The final recommendations of the review are as follows:

1. Create diverse programming options, as outlined in the program roster, to meet the various needs and abilities of adults 75 plus due to increased population projections in Elgin County in the next 25 years.
2. Maintain promotion of fitness, sport, and leisure programs, and increase respite, social, and arts and culture programs.
3. Continue regular, daytime programming, but explore virtual programming (both online and via telephone) via partnership, such as with the St. Thomas Seniors' Centre.
4. Leverage the program inventory to develop new private and public partnerships and maintain the tool for referral and navigation purposes.
5. Strengthen Cross-County system navigation by convening an Older Adults Programs and Services Network made up of County stakeholders and older adults.
6. Identify resources that can be shared with community partners to enable new programs, such as indoor and outdoor spaces that can be made available for free.
7. Establish a partnership with the St. Thomas Seniors' Centre to cross-promote programming and develop new programs that align with older adult recreation interests and mutually benefit both parties.
8. Create a seasonal, activity guide for City of St. Thomas and Elgin County combined that focuses only on older adult 55+ programs and services, is available in larger font and accessible online and in print formats.



9. Develop an integrated marketing communications plan using a blend of traditional and digital strategies to increase awareness of older adult programs and services, focus on a central theme or messaging, and enhance participant engagement.
10. Consider a rural loyalty or rewards program that encourages St. Thomas and Elgin County older adult residents to try new activities located across the County.

### Next Steps

Suggested next steps include:

1. Seek feedback and input from the Technical Working Committee and County and Local Municipal CAOs on the final report
2. Assess recommendations and determine top five priorities
3. Create an implementation plan and assign roles and responsibilities

The review indicates that there is clear demand for older adult programming in the County and a collaborative approach in which stakeholders work together and with the County is desired. Additionally, many of the community stakeholders who completed the survey indicated they would be interested in the findings of the review and how they can contribute to future collaboration. The list of community stakeholders (included as part of the program inventory) is provided to offer a starting point for these discussions. The County CAOs may wish to continue meeting to discuss how to prioritize the recommendations in the report or alternatively establish an advisory committee with additional space for community stakeholders and older adult residents to provide feedback and input. Once priorities are determined, roles, responsibilities, and timelines can be assigned.

## Introduction

In Elgin County, the population of older adults 55 plus will stabilize by 2031; while the population of adult 75 plus will continue to grow over the next 25 years. This, combined with recent physical, emotional, and social impacts of the COVID-19 pandemic on vulnerable older populations, support the need to review and assess current and future programming and services for seniors. With this study, the aim is to review existing programs and services for older adults offered in Elgin County and assess how these offerings can be enhanced to further support and engage a rapidly growing aging population.

Demographic factors such as age, income, and housing are key components to consider when examining programs and services in an age-friendly community. The older adult population aged 55 and over in Elgin County (including St. Thomas) comprises 34% of the total population in the region and is projected to grow to 37% by 2046. In 25 years, the region will be home to more than 46,000 people over the age of 55 (Ontario Ministry of Finance, 2021). Income levels are also lower in Elgin County on average than throughout Ontario. The average annual income for individuals in Elgin County is \$43,751 and the average household income is \$89,457 – which is 15% and 22% lower than the provincial averages (SimplyAnalytics, 2021). Furthermore, a considerable proportion of older adults in Elgin County live alone, have a desire to remain independent, and prefer to engage in community programs that provide them the opportunity to stay fit and be social. These factors demonstrate the basis for this senior services review as the older adult population is growing quickly and has diverse needs.

The Elgin St. Thomas Age Friendly Community Plan (AFCP) was a key reference document. The AFCP recognizes that recreation and leisure opportunities have multiple tangible benefits for the community including enhanced mental, physical and social well-being. This review takes a community-based approach in alignment with existing plans and data to strengthen inclusion, belonging and civic engagement.

This report provides insights about what programs and services have been successful in the past, an inventory of current offerings, and what aspects of programs and services can be improved to meet the evolving needs of the older adult community in Elgin County.

## Background and Methodology

### Summary of Methodology & Deliverables

In June 2021, Elgin County joined a Technical Working Committee (TWC) comprised of community stakeholders in the City of St. Thomas that had been convened to review the changing program and service needs of the older adult demographic in the city (see Appendix A for a list of members). A parallel review was initiated at the County level once a work plan was approved on June 14, 2021.

Project presentations and facilitated sessions with the TWC took place virtually on a bi-weekly basis in addition to interviews, focus groups and brainstorming exercises. The following nine key deliverables were identified with a completion date of October 7, 2021:

1. Defining Existing Community Resources
2. Foundational Information and Community Profile
3. Community-Based Surveys
4. Program Summary
5. Future Considerations
6. Facility Determination
7. Outreach Methodologies
8. Final Recommendations/Report

The Elgin County senior services review utilized multiple data sources, including primary and secondary research and grey literature (e.g. policy literature, working papers, government documents, white papers, urban plans, etc.) to better understand the demographic and social shifts in the County among the aging population and provide recommendations for recreation and leisure programming that aligns with the priorities outlined in the Elgin St. Thomas Age-Friendly Community Plan (AFCP). Disruptions to programming caused by COVID-19 were apparent throughout the project. Every attempt was made to understand the programming landscape before the pandemic and the anticipated program mix as facilities were able to re-open.

Several tools were developed from the various data sources and are included as supplemental resources to this report to assist in the planning and implementation of the recommendations. These resources include presentations, environmental scans, policy summaries, program inventory, program summary, community stakeholder and senior survey results, facility determination, and outreach plan.

### Definition of the Target Audience

The initial tasks for the TWC were choosing the terminology used to refer to the target audience and the age range to focus on. The terms ‘seniors’ and ‘older adults’ are both used in the AFCP somewhat interchangeably; however, the actual age ranges implied by either term can be different. For example, the term ‘seniors’ often refers to the 65+ demographic, which aligns with the traditional age of retirement. In contrast, the term ‘older adults’ can refer to the 50+ or 55+ age group. Ontario’s Age Friendly Communities strategy notes there is significant diversity within the older adult and senior population in terms of mobility and activity levels, health status, lifestyle, and leisure interests (“Creating a More Inclusive Ontario”, 2021). Therefore, a clear, shared definition was needed to ensure the review focused on the correct target audience.

## Summary

The TWC had already decided to use the “Older Adults 55+” terminology and age range when the County joined the project. Various factors related to lifestyle, age, mobility and accessibility were considered. The age groups known to be attending current programs and those whom they would like to target in the future were also discussed. The County did not express any concerns with the chosen terms and age range as the reasoning behind the committee’s decision also aligned with trends occurring in the county context.

## 1. Existing Community Resources

A thorough review of older adult programming and services in rural communities (provincially and nationally) was conducted through an environmental scan (e-scan) to determine a baseline and common themes. Secondly, an in-depth program inventory was created to identify existing community resources and gaps or opportunities for future programming and services.

### Environmental Scan

An environmental scan (e-scan) is a detailed investigation of comparable communities to identify similarities, differences, and best practices. Scans were conducted at the regional and national level based on comparable population size to Elgin County, close proximity to a large urban centre (as Elgin County residents live in close proximity to London and/or St. Thomas), and when possible, prominence of coastline in the County geography, as the Lake Erie coastline impacts the recreation and leisure activities available in the County compared to landlocked communities. Table 1 shows the older adult (55+) population, facilities and services available in the reviewed communities. More detailed versions of the e-scans can be found in Appendix B.

**Table 1: Facilities and Services Inventory of Comparable Communities in E-Scan**

<b>County and County Seat</b>	<b>Older Adult (55+) population</b>	<b>Seniors’ Centre in the County</b>	<b># of Library Branches</b>	<b>Other Notable Facilities</b>	<b>Program/Leisure Guide</b>
Elgin – St. Thomas, ON	28,960	St. Thomas Seniors’ Centre	10	Southwestern Public Health	Y – Low Cost Activity Guide
Grey - Owen Sound, ON	38,715	Active Lifestyles Centre Grey-Bruce	10	SPARC Seniors Programs and Respite Care – in-home therapeutic care	Y – For older adults
Huron - Goderich, ON	22,915	The MacKay Centre for Seniors	12	South West Community Care Access Centre	N

Dufferin - Orangeville, ON	17,105	Orangeville & District Senior Citizens Centre	4	Dufferin County Community Support Services – services for seniors/disabled adults to remain in familiar surroundings	N
Carleton, NB	9,225	N/A	3	Carleton Civic Centre	N
King - Sussex, NB & Hampton, NB	22,940	Sussex and Area Seniors Centre (Golden Jubilee Hall)  Hampton Senior Resource Centre	3	The Kings Way Life Care Alliance Adult Day Centre - support for those isolated, depressed, or in early stages of dementia	Y – specific to town of Sussex
Colchester - Millbrook, NS	18,930	Millbrook Seniors Centre	5	First Nation Community Centre offering various activities and services	N

The e-scan identified several program and service trends in the rural communities reviewed including:

- Programming is often organized and funded by local health organizations, such as community care access centres, long term care centres or community health centres
- Programming found in the counties reviewed was similar, with fitness, crafts, and ancestry research programs being popular
- Notable unique programming was found in:
  - Huron County
    - Seniors Telecheck friendly volunteer phone call program to check in on isolated older adults
  - Colchester County

- Seniors' Games and Fundy Seniors' Games, county-wide social events with competitive and non-competitive activities for older adults of all skill and mobility levels
- Five of the six counties had a dedicated seniors' centre located in the city/municipality with the highest population
- Two of the six counties had a program/leisure guide

Six city and county program guides were reviewed to determine the following: geographic area, target audience, frequency, presentation format, and inclusion of advertising or third-party programs and services. Table 2 shows the key information collected about each guide.

**Table 2: Comparison of Program Guides and Directories**

<b>Publication</b>	<b>City, County or Both</b>	<b>All Ages or Seniors Only</b>	<b>Frequency</b>	<b>Directory or Guide</b>	<b>Ads (Y/N)</b>
Brantford Leisure Activities Guide	City	All Ages	Multi-season	Guide	Y
New Tecumseh Recreation and Culture Guide	City (includes communities of Alliston, Beeton & Tottenham)	All Ages	Multi-season	Guide	Y
North Simcoe Directory of Seniors Services	County	Seniors Only	Every 2 years	Directory	Y
Sarnia Community Activities Guide	City	All Ages	Annual	Guide	Y
St. Catharines Leisure Guide	City	All Ages	Multi-season	Guide	N
Tillsonburg Recreation Guide	City	All Ages	Multi-season	Guide	N

A review of the characteristics, strengths and weaknesses of each guide was presented to the committee for feedback and discussion and the idea of developing a St. Thomas & Elgin County older adult program guide was discussed. The committee preferred a seasonal guide specifically for older adults that included program information for both the City and County. It was noted that the guide should be made available online and in hard copy with possible distribution through key community locations, such as grocery stores, banks, and health organizations. Other important considerations were to use a large, readable font, include a special events section, and keep program descriptions brief to prevent information overload.

## Summary

The findings from the e-scan indicated that many rural counties offered similar types of older adult programs, including fitness, leisure activities such as crafts, and heritage activities such as ancestry research. Programs were often run by, affiliated with, or funded by a health organization. A seniors' centre was located in a large population centre in most counties. Although the counties did not operate the seniors' centres themselves, they did provide partnership and cross-promotion opportunities depending on the level of collaboration between the venue and the county. It was also noted that some counties use a program/leisure guide to promote programs, although the format and geographic area of the guides varied. The committee supported the idea of a combined City and County program guide for older adults and upon further consideration of best practices agreed that a seasonal guide with program, service, and event information would be a mutually beneficial outreach strategy.

## Committee Interviews and Group Discussion

One-on-one interviews were conducted with TWC members to better understand their observations and analysis related to older adult programming in the community and a group discussion was conducted with the Local Municipal CAOs across Elgin County. The information gathered highlighted that committee members and County representatives had similar goals, such as:

- Offering a diverse programming mix to meet changing needs, such as increased demand for fitness programs
- Implementing new outreach and marketing strategies to recruit and retain participants
- Building partnerships to share resources and best practices

They also faced many of the same challenges or barriers in their work, such as:

- Funding constraints
- Concern about duplication of services in the community
- Impact of COVID-19 protocols resulting in some individuals being placed on waitlists, such as in the Adult Day Program

The following table identifies the emerging themes and descriptions from the interviews and group discussion:

**Table 3: Committee Interview Themes**

Theme	Description
Anxieties	<ul style="list-style-type: none"><li>• Concerns about duplication of services</li><li>• Stigma regarding age or the use of the "senior" title</li><li>• Management of participant feedback processes</li></ul>
Seeking Direction	<ul style="list-style-type: none"><li>• How to improve existing programs</li></ul>

	<ul style="list-style-type: none"> <li>• How to better inform the community about the programs</li> <li>• Learn about best practices and methods for building additional capacity</li> </ul>
Funding Support	<ul style="list-style-type: none"> <li>• Pursuing outside rentals, room rentals and sponsorships from local businesses</li> <li>• Applying for grants</li> </ul>
Active Lifestyle	<ul style="list-style-type: none"> <li>• Facilitating higher intensity active or physical programs such as sport tournament opportunities, use of outdoor trails, both outdoor and indoor courts, exercise classes and pickleball</li> </ul>
Engagement	<ul style="list-style-type: none"> <li>• Unique and collaborative ideas for recruiting new members</li> <li>• New outreach strategies and advertisement suggestions</li> </ul>
“One Thing”	<ul style="list-style-type: none"> <li>• Desire for a “central system”, methods for standardizing programs options, a one stop shop catalog or contact person, or a “hub for the city”</li> </ul>
“Filling the Gaps”	<ul style="list-style-type: none"> <li>• Facilitating a smoother transition into long term care</li> <li>• Providing better transportation options to get to programs</li> <li>• Improving digital literacy to access information about programs online</li> </ul>
County Needs	<ul style="list-style-type: none"> <li>• Acknowledgement of the unique needs of each Local Municipal Partner both in programming and outreach</li> <li>• Desire to strengthen and grow community partnerships</li> <li>• Need to address barriers, such as transportation, distance to venues, isolation</li> </ul>

### Summary

An integrated, community-based approach was discussed in the context of St. Thomas, Elgin County and collaboration between the two. While the St. Thomas stakeholders specifically indicated a desire for a streamlined centralized system or hub model in St. Thomas, the unique needs of each Local Municipal Partner were discussed in relation to the County. One common goal for all parties was better outreach and promotion so that every older adult would understand the various recreation and social programs available. There was also a desire to strengthen and support community partnerships with agencies, healthcare organizations and community organizers that provide services to older adults and seniors.



A collaborative approach has numerous benefits and is becoming increasingly common as municipalities, nonprofit organizations, and community groups look to meet the growing demand for diverse programs and seamless program registration and delivery. From a financial standpoint, collaboration enables a more efficient use of resources by reducing duplication and cross-utilizing resources. Collaboration can also lead to a better customer experience because it simplifies system navigation and increases overall participation through cross-promotion.

### Program Inventory

To gain a better understanding of the recreation and leisure activities currently available to older adults in Elgin County, a program inventory was created. A mixed methods approach was used to gather details on programs, services, and activities of interest to older adults in Elgin County which included an online search, a scan of local social media groups, and direct correspondence with Local Municipal CAOS and local organizations. Information was gathered for 100 programs from 38 different organizations. Due to the disruption to programming caused by COVID-19, some organizations were unable to provide updated information on program offerings.

The following information was collected in the program inventory:

- Program and membership fees or costs
- Ability levels (whether programs are more active or passive)
- Registration options, and whether the program is offered all year, occasionally or seasonally
- Program timing (day/evening), whether it would be adaptable for purposes of special needs or mobility
- Target skill levels (beginner, intermediate, advanced, or all levels)

The program inventory tool serves as a central repository or database to track and identify existing programs as well as opportunities for future program or service development and collaboration and is encouraged to be maintained.

Programs were organized into the 10 categories shown in Table 4 below:

**Table 4: Inventory Program Types and Examples**

Program Types	Program Examples
Arts	Painting, sculpting
Basic Needs	Healthcare, food bank, job or skill training
Culture	Theatre, heritage
Education	Digital literacy, language
Fitness	Zumba, yoga, aerobics
Leisure	Sewing, choir
Respite	Caregiver support

Social	Book club, discussion groups
Sport	Pickle ball, badminton
Volunteer	Registered Volunteer, Volunteer

In instances where a program fits in multiple categories, the most prominent aspect of the program was chosen. For example, a community theatre volunteer program was classified as a volunteer program rather than culture, whereas a drama class was categorized as culture rather than education. In the case of fitness and sports overlap, a program was categorized as sport if a competitive or team element was present.

### Gap Analysis

A gap analysis of the program inventory was conducted to determine consistencies, inconsistencies, and opportunities. Key findings revealed that:

- The most prevalent program types were fitness (29%), basic needs (14%) and leisure (13%)
- The least prevalent programs found were volunteer (4%), respite (4%), and culture (3%)
- When combining fitness and sport programs, over one third (38%) of the inventory programs can be described as active
- No programs indicated they were targeted for different skill levels (advanced, intermediate or beginner) with 100% open to all levels
- The program fee was less than \$20 for more than 72% of programs in the inventory and 48% of programs were found to be free
- Mondays, Tuesdays, and Wednesdays were the most popular days for programs to run

Further information related to the program inventory gap analysis is provided in Appendix C.

### Comparative Analysis

Programs in both inventories are colour coded based on the type of organization that hosts the services. The City of St. Thomas legend (Table 5) has 12 types of organizations while the Elgin County legend (Table 6) has two additional columns for a total of 14 types of organizations. The additional columns are as follows: Elgin County Libraries, Health and Wellness Centers/Organizations.

**Table 5: City of St. Thomas Program Inventory Legend**

Activity and Game Clubs/Organizations	
Arts and Culture Centres/Organizations	
City/Municipal Recreation Facilities & Parks	
Community and Service Clubs	
Educational Institutions	
Nonprofit Services and Charity Organizations	

Private Sport or Fitness Clubs/Businesses	
Religious Organizations (Churches, mosques, etc)	
Retirement and Long-term Care Homes	
St. Thomas Public Library	
St. Thomas Seniors Centre	
Other	

**Table 6: Elgin County Program Inventory Legend**

Activity and Game Clubs/Organizations	
Arts and Culture Centres/Organizations	
City/Municipal Recreation Facilities & Parks and Community Pools	
Community and Service Clubs	
Elgin County Libraries	
Educational Institutions	
Nonprofit Services and Charity Organizations	
Private Sport or Fitness Clubs/Businesses	
Religious Organizations (Churches, mosques, etc)	
Retirement and Long-term Care Homes	
St. Thomas Public Library	
St. Thomas Seniors Centre	
Health and Wellness Centers/Organizations	
Other	

The Elgin County inventory has a total of 100 programs, the majority of which are fitness programs (29%), basic needs services (14%) and leisure activities (13%). In contrast, the St. Thomas program inventory has a total of 196 programs, the majority of which are fitness programs (24%), leisure activities (16%) and social programs (13%). When combining fitness and sport, 34% of programs in the St. Thomas inventory can be considered active compared to 38% for the Elgin County inventory.

The following outlines the key findings of the comparative analysis:

### **1. Target Age**

Organizations throughout St. Thomas frequently use the term older adults and the 55+ target age group for describing programs and activities for older clientele. The term "older adult" and "55+" was less common for programs occurring in neighboring municipalities. In fact, there was no data on programs that mentioned their target age range as being specifically "older adults" or for ages "55+" in the Elgin County programs inventory.

In the other municipalities throughout Elgin, roughly 15% of programs indicated that they target *Seniors 65+*. More than half of the programs found target *Adults 18+*, and nearly 30% target *All Ages*; whereas 40% of programs in the St. Thomas inventory were for *Older Adults 55+*, 27% were *All Ages* and 26% were for *Adults 18+*.

## 2. Mobility and Skill Level

100% of the Elgin County programs are geared toward all skill levels while 94% of the programs in the City of St. Thomas inventory indicate they are for all skills levels. In terms of mobility, 81% of St. Thomas programs and 81% of Elgin County programs indicated that they accommodate all mobility levels.

## 3. Program Fees

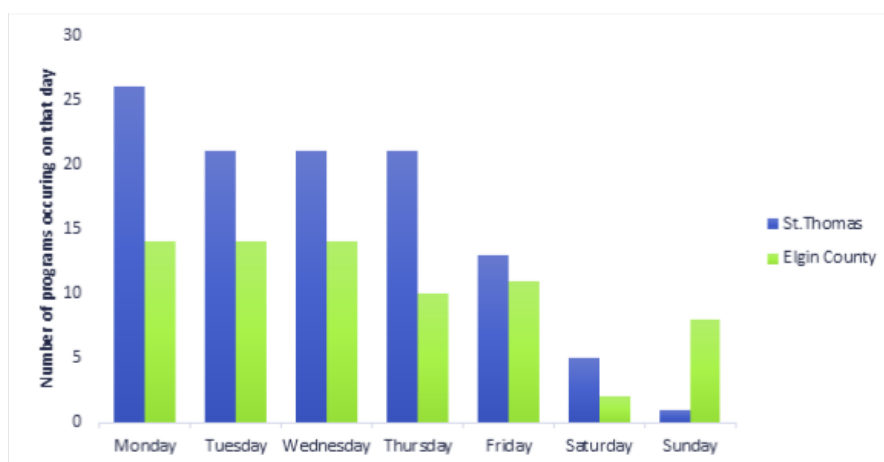
66% of Elgin County programs were offered for less than \$10 and 72% of programs were offered for less than \$20. In comparison, over 50% of St. Thomas programs were offered for less than \$20, while 43% were offered for free. This does not include membership-oriented offerings.

## 4. Program Frequency and Timing

79% of the programs in the Elgin County inventory run all year and 21% run seasonally; whereas 75% of the St. Thomas inventory programs run all year, with 18% running seasonally and 7% running occasionally.

When comparing program inventories, Mondays were found to be the most popular day for programs to run in Elgin County (Figure 1). Programs were more likely to occur on Sundays in Elgin County compared to St. Thomas. Some examples of the Sunday programs include: *Public Skate*, *Public Swim*, *Adult Swim* and *Water Walking*.

**Figure 1: Program Timing (Day of the Week)**



## Summary

Based on the gap and comparative analysis of the program inventory, the following summarizes key points for consideration:

- Fitness, basic needs, and leisure programs are predominant; while, opportunities for new social, respite, and arts and culture programs could be considered
- Targeted age group (55+) programming could increase older adult engagement
- Lower individual program fees or free activities are common (aside from membership-based options)
- Virtual programming is being implemented in comparable communities and could help engage older adults living in smaller communities across the county
- Existing resources can be utilized or promoted in new ways to engage new participants

## 2. Foundational Information & Community Profile

### Policy Foundations

A review of federal and provincial policy identified several trends impacting the program and grant funding landscape:

- Ministry of Seniors and Accessibility aims to help seniors stay independent, active, and socially connected
- The desire to help seniors stay independent and live in their own homes as long as possible
- A greater focus on accessibility and inclusion initiatives to ensure all individuals can access programs and services
- A greater use of technology to provide information and programs.

### Demographics & Psychographics

Demographic and psychographic data were consulted to develop a community profile of the older adult population in the City of St. Thomas. Key findings from the demographic and psychographic data analysis are shown in Table 7. A detailed account of the data is provided in Appendix D.

**Table 7: Elgin County Community Profile**

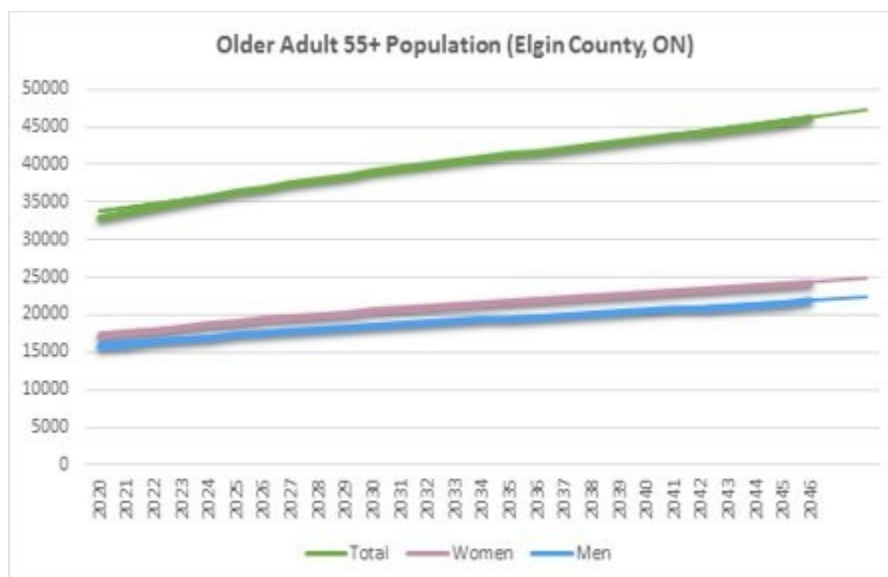
<b>Population</b>	<ul style="list-style-type: none"><li>• Elgin County (excluding St. Thomas) has 53,720 residents, of which 18,675 are 55+</li></ul>
<b>Income</b>	<ul style="list-style-type: none"><li>• The average income for individuals and households in Elgin County is lower than the provincial average (\$43,751 and \$89,457 compared to \$53,422 and \$116,877, respectively)</li></ul>

<b>Health Status</b>	<ul style="list-style-type: none"> <li>Activity levels are lower and sedentary lifestyle rates are higher in Elgin St. Thomas compared to Ontario as a whole</li> <li>Cardiovascular diseases, such as heart disease and stroke, are the leading cause of hospitalization in Elgin St. Thomas</li> </ul>
<b>Housing</b>	<ul style="list-style-type: none"> <li>52% of primary private households are maintained by older adults over the age of 55 suggesting a high number of older adults currently living in their own homes</li> </ul>
<b>Social Isolation</b>	<ul style="list-style-type: none"> <li>25.2% of the 55+ population in Elgin County lives alone</li> <li>Aylmer has the highest % of their 55+ population living alone (31.2%), while Southwold has the lowest (15.6%)</li> </ul>
<b>Consumer Behaviour</b>	<ul style="list-style-type: none"> <li>High number of budget-conscious empty nesters and older singles</li> <li>Traditional pursuits, such as home and garden activities, nature activities, and local excursions popular</li> <li>Preference for traditional media (newspaper, radio, and TV)</li> </ul>

## Population Projections

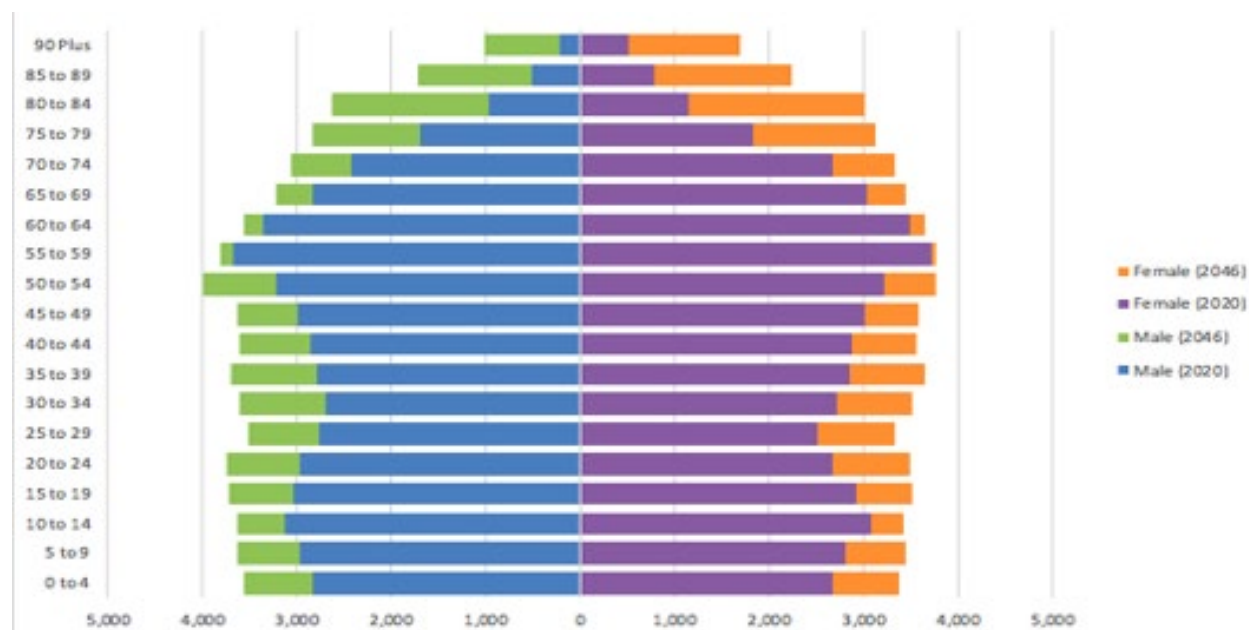
The older adult population 55+ in Elgin County was 33,633 in 2021 and is projected to increase by 12,447 to reach 46,080 in 2046 (Ontario Data Catalogue, 2021). This growth is equally distributed among men and women (see Figure 2 below).

**Figure 2: Projected Older Adult 55+ Population in Elgin County (2021-2046)**



In 2021, older adults comprised 34% of the population of Elgin County (including St. Thomas). It is projected that the total number of older adults will grow until 2031 and after this time, the growth in both the number and percentage share of older adults will slow. Figure 4 shows that by 2046, there will be a significant increase of older adults 75 to 90 plus in comparison to 2020. The extending life expectancy for both men and women are an important population trend to consider for future programming and services for older adults.

**Figure 3: Age Pyramid of Elgin’s Population, 2020 and 2046 (projected)**



Appendix D offers more detail on the population projections data.

### Summary

Both current and projected population data indicates that Elgin County has an aging population that will continue to grow both in absolute numbers as well as overall share of the population. Local and policy trends suggest that older adults prefer to remain independent and in their own homes as long as possible before transitioning to higher levels of support, such as long-term care. However, the County has a higher number of older adults living alone, particularly in Aylmer, Dutton/Dunwich, and West Elgin, indicating that social isolation among older adults is a concern.

As the current 50–64-year-old population continues to age, the demand for services that meet the needs of this age range will plateau while programming for the 75+ demographic will increase. Program planning must therefore be flexible to meet these changing needs over the next 25 years.

### 3. Community-Based Surveys

Two surveys were created to gather local feedback from both community stakeholders and older adults.

#### Community Stakeholder Survey

In July 2021, a community stakeholder survey was sent out via email to organizations and community leaders known to facilitate programs, services, and activities for older adults in and around Elgin County. The survey served the following purposes:

- Learn about the diverse types of programs and services being offered in the community
- Understand the challenges or barriers these organizations and their clientele face
- Confirm the components of program and service delivery stakeholders feel can be improved upon.

The overall response rate of the survey was low (3/38 stakeholders responded). Two factors contributed to the low response rate:

- A community stakeholder survey had already been sent out for the St. Thomas older adult review before the County joined the project. As many organizations serve both St. Thomas and Elgin County, sending a second survey to many of the same stakeholder created duplication.
- Emails were received from three stakeholders that chose not to fill out the survey but wanted to provide more information. A common theme was that while the organizations offered programs for all ages, families, and/or adults 18+ that may be of interest to older adults, they did not offer programming specific to older adults due to funding, staffing, or other capacity constraints. The organizations were interested in the possibility of offering older adult programming in the future by applying for grants or establishing new partnerships.

A copy of the survey questions and a summary of the nine responses received from stakeholders serving Elgin County (that completed either the Elgin County or St. Thomas stakeholder survey) are provided in Appendix E.

The key findings from the community stakeholder survey include:

- The most popular program types offered were education (22%), basic needs (13%), and fitness, leisure, and social (9% each)
- No respondents offered sport programs and only 9% indicated offering fitness programs
- Membership was only required by 2 respondent organizations
- Over half of respondents indicated their typical client was 65-79 years old
- 89% of stakeholders indicated their typical clients preferred lower intensity programs over higher intensity programs
- An equal number of respondents stated their clients have “some mobility challenges” or “a high level of physical mobility” (44% each)



- 100% of respondents indicated that programs occur frequently during the day
- The top three funding sources were provincial funding (17%), donations (14%), and federal funding (12%)
- 89% of respondents reported to be providing some form of free programming
- 44% of respondents felt the community was not well-informed about the programs or services they offer
- 89% of respondents indicated they would be interested in advertising their programming in an activity or leisure guide
- Program waitlists range from 0 to 75
- 44% of respondents indicated that for their programs, registration rarely exceeds capacity
- Stakeholders indicated a need for accessing meeting spaces that are fully accessible
- The top types of spaces stakeholders are interested in having more access to include halls or larger common rooms (15%) and classrooms, church or chapels, and auditoriums (11% each)
- Other spaces being used for programming include churches, parks, long-term care and retirement homes, and common rooms of apartment buildings
- Staffing costs were the largest expenditure related to programming for 78% of respondents
- Stakeholders are interested in new partnership opportunities, accessible spaces, and greater collaboration with the older adult community

### Older Adult Survey

An older adult survey gathered data from 429 residents of the City of St. Thomas and Elgin County in June and July of 2021. Due to the challenges of in-person data collection, the survey was primarily administered through online methods; however, TWC members also circulated the survey to their members via paper copies and online methods. Postal code data was used to remove responses from St. Thomas residents to focus only on the 100 responses received from older adults living in the County. In the survey, respondents answered questions pertaining to their experiences with programs in their community, accessibility to programs and services, what they believe could be improved to better the services offered, and how they would like to access information about future programs, services, and activities in their community. Appendix F show the total results of the survey and Appendix G provides a detailed analysis of the Elgin County survey results.

Key findings from the older adult survey include:

- Fitness programs were identified as the favourite program type among over half of the respondents (55%) with an additional 15% indicating sport programs were their favourite
- Leisure, arts, and respite programs ranked third, fourth, and fifth, respectively

- Respondents stated their favourite programs offered the chance to socialize and focus on their health, wellness, and mental well-being
- 62% of respondents stated a preference for high-intensity programs rather than low intensity programs
- 92% of respondents use their own vehicle, 7% rely on family, friends, or a caregiver for transportation, and 1% rely on third-party options, such as a shuttle
- When asked monthly spending on recreational activities, the value that appeared most often was \$0
- 58% of respondents indicated they wanted to attend a program or service 2-3 times per week
- 95% were interested in a program/activity guide with 44% preferring to access the guide online and 36% preferring a paper booklet-style guide

Respondents were asked to provide suggestions about how to improve program experiences. The responses were analyzed and divided into the seven categories shown in Table 8.

**Table 8: Senior Survey Suggested Program Improvements**

Category	Description	Examples
Skill Accessible	Programs with varying skill levels	<i>Less intense, more intense</i>
Increased Frequency	Programs and services offered more frequently	<i>Daytime, evening, weekend</i>
Additional Services	More space and locations for already existing programs + new types of programs	<i>Indoor/outdoor, class sizes, older adult &amp; senior options, local offerings</i>
Accessible Features	Improved facilities and services that are accessible for everyone	<i>Wheelchair accessible, new equipment, wifi, virtual offerings, facility repair, more staff transportation access</i>
Social Improvement	Options that encourage socialization, diverse groups and participation	<i>Gender integration, organized teams, increased participation</i>
Satisfaction	Satisfaction with services and no further comments or suggestions	<i>"My experience has been great", "Great as it is"</i>
COVID-19	Issues affected by the pandemic and out of county control	<i>Government-mandated lockdowns, facility closures</i>

## Summary

Survey results were compared to the program inventory findings and revealed that:

- Many programs and services exist already within the County; however, some are full or waitlisted

- Community agencies are interested in offering more programming, but are restricted due to space limitations and funding
- Older adults are interested in programming and services that cater to their needs; however, many are unaware of what is available
- Top programming types are consistent including fitness, sport, and leisure
- Traditional daytime programming is preferred
- The majority of older adults prefer higher intensity activities; however, stakeholders state their clients prefer lower intensity activities
- Accessibility factors are important for seniors to ensure inclusion
- An activity guide with a list of programming and services for older adults that is accessible online and in print format appeals to the majority of seniors surveyed

#### 4. Program Summary

Through the e-scan, several program summaries were examined and compared to the existing program inventory for Elgin County. A data analysis was then conducted to determine gaps in the current program mix in Elgin County, which are indicated in Table 9.

**Table 9: Programming Gap Analysis and Proposed Programming and/or Partnerships**

Gap	Proposed Programming and/or Partnerships
Not enough fitness and sport programming tailored to the needs of active older adults	Work with partner organizations to apply for grants or sponsorships to increase fitness programs and resources, such as benches. Determine if free space can be provided to community partners in new locations for popular programs. Explore virtual programming and promotion.
Lack of unstructured programs to increase social time and connections	Cross-promote existing free offerings across the county and in St. Thomas. Encourage peer-led initiatives and projects.
Need for new outreach strategies to engage socially isolated older adults	Work with community partners support outreach in areas of high need. Contribute to a program/leisure guide in collaboration with City of St. Thomas.
Need for more respite programs for caregivers and adults with complex needs	Work with partner organizations to identify resources needed to expand offerings.

Based on the program summary gap analysis, Table 10 shows a new program roster that includes suggested activities, potential locations, and partnerships in alignment with the deliverables of this study, as well as the possible duration.

**Table 10: Suggested Program Roster**

Suggested Program	Location	Partner/Provider	Duration

Book Club in a Bag	Elgin County Libraries	Elgin County Libraries and local service clubs	1x per month
Intergenerational programming	Throughout County	St. Thomas-Elgin EarlyON	1x per month
Virtual respite support group	Online/phone	Adult Day Program, health organizations	Monthly; on-going
Seniors' Centre Without Walls (trivia, bingo, talks)	By Phone	Coordinated with St. Thomas Seniors' Centre	Daily; On-going
SMART Exercise and Falls Prevention	Underserved locations	VON	Weekly; On-going
Trail walking group	Outdoors (Joe Thornton Centre in St. Thomas when raining)	Coordinated with St. Thomas Seniors Centre and local walking groups	Weekly; Seasonal
Older Adult 55+ Swimming	Aylmer Family Pool; West Elgin Community Pool	YWCA	Day time, Weekly; Seasonal

## Summary

Based on the cumulative key findings, a seasonal program guide specifically for older adults 55+ that includes programs in St. Thomas and Elgin County is an ideal approach, with sections for each municipality. A large font and pictures should be used to make the guide visually accessible for the target audience. The guide should also be made available in both digital and paper-based formats with distribution through the City and County websites as well as locations frequented by older adults (St. Thomas Seniors' Centre, libraries, community organizations, etc.). Advertisements can be included to highlight relevant businesses and offset the cost of the publication. A sample program guide is provided in Appendix H.

## 5. Future Considerations

Future considerations for the County include how to maximize awareness and participation in programs while better utilizing existing resources. Almost all rural counties reviewed in the e-scan had at least one seniors' centre located in a population centre in the county. Understanding how seniors' centres impact the regional programming mix is important because many (including the St. Thomas Seniors' Centre) receive stable annual funding to address policy priorities among the older adult population not just in the city/town itself, but also in the surrounding area. Furthermore, the older adult survey indicated that some County residents are already members at the St. Thomas Seniors' Centre. Table 11 identifies the number of older

adult survey respondents who indicated they were a member of the St. Thomas Seniors' Centre.

**Table 11: Survey Respondents Who Are Members of the St. Thomas Seniors' Centre by Municipality**

Municipality	Number of Members
Bayham	0
Central Elgin	18
Dutton/Dunwich	0
Malahide (including Aylmer)	2
Southwold	1
West Elgin	2

Expansion of seniors' centre offerings to rural residents or through rural-based programming is also supported in research by the Older Adult Centres' Association of Ontario (OACAO). Key findings include:

- 58% of older adult centres in Ontario are already serving rural dwelling seniors
- Virtual programming is becoming increasingly popular through the Seniors Centre Without Walls program offered by many seniors' centres across the province
- Seniors' centres identified rural older adults as a key target audience to grow membership
- Most centres offer fully accessible spaces (including the St. Thomas Seniors' Centre), which can be difficult to find in rural communities with older facilities

Table 12 highlights key attributes of the seniors' centres identified in the e-scan.

**Table 12: Attributes of Seniors' Centres in Rural Counties**

County (Location of Seniors' Centre)	Seniors' Centre in the County	Governance Model	Partnerships
Elgin County (St. Thomas)	St. Thomas Seniors' Centre	Independent, nonprofit	Private rentals (see St. Thomas report for hub model recommendations)
Grey County (Owen Sound)	Active Lifestyles Centre Grey-Bruce	Independent, nonprofit	Runs <i>Seniors Ask</i> phone service to connect seniors with resources across the county
Huron County (Goderich)	The MacKay Centre for Seniors	Independent, nonprofit	Runs <i>Seniors Centre Without Walls</i>
Dufferin County (Orangeville)	Orangeville & District Senior Citizens Centre	Independent, nonprofit	Private rentals

King County, NB	Sussex and Area Seniors Centre -- Hampton Senior Resource Centre	Independent, nonprofit -- Independent, nonprofit	None -- Partners with Rotary Club of Hampton for events
Colchester County, NS	Millbrook Seniors Centre	Independent, nonprofit	Hub model – Operated by Millbrook First Nations and used by other community organizations

The table shows that all seniors' centres reviewed operate as independent, non-profit entities, which aligns with OACAO findings that the majority (70%) of centres across the province have a non-profit governance structure with a board of directors, rather than as municipal entities overseen by the lower-tier governments (see OACAO, 2020). In the parallel older adult review conducted in St. Thomas, a new 'hub model' approach was recommended for the St. Thomas Seniors' Centre to increase community partnerships and cross-promotion of programs. A facility name change was also recommended to be more inclusive of the diverse population the centre serves.

Rather than simply encouraging County residents to access programs in St. Thomas, a partnership that utilizes County strengths would be more beneficial for all. For example, the proposed roster of programming suggests an outdoor walking group that is organized in partnership with the St. Thomas Seniors' Centre could draw members out to green spaces throughout the County. This aligns with the new hiking group initiative in West Elgin. Additionally, many seniors' centres offer bus trips paid for by members to cultural events, festivals, shopping destinations, or other excursions. Organizing trips to locations in the County could benefit local businesses and raise awareness of other County assets.

### Summary

A partnership between Elgin County and the St. Thomas Seniors' Centre under the proposed hub model could be mutually beneficial given the access the seniors' centre has to the target demographic and to maximize resources across the regional programming and funding landscape. Potential areas for synergy include:

- Cross-promotion of programs and events to increase County program registration
- Participation in St. Thomas Seniors' Centre committees to promote information sharing and improved system navigation
- Use of technology and virtual programming to reach isolated older adults in the County
- Coordination of bus trips to locations or events in the County
- Collaboration on grants available to seniors' centres that target rural older adults

## 6. Facility Determination

The location and density of program facilities were analyzed using the program inventory and the survey responses to better understand how geographic context impact program choices and access. The geographic context of Elgin County is an additional factor to consider in program planning for the following reasons:

- Lack of transportation is a barrier to accessing programs in the County
- The linear shape of the County results in long distances between communities on the west and east ends
- The number and percentage share of the older adult population varies in each Local Municipality
- New recreation investment typically targets children and families (such as playground equipment, skate parks, and splash pads)
- Elgin County residents may travel to access programs or facilities in nearby urban centres, such as St. Thomas, London and Tillsonburg
- Conversely, urban dwellers across southwestern Ontario may travel to Elgin County for specific types of recreation and leisure activities, such as hiking, agricultural education, and water activities
- Urban sprawl in St. Thomas has resulted in greater fluidity of county residents utilizing St. Thomas programs and vice versa, especially for Southwold and Central Elgin residents

### Number of Programs and Program Location Maps

The number of programs in the program inventory per Local Municipal Partner in comparison to the number of older adults 55+ are shown in Table 13.

**Table 13: Programs from the Elgin County Inventory and Older Adult Population by Municipality**

Municipality	Programs	Older Adult Population
Aylmer	21	2770
Bayham	5	2268
Central Elgin	18	5519
Dutton/Dunwich	13	1530
Malahide	3	2676
Southwold	6	1685
West Elgin	33	2241

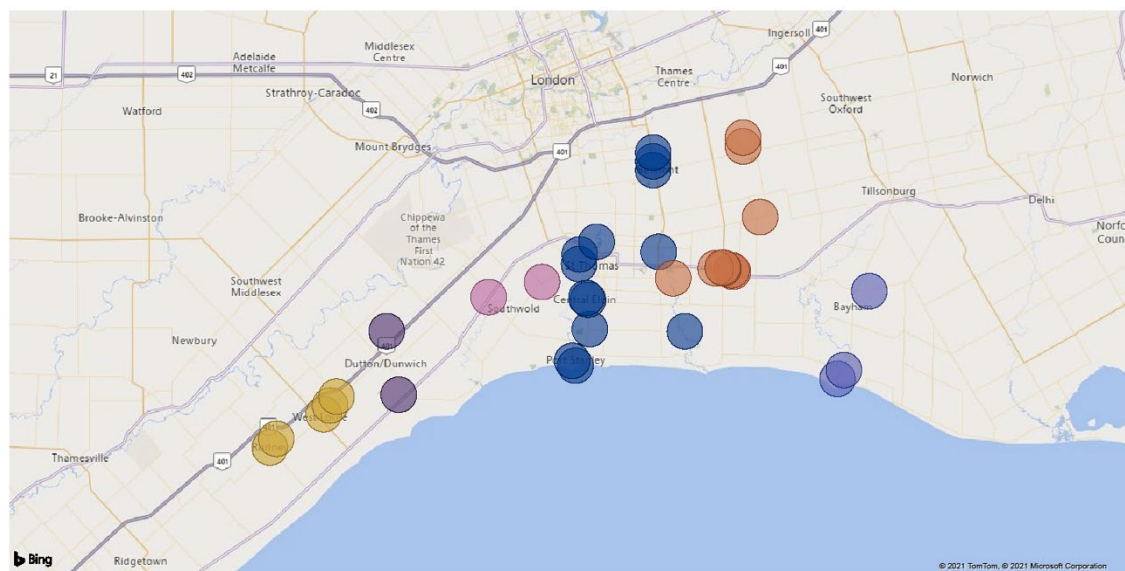


The location of programs in the county according to the program inventory were mapped as show in Figure 4 and Figure 5.

**Figure 4: Heat Map of Program Locations in Elgin County & St. Thomas**



**Figure 5: Map of Program Locations by Local Municipal Partner in Elgin County**



The key geographic findings include:

- The highest number of programs occurred or were run out of West Elgin (33), Aylmer (21) and Central Elgin (18), respectively
- The fewest programs were found in Malahide (3), Bayham (5) and Southwold (6)



- In the west end of the County, programs are concentrated in Rodney and West Lorne
- In the east end of the County, programs were concentrated in Aylmer
- The largest number of older adults per Local Municipal Partner are located in Central Elgin and these individuals have access to programs in many communities, including St. Thomas, Port Stanley and Union (transportation barriers notwithstanding)
- Aside from public libraries, communities in Bayham lack access to programming

Program and facilities listings for other age groups (such as EarlyON early years programming) were reviewed to identify additional spaces across the County that could be used to offer programs or offered to community partners to expand offerings, as shown below in Table 14.

**Table 14: Additional Program Locations and Facilities in Elgin County**

Bayham	Central Elgin	Dutton/ Dunwich	Malahide & Aylmer	Southwold	West Elgin
Corinth Community Park (Brownsville) *green space	Lawton Park (Union) *vine maze, arboretum	Buttermilk Bog (Dutton) *trails	Steen Park (Aylmer) *arboretum	Fingal Heritage Park *accessible walking trail	West Elgin Nature Reserve (WestLorne) *organized nature walks
Vienna Community Centre *hall with kitchen	Turvey Park (Lynhurst) *pickleball	Sons of Scotland Park Trail (Dutton) *trails	Aylmer Wildlife Management Area *hiking trails	Fingal Wildlife Management Area *interpretive trails	Joe's Bush (Rodney) *hiking trails
Straffordville Park & Community Centre *hall, green space	Little Creek Park (Port Stanley) *outdoor fitness equipment	South Dunwich Hall (Wallacetown) *hall with kitchen, horseshoes	South Dorchester Community Hall Green Space (Springfield) *walking path	Southwold Earthworks Natural Historical Site *free, open to the public	Miller Park (West Lorne) *lawn bowling
Wind Energy Outdoor Kiosk (Port Burwell) *interpretive trail	Lake Erie Salmon & Trout Club (Port Stanley) *8 acres open to the public		Wonnacot Park (Port Bruce) *pavilion		Port Glasgow Trailer Park *municipally-owned recreation hall

## Summary

Through analyzing the facility data with the results from the older adult survey and secondary research, the key recommendations of the facility determination are:

- Virtual and telephone programming should be explored

- Opportunities to support community organizations in need of free space should be explored, including venues that did not appear in the program inventory

## 7. Outreach Methodologies

Survey results indicated that increased outreach should be a key area of focus, including cross-promotion of activities among Local Municipalities and St. Thomas. The development of the program guide is one best practice to achieve this goal as 95% of survey respondents were interested in this resource. Additional outreach methodologies were examined to discover how organizations can best use resources to share information about program offerings, how older adults seek out program information, and how to reach socially isolated older adults who do not actively seek out program information.

### Outreach Strategy

The customer decision funnel (used as a best practice in marketing management) helps illustrate the five key stages of outreach best practices (awareness, consideration, conversion, loyalty, and advocacy) as shown in Figure 6.

**Figure 6: Customer Decision Funnel**



Table 15 shows the key findings related to each of the above stages of the funnel.

**Table 15: Key Findings of Each Stage of the Customer Decision Funnel**

Stage	Key Findings in Elgin County
Awareness	System navigation between municipalities and a general lack of partnerships is resulting in a disjointed programming landscape that is hard for older adults to understand.
Consideration	Health and wellness benefits are important motivations to the older adults across Elgin County who are already active in programs. Some survey respondents indicated they are traveling to St. Thomas or London to access programs but they would support a comparable local option.

Conversion	Streamlined registration instructions are needed that offer mix of in person, telephone, and online registration and payment options.
Loyalty	Elgin County older adults have a high degree of loyalty to local small businesses, organizations and venues. They would like to participate in more activities and unique experiences.
Advocacy	Word of mouth is the most popular strategy. No formal, community-based advocacy rewards systems exist.

Table 16 identifies the key information and activities relevant to each stage with supplementary suggestions for socially isolated older adults.

**Table 16: Stages of the Customer Decision Funnel Applied to Programming**

Stage	Key Information	Key Activities	Key Activities for Socially Isolated Older Adults
Awareness	Who – Target audience What – Topic of program Where - Venue When – Day, time, frequency	Distribute program guide; provide info on website, social media, flyer; promote referrals, word of mouth	<i>Distribute information where individuals already go (home, doctor's office, grocery store, basic needs services); set up volunteer-led community champion program or phone service</i>
Consideration	Why - Benefits to the individual for attending How – How to register/participate	Follow up on referrals; online retargeting/ads; mentor or buddy program	<i>Use inclusive messaging; use clear signage in hard-to-find locations; establish buddy system; help address barriers (transportation, finances, anxiety/nerves); Ask preferred registration method</i>
Conversion	Confirmation - Event ticket, payment confirmation, proof of RSVP	Clear verbal, written or digital confirmation	<i>Provide clear registration and payment options, confirmation and reminders</i>
Loyalty	Gather feedback – On the program, instruction, new ideas Personalization – Send registration reminder, info on similar programs Loyalty incentive – discount	Feedback forms after program; Send emails or make phone calls directly; online retargeting; offer promotions	<i>Personalized follow up; ask for feedback; provide snacks; offer loyalty card with benefits/discounts to local businesses; offer popular programs regularly to build habit</i>
Advocacy	Reward incentive – Refer a friend Give review/testimonial	Provide incentive program information in program guide, online, at venue	<i>Ask to participate on advisory committee or offer informal ongoing feedback; ask to be a mentor/buddy; ask how to make it more appealing and accessible</i>

## Summary

The structure of recreation programming is fragmented in the County due to the nature of the lower-tier municipality system; therefore, clear communication and system navigation processes between the Local Municipalities and St. Thomas should be developed to help increase registration and participation. Specific strategies are needed to engage socially isolated adults and new registrants who may face barriers to participation but could benefit the most.

The idea of a loyalty or rewards programs that encourages older adults to visit new locations throughout the County could be explored as research indicated County residents are keen to support local businesses and organizations. Examples of rural loyalty or rewards programs that could be adapted to recreation and leisure include:

- Renfrew County, ON – Six townships partnering to offer a “Rural Rewards” card. 10 purchases made local businesses entitles the individual to a monthly gift card draw.
- “Island Comeback” (rural BC) - Gift card program sponsored by local economic development organizations to encourage patronage of local businesses impacted by COVID-19

The loyalty program could also be created in partnership with the St. Thomas Seniors’ Centre to encourage participation from urban dwellers. Examples of seniors’ or community centre loyalty programs include:

- Qualicum Beach, BC - Membership at Qualicum Beach Seniors’ Activity Centre entitles the member to discounts at local businesses and a ballot in the monthly draw for a Quality Foods gift card
- West Vancouver, BC – The Silk Purse Art Centre membership card offers discounts on concert tickets, passes, and discounts at community partner organizations
- Woodstock, ON – South Gate Centre membership card provides members with discounts at various local businesses

## Marketing Plan

Results from the older adult survey indicate that older adults in Elgin County want to access program information using a combination of online and traditional marketing methods.

Therefore, the Integrated Marketing Communications (IMC) approach, in which all communications consistently support a central message, is recommended. Using an integrated approach will also help with system navigation across municipalities. The central message could relate to one or more of the themes raised in the review, including:

- Elgin County is age-friendly
- Elgin County offers unique venues and outdoor programming that can’t be found in the city
- Programs are inclusive and available for all levels and interests

Table 17 shows how each marketing channel of the traditional IMC mix can be used to support the dissemination of program information, including local examples.

**Table 17: Integrated Marketing Communications (IMC) Mix for Programming**

Channel	Key Activities	Local Examples
Digital Communication	Use of websites, social media, digital ads via Google and Facebook	County, municipality and township websites and social media, partner websites and social media accounts
Traditional Advertising	Use of ads in local newspapers, radio	Villager publications, myFM, de Brigj radio, Elgin County Market, Elgin Life, etc
Public Relations	Promotion of new programs and facilities through earned media	Pitch story to local publications and radio
Sales Promotion	Offering promotions to encourage registration or attendance	Offer early bird registration rates or priority access for prior attendees or e-newsletter recipients
Personal Selling	Sharing program information on a one-on-one basis at venues and through partners	Visitors to public library venues, partner organizations, hub model in St. Thomas, etc.
Experiential Marketing	Promotion of programs at community festivals, information fairs, or through trials or 'pop up' events	Information and 15-min taster sessions at community events or on a 'pop-up' basis
Direct Response	Mailing information directly to residents	Sending information with other city publications or mail, such as bills or seasonal items

### Summary

Older adults in Elgin County prefer to access program information through both online and offline channels. While online methods became increasingly important during the COVID-19 pandemic, access to internet is inconsistent throughout the county; therefore, a diversified approach is needed. This is supported by research from Statistics Canada that indicates internet use among the 65+ population doubled between 2007 and 2016 from 32% to 68% and is particularly important for reaching older adults between 65-69 (Davidson & Schimmele, 2019). Marketing communications should focus on a central theme or message that can be shared across platforms and by different stakeholders. This will reduce fragmentation and promote a more inclusive approach to programming. In addition to specific program information, marketing content should promote the hub model including where older adults in Elgin County can go (online and offline) to learn more about the broader programming landscape.

## 8. Final Recommendations

After reviewing all key findings and summaries from each deliverable within this study, the final recommendations are as follows:

1. Create diverse programming options, as outlined in the program roster, to meet the various needs and abilities of adults 75 plus due to increased population projections in Elgin County in the next 25 years.
2. Maintain promotion of fitness, sport, and leisure programs, and increase respite, social, and arts and culture programs.
3. Continue regular, daytime programming, but explore virtual programming (both online and via telephone) via partnership, such as with the St. Thomas Seniors' Centre.
4. Leverage the program inventory to develop new private and public partnerships and maintain the tool for referral and navigation purposes.
5. Strengthen Cross-County system navigation by convening an Older Adults Programs and Services Network made up of County stakeholders and older adults.
6. Identify resources that can be shared with community partners to enable new programs, such as indoor and outdoor spaces that can be made available for free.
7. Establish a partnership with the St. Thomas Seniors' Centre to cross-promote programming and develop new programs that align with older adult recreation interests and mutually benefit both parties.
8. Create a seasonal, activity guide for City of St. Thomas and Elgin County combined that focuses only on older adult 55+ programs and services, is available in larger font and accessible online and in print formats.
9. Develop an integrated marketing communications plan using a blend of traditional and digital strategies to increase awareness of older adult programs and services, focus on a centralize theme or messaging, and enhance participant engagement.
10. Consider a rural loyalty or rewards program that encourages St. Thomas and Elgin County older adult residents to try new activities located across the County.

## Next Steps

Suggested steps for moving forward are the following:

1. Seek feedback and input from the Technical Working Committee and County and Municipal CAOs on the final report
2. Assess recommendations and determine top five priorities
3. Create an implementation plan and assign roles and responsibilities

**FANSHAWE CORPORATE TRAINING SOLUTIONS**

**October 4, 2021**

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**From:** [EA Modernization \(MECP\)](#)  
**To:** [EA Modernization \(MECP\)](#)  
**Cc:** [EA Modernization \(MECP\)](#); [Cross, Annamaria \(MECP\)](#)  
**Subject:** Environmental Assessment Modernization Proposals – Moving to a project list approach and Extending Environmental Assessment Act approvals for certain projects  
**Date:** November 26, 2021 6:44:45 PM  
**Attachments:** [Moving to a Project List Approach under the Environmental Assessment Act.pdf](#)  
[EA Modernization Proposal – Moving to A Project List Approach under the Environmental Assessment Act.pdf](#)  
[Extending the expiry date for Environmental Assessment Act approvals for certain projects – Environmental Registry of Ontario.pdf](#)

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Hello,

I am writing to provide you with information about the Ministry of the Environment, Conservation and Parks' ongoing efforts to modernize the environmental assessment program. As you may be aware, the ministry has been consulting on various aspects of environmental assessment modernization since 2019 including proposed amendments to eight class environmental assessments, some exemption regulations, and in September 2020, we began consultations on a proposed list of projects that would be subject to a comprehensive environmental assessment. On that note, I am writing to you today to let you know that we are now seeking input on the proposal for Moving to a project list approach under the Environmental Assessment Act that is attached and can be found here: <https://ero.ontario.ca/notice/019-4219> and the proposal to extend the expiry date of Environmental Assessment Act approvals for certain projects through Minister's Notices that is also attached and can be found here: <https://ero.ontario.ca/notice/019-4428>.

*Proposed Comprehensive Environmental Assessment Projects Regulation (Designations – Part II.3 Projects)*

Following the amendments to the *Environmental Assessment Act* made in July 2020, the ministry began work on the development of a number of regulations, including a regulation that will, if made, identify the projects that are subject to comprehensive environmental assessment requirements. We initially consulted on the proposed list of projects for comprehensive environmental assessments in fall 2020 and we are now consulting on the proposed comprehensive environmental assessment projects regulation and related actions, including posting on the Environmental Registry of Ontario for a 60-day public review and comment period. The notice for this proposal may be viewed here: <https://ero.ontario.ca/notice/019-4219>.

*How can I learn more or comment on the proposed Comprehensive Environmental Assessment Projects regulation (Designations – Part II.3 Projects)?*

In order to provide an opportunity for dialogue on the proposal, the ministry will be hosting webinars to provide an overview of the proposal, an opportunity to ask questions to the ministry and provide any comments or feedback for the ministry's consideration. You may register for an information webinar on December 17, 2021 by clicking on the following Eventbrite link: <https://www.eventbrite.ca/e/modernizing-ontarios-environmental-assessment-program-tickets-201142882777>. Once you have registered, you will receive an email with further details, including login information. We are seeking your feedback on the proposal for the comprehensive environmental assessment projects regulation by January 25, 2022.

Comments can be shared directly with the ministry through the environmental registry or by

e-mail at: [EAModernization.mecp@ontario.ca](mailto:EAModernization.mecp@ontario.ca).

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**Proposal to extend the expiry date of Environmental Assessment Act approvals for certain projects**

The ministry is consulting on a proposal to extend the expiry date of *Environmental Assessment Act* approvals for certain projects. The amendments that were made to the *Environmental Assessment Act* in July 2020 included an unproclaimed provision imposing a 10-year expiry date for projects that are approved but do not have an expiry date and have not substantially commenced. Such an approval would expire on the later of the date the provision comes into force and 10 years from the date of approval. For example, for a project that was approved in 2009, if the approval has no expiry date and has not substantially commenced, it would expire on the date the new section of the *Environmental Assessment Act* comes into force.

The new section of the *Environmental Assessment Act* also allows the Minister to, by notice, extend the period within which the project is to be substantially commenced, extending the date of expiry. The Minister is proposing to issue Notices to extend the environmental assessment approval for nine projects by 10 years and is looking for feedback. Taking the example described above of a project approved in 2009, the proposal would extend the expiry date of the approval to 10 years from the date the notice is issued. This proposal would ensure that old approvals would not remain valid indefinitely, unless the Minister exempts the project from the requirement or issues a notice to extend the expiry. The approvals for these projects would only expire when the expiry provisions under the *Environmental Assessment Act* come into effect.

Based on the ministry's detailed review of the conditions of the approval for these projects, we are satisfied that steps will be taken before a project proceeds to ensure environmental protection and oversight are in place.

The proposed extensions will ensure that the commitments made by proponents during consultation on these projects will be carried out. However, if at any time new information or a change in circumstance comes to the attention of the ministry, the Minister may consider this information and, where appropriate, may reconsider the approval and revoke or amend it.

If the proposed notices extending the expiry of the approval is given in respect of the nine projects, the approvals will not expire when the expiry date provisions in the *Environmental Assessment Act* are proclaimed into force.

In general, the conditions of approval for these projects are triggered prior to and during construction and during operation of the project. The conditions of approvals for these projects may be found in the "related files and links" sections of the environmental registry posting at <https://ero.ontario.ca/notice/019-4428>.

Below are the projects proposed for extension to their approval.

**Projects proposed for the 10-year extension**

Project	Proponent	Project Name	EAA	EA requirement if approval
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Type	Name		Approval Date	expires
Landfill	The Corporation of H. Dodge Haulage Limited	H. Dodge Haulage Landfill Expansion	February 11, 2009	This project would be subject to an Individual EA process under the current requirements and if the proposed designating regulation is made would be subject to a comprehensive EA (Refer to <a href="https://ero.ontario.ca/notice/019-4219">https://ero.ontario.ca/notice/019-4219</a> for additional information)
Transit	The Regional Municipality of York	Markham North South Link Corridor Public Transit Improvements EA (Region of York proponent)	November 29, 2006	Regardless of whether the proposed designating regulation is made or not this project would be subject to the Transit Project Assessment Process (TPAP) or Municipal Class EA (MCEA)
Highway	Regional Municipality of York	Transportation Improvements: Donald Cousens Parkway (Markham) to Morningside Avenue (Toronto)	January 23, 2013	Regardless of whether the proposed designating regulation is made or not this project would be subject to the MCEA
Transit	Toronto Transit Commission	TTC Bloor Danforth Westerly Extension of Subway	October 27, 1994	Regardless of whether the proposed designating regulation is made or not this project would be subject to the TPAP
Transit	City of Niagara Falls and Niagara Parks Commission	Niagara Falls People Mover System	August 8, 2001	Regardless of whether the proposed designating regulation is made or not this project would be subject to the TPAP
Transit	Regional Municipality of Ottawa-Carleton	Ottawa-Carleton Cumberland Transit Way (Now City of Ottawa)	May 17, 2000	Regardless of whether the proposed designating regulation is made or not this project would be subject to the TPAP or MCEA
Marina	City of Windsor	City of Windsor Downtown Marina	November 27, 1996	This project would be subject to an Individual EA process under the current requirements and if the proposed designating regulation is made no environmental assessment requirements would apply based on the proposed

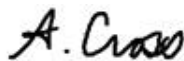
				comprehensive EA threshold of establishing a works (e.g., marina) that alters at least 1 kilometre of shoreline and filling of 4 or more hectares of a lakebed or riverbed. Refer to <a href="https://ero.ontario.ca/notice/019-4219">https://ero.ontario.ca/notice/019-4219</a> for additional information.
Highway	Ministry of Transportation	MTO Highway 17 (Haley Station to Meath Hill)	August 25, 2004	Regardless of whether the proposed designating regulation is made or not this project would be subject to the Ministry of Transportation Class EA for Provincial Transportation Facilities
Electricity	Ontario Hydro (OH)	OH Eastern Ontario Transmission Route (East)	January 29, 1986	This project would be subject to an Individual EA process under the current requirements and if the proposed designating regulation is made would be subject to a comprehensive EA (Refer to <a href="https://ero.ontario.ca/notice/019-4219">https://ero.ontario.ca/notice/019-4219</a> for additional information)

*How can I learn more or comment on the expiry date proposal?*

We are seeking your feedback on the proposal to extend the expiry date for the approval of the above listed projects. Comments can be shared directly with the ministry by e-mail at [EAmmodernization.mecp@ontario.ca](mailto:EAmmodernization.mecp@ontario.ca) by January 25, 2022 and the proposal may be viewed on the Environmental Registry of Ontario at: <https://ero.ontario.ca/notice/019-4428>.

We are committed to keeping you apprised about the environmental assessment modernization initiative as it moves forward, including opportunities to provide input as we continue to build a strong environmental assessment program. We value your perspectives on the environmental assessment program and look forward to your feedback.

Sincerely,



Annamaria Cross  
 Director, Environmental Assessment Modernization  
 Environmental Assessment and Permissions Division  
 Ministry of the Environment, Conservation and Parks

Attachments;

1. Proposal for Moving to a project list approach under the Environmental Assessment Act (ERO 019-4219)
2. Environmental Assessment Modernization – Moving to a Project List Approach under the Environmental Assessment Act
3. Bulletin on Extending the expiry date of Environmental Assessment Act approvals for certain projects (ERO 019-4428)

## OPP 2022 Annual Billing Statement

### West Elgin M

Estimated costs for the period January 1 to December 31, 2022

Please refer to [www.opp.ca](http://www.opp.ca) for 2022 Municipal Policing Billing General Information summary for further details.

			Cost per Property \$	Total Cost \$
<b>Base Service</b>	<b>Property Counts</b>			
	Household	2,966		
	Commercial and Industrial	177		
	Total Properties	<u>3,143</u>	172.07	540,821
<b>Calls for Service</b>	(see summaries)			
	Total all municipalities	176,906,037		
	Municipal portion	0.2118%	119.19	374,606
<b>Overtime</b>	(see notes)		8.85	27,826
<b>Prisoner Transportation</b>	(per property cost)		1.71	5,375
<b>Accommodation/Cleaning Services</b>	(per property cost)		<u>4.83</u>	<u>15,181</u>
<b>Total 2022 Estimated Cost</b>			<u><b>306.65</b></u>	<u><b>963,808</b></u>



## **OPP 2022 Annual Billing Statement**

### **West Elgin M**

**Estimated costs for the period January 1 to December 31, 2022**

#### **Notes to Annual Billing Statement**

- 1) **Municipal Base Services and Calls for Service Costs** - The costs allocated to municipalities are determined based on the costs assigned to detachment staff performing municipal policing activities across the province. A statistical analysis of activity in detachments is used to determine the municipal policing workload allocation of all detachment-based staff as well as the allocation of the municipal workload between base services and calls for service activity. For 2022 billing purposes the allocation of the municipal workload in detachments has been calculated to be 51.3 % Base Services and 48.7 % Calls for Service. The total 2022 Base Services and Calls for Service cost calculation is detailed on the Base Services and Calls for Service Cost Summary included in the municipal billing package.
- 2) **Base Services** - The cost to each municipality is determined by the number of properties in the municipality and the standard province-wide average cost per property of \$172.07 estimated for 2022. The number of municipal properties is determined based on MPAC data. The calculation of the standard province-wide base cost per property is detailed on Base Services and Calls for Service Cost Summary included in the municipal billing package.
- 3) **Calls for Service** - The municipality's Calls for Service cost is a proportionate share of the total cost of municipal calls for service costs calculated for the province. A municipality's proportionate share of the costs is based on weighted time standards applied to the historical calls for service. The municipality's total weighted time is calculated as a percentage of the total of all municipalities.
- 4) **Overtime** - Municipalities are billed for overtime resulting from occurrences in their geographic area and a portion of overtime that is not linked specifically to a municipality, such as training. Municipalities are not charged for overtime identified as a provincial responsibility. The overtime activity for the calendar years 2017, 2018, 2019 and 2020 has been analyzed and averaged to estimate the 2022 costs. The costs incorporate the 2022 salary rates and a discount to reflect overtime paid as time in lieu. The overtime costs incurred in servicing detachments for shift shortages have been allocated on a per property basis based on straight time. Please be advised that these costs will be reconciled to actual 2022 hours and salary rates and included in the 2024 Annual Billing Statement.
- 5) **Court Security and Prisoner Transportation (CSPT)** - Municipalities with court security responsibilities in local courthouses are billed court security costs based on the cost of the staff required to provide designated court security activities. Prisoner transportation costs are charged to all municipalities based on the standard province-wide per property cost. The 2022 costs have been estimated based on the average of 2019 and 2020 activity levels. These costs will be reconciled to the actual cost of service required in 2022.

There was no information available about the status of 2022 Court Security Prisoner Transportation Grant Program at the time of the Annual Billing Statement preparation.

- 6) **Year-end Adjustment** - The 2020 adjustment accounts for the difference between the amount billed based on the estimated cost in the Annual Billing Statement and the reconciled cost in the Year-end Summary. The most significant year-end adjustments are resulting from the cost of actual versus estimated municipal requirements for overtime, contract enhancements and court security.

**OPP 2022 Estimated Base Services and Calls for Service Cost Summary**  
**Estimated Costs for the period January 1, 2022 to December 31, 2022**

Salaries and Benefits		Positions	Base	Total Base Services and Calls for Service	Base Services	Calls for Service
		FTE	%	\$/FTE	\$	\$
<b>Uniform Members</b>	<b>Note 1</b>					
Inspector . . . . .		25.67	100.0	165,275	4,242,606	4,242,606
Staff Sergeant-Detachment Commander . . . . .		10.22	100.0	149,786	1,530,809	1,530,809
Staff Sergeant . . . . .		34.26	100.0	139,615	4,783,200	4,783,200
Sergeant . . . . .		219.83	51.3	125,157	27,513,174	14,125,173
Constable . . . . .		1,662.49	51.3	106,938	177,782,764	91,275,557
Part-Time Constable . . . . .		9.01	51.3	85,283	768,400	394,860
<b>Total Uniform Salaries</b>		<b>1,961.48</b>		<b>-</b>	<b>216,620,953</b>	<b>116,352,206</b>
Statutory Holiday Payout . . . . .				4,030	7,868,939	4,177,554
Shift Premiums . . . . .				1,076	2,034,976.43	1,044,780
Uniform Benefits - Inspector . . . . .				28.75%	1,219,749	1,219,749
Uniform Benefits - Full-Time Salaries . . . . .				31.51%	66,678,295	35,201,315
Uniform Benefits - Part-Time Salaries . . . . .				15.15%	116,413	59,821
<b>Total Uniform Salaries &amp; Benefits</b>					<b>294,539,325</b>	<b>158,055,424</b>
<b>Detachment Civilian Members</b>	<b>Note 1</b>					
Detachment Administrative Clerk . . . . .		173.94	51.3	66,976	11,649,837	5,980,973.12
Detachment Operations Clerk . . . . .		1.81	51.3	63,711	115,316	59,251
Detachment Clerk - Typist . . . . .		0.32	51.3	57,766	18,485	9,243
Court Officer - Administration . . . . .		19.81	51.3	67,788	1,342,878	689,403
Crimestoppers Co-ordinator . . . . .		0.80	51.3	63,385	50,708	25,988
<b>Total Detachment Civilian Salaries</b>		<b>196.68</b>			<b>13,177,224</b>	<b>6,764,857</b>
Civilian Benefits - Full-Time Salaries . . . . .				32.17%	4,239,113	2,176,254
<b>Total Detachment Civilian Salaries &amp; Benefits</b>					<b>17,416,337</b>	<b>8,941,111</b>
<b>Support Costs - Salaries and Benefits</b>	<b>Note 2</b>					
Communication Operators . . . . .				6,832	13,400,831	7,113,342
Prisoner Guards . . . . .				2,016	3,954,344	2,099,019
Operational Support . . . . .				5,154	10,109,468	5,366,242
RHQ Municipal Support . . . . .				2,720	5,335,226	2,832,010
Telephone Support . . . . .				119	233,416	123,900
Office Automation Support . . . . .				673	1,320,076	700,714
Mobile and Portable Radio Support . . . . .				312	614,793	326,293
<b>Total Support Staff Salaries and Benefits Costs</b>					<b>34,968,154</b>	<b>18,561,519</b>
<b>Total Salaries &amp; Benefits</b>					<b>346,923,815</b>	<b>185,558,055</b>
<b>Other Direct Operating Expenses</b>	<b>Note 2</b>					
Communication Centre . . . . .				178	349,143	185,330
Operational Support . . . . .				802	1,573,107	835,026
RHQ Municipal Support . . . . .				118	231,455	122,859
Telephone . . . . .				1,615	3,167,790	1,681,506
Mobile Radio Equipment Repairs & Maintenance				39	76,849	40,787
Office Automation - Uniform . . . . .				2,545	4,991,967	2,649,803
Office Automation - Civilian . . . . .				1,778	349,697	179,525
Vehicle Usage . . . . .				8,750	17,162,950	9,110,325
Detachment Supplies & Equipment . . . . .				456	894,435	474,778
Uniform & Equipment . . . . .				2,178	4,291,727	2,277,774
Uniform & Equipment - Court Officer . . . . .				920	18,225	9,356
<b>Total Other Direct Operating Expenses</b>					<b>33,107,345</b>	<b>17,567,069</b>
<b>Total 2022 Municipal Base Services and Calls for Service Cost</b>					<b>\$ 380,031,161</b>	<b>\$ 203,125,124</b>
<b>Total OPP-Policed Municipal Properties</b>						<b>1,180,469</b>
<b>Base Services Cost per Property</b>						<b>\$ 172.07</b>

**OPP 2022 Estimated Base Services and Calls for Service Cost Summary**  
**Estimated Costs for the period January 1, 2022 to December 31, 2022**

**Notes:**

Total Base Services and Calls for Service Costs are based on the cost of salary, benefit, support and other direct operating expenses for staff providing policing services to municipalities. Staff is measured in full-time equivalent (FTE) units and the costs per FTE are described in the notes below.

- 1) Full-time equivalents (FTEs) are based on average municipal detachment staffing levels for the years 2017 through 2020. Contract enhancements, court security, prisoner transportation and cleaning staff are excluded.

The equivalent of 91.56 FTEs with a cost of \$16,000,469 has been excluded from municipal costs to reflect the average municipal detachment FTEs required for provincially-mandated responsibilities eligible for Provincial Service Usage credit.

Salary rates are based on weighted average rates for municipal detachment staff by rank, level and classification. The 2022 salaries incorporate the 2022 general salary rate increases set in the 2019 to 2022 OPPA Uniform and Civilian Collective Agreements, (uniform staff - 1.85%, civilian staff - 1.0%). The benefit rates are based on the most recent rates set by the Treasury Board Secretariat, (2021-22). Statutory Holiday Payouts, Shift Premiums, and Benefit costs are subject to reconciliation.

FTEs have been apportioned between Base Services and Calls for Service costs based on the current ratio, 51.3% Base Services : 48.7% Calls for Service.

- 2) Support Staff Costs and Other Direct Operating Expenses for uniform FTEs are calculated on a per FTE basis as per rates set in the 2021 Municipal Policing Cost-Recovery Formula.

## OPP 2022 Calls for Service Billing Summary

### West Elgin M

Estimated costs for the period January 1 to December 31, 2022

Calls for Service Billing Workgroups	Calls for Service Count					2022 Average Time Standard	Total Weighted Time	% of Total Provincial Weighted Time	2022 Estimated Calls for Service Cost
	2017	2018	2019	2020	Four Year Average				
					A	B	C = A * B		
	Note 1							Note 2	Note 3
Drug Possession	5	8	6	9	7	7.0	49	0.0028%	4,982
Drugs	3	-	2	3	2	55.1	110	0.0063%	11,204
Operational	379	354	340	385	365	3.7	1,349	0.0775%	137,114
Operational 2	151	201	220	105	169	1.3	220	0.0126%	22,369
Other Criminal Code Violation	15	11	16	19	15	7.7	117	0.0067%	11,938
Property Crime Violations	123	94	110	125	113	6.5	735	0.0422%	74,675
Statutes & Acts	60	42	75	59	59	3.4	201	0.0115%	20,394
Traffic	79	85	97	64	81	3.5	284	0.0163%	28,912
Violent Criminal Code	40	31	51	32	39	16.1	620	0.0356%	63,019
<b>Total</b>	<b>855</b>	<b>826</b>	<b>917</b>	<b>801</b>	<b>850</b>		<b>3,685</b>	<b>0.2118%</b>	<b>\$374,606</b>
<b>Provincial Totals</b>	Note 4	377,853	398,860	439,328	360,967	394,252	1,740,049	100.0%	\$176,906,037

### Notes to Calls for Service Billing Summary

- 1) Displayed without decimal places, exact numbers used in calculations
- 2) Displayed to four decimal places, nine decimal places used in calculations
- 3) Total costs rounded to zero decimals
- 4) Provincial Totals exclude data for both amalgamations (post 2018) and dissolutions

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**OPP 2022 Calls for Service Details**  
**West Elgin M**  
**For the calendar years 2017 to 2020**

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2017	2018	2019	2020	
<b>Grand Total</b>	<b>855</b>	<b>826</b>	<b>917</b>	<b>801</b>	<b>849.75</b>
Drug Possession	5	8	6	9	7.00
DRUG Operation - Master Code	0	0	0	1	0.25
Drug Related Occurrence	5	3	4	6	4.50
Possession - Cannabis	0	3	0	0	0.75
Possession - Cocaine	0	0	0	1	0.25
Possession – Opioid (other than heroin)	0	1	0	1	0.50
Possession - Other Controlled Drugs and Substances Act	0	1	2	0	0.75
Drugs	3	0	2	3	2.00
Drug Operation - Rural Grow	2	0	0	0	0.50
Other Cannabis Act	0	0	1	0	0.25
Possession of cannabis for purpose of selling	0	0	1	0	0.25
Production - Cannabis (Marihuana) (Cultivation)	1	0	0	0	0.25
Trafficking - Cocaine	0	0	0	1	0.25
Trafficking - Other Controlled Drugs and Substances Act	0	0	0	2	0.50
<b>Operational</b>	<b>379</b>	<b>354</b>	<b>340</b>	<b>385</b>	<b>364.50</b>
Accident - non-MVC - Commercial	1	0	0	0	0.25
Accident - non-MVC - Construction Site	0	0	1	0	0.25
Accident - non-MVC - Industrial	0	0	1	1	0.50
Accident - non-MVC - Master Code	0	0	0	1	0.25
Accident - Non-MVC - Others	0	1	0	0	0.25
Accident - non-MVC - Residential	0	0	1	0	0.25
Alarm - Master Code	1	0	0	1	0.50
Alarm - Others	3	3	3	0	2.25
Animal - Bear Complaint	0	1	0	0	0.25
Animal - Bite	5	2	3	3	3.25
Animal - Dog Owners Liability Act	2	1	3	4	2.50
Animal - Injured	3	6	9	5	5.75
Animal - Left in Vehicle	1	0	0	0	0.25
Animal - Master Code	1	1	2	0	1.00
Animal - Other	6	18	8	3	8.75
Animal - Rabid	0	6	2	0	2.00
Animal - Stray	5	4	5	13	6.75
Assist Fire Department	4	1	1	5	2.75
Assist Public	70	56	23	40	47.25
By-Law - Master Code	0	1	0	1	0.50
Dogs By-Law	0	0	1	3	1.00
Domestic Disturbance	41	33	35	18	31.75
False Alarm - Warning Issued	1	0	0	0	0.25
False Fire Alarm - Building	0	0	1	0	0.25
Family Dispute	25	26	34	35	30.00
Fire - Building	6	5	4	7	5.50
Fire - Master Code	0	1	0	1	0.50
Fire - Other	3	0	0	2	1.25
Fire - Vehicle	0	1	3	4	2.00

**OPP 2022 Calls for Service Details**  
**West Elgin M**  
**For the calendar years 2017 to 2020**

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2017	2018	2019	2020	
Firearms (Discharge) By-Law	1	0	0	1	0.50
Fireworks By-Law	0	0	0	1	0.25
Found - Bicycles	2	1	0	0	0.75
Found - Computer, parts & accessories	0	0	1	0	0.25
Found - Household Property	2	0	1	0	0.75
Found - License Plate	1	1	0	0	0.50
Found - Others	1	4	1	1	1.75
Found - Personal Accessories	2	3	1	0	1.50
Found - Photographic Equipment	1	0	0	0	0.25
Found - Radio, TV, Sound-Reprod. Equip.	0	0	1	0	0.25
Found - Sporting Goods, Hobby Equip.	0	1	0	0	0.25
Found Property - Master Code	7	2	6	14	7.25
Insecure Condition - Building	3	5	0	1	2.25
Insecure Condition - Master Code	1	1	2	1	1.25
Lost - Accessible Parking Permit	0	1	1	1	0.75
Lost - Household Property	0	0	0	1	0.25
Lost - License Plate	3	2	3	0	2.00
Lost - Musical Instruments	0	0	1	0	0.25
Lost - Others	3	2	0	2	1.75
Lost - Personal Accessories	1	4	0	0	1.25
Lost Property - Master Code	3	2	4	8	4.25
Medical Assistance - Master Code	0	0	1	0	0.25
Medical Assistance - Other	2	0	0	0	0.50
Missing Person - Master Code	0	1	1	0	0.50
Missing Person 12 & older	4	1	1	4	2.50
Missing Person Located 12 & older	5	1	1	4	2.75
Missing Person under 12	0	1	0	1	0.50
Neighbour Dispute	25	25	26	35	27.75
Noise By-Law	2	1	0	0	0.75
Noise Complaint - Animal	3	5	3	0	2.75
Noise Complaint - Master Code	2	0	5	22	7.25
Noise Complaint - Others	3	1	3	2	2.25
Noise Complaint - Residence	10	10	11	1	8.00
Noise Complaint - Vehicle	2	0	1	0	0.75
Other Municipal By-Laws	5	6	6	4	5.25
Phone - Master Code	0	0	1	2	0.75
Phone - Nuisance - No Charges Laid	5	4	5	4	4.50
Phone - Obscene - No Charges Laid	1	0	0	0	0.25
Phone - Other - No Charges Laid	1	0	2	1	1.00
Phone - Text-related incident	1	0	0	1	0.50
Phone - Threatening - No Charges Laid	0	0	0	2	0.50
Smoking By-Law	0	0	0	1	0.25
Sudden Death - Master Code	1	0	0	0	0.25
Sudden Death - Natural Causes	9	4	9	6	7.00
Sudden Death - Others	0	3	0	1	1.00

**OPP 2022 Calls for Service Details**  
**West Elgin M**  
**For the calendar years 2017 to 2020**

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2017	2018	2019	2020	
Sudden Death - Suicide	1	2	1	0	1.00
Suspicious Person	25	29	27	42	30.75
Suspicious Substance / Odour	0	1	0	0	0.25
Suspicious vehicle	28	29	44	52	38.25
Traffic By-Law	0	1	0	0	0.25
Trouble with Youth	22	16	15	6	14.75
Unwanted Persons	8	8	11	12	9.75
Vehicle Recovered - Automobile	2	5	2	2	2.75
Vehicle Recovered - Trucks	3	4	2	2	2.75
Operational 2	151	201	220	105	169.25
911 call - Dropped Cell	6	6	43	5	15.00
911 call / 911 hang up	76	99	71	24	67.50
911 hang up - Pocket Dial	11	19	28	0	14.50
False Alarm - Accidental Trip	12	13	12	1	9.50
False Alarm - Cancelled	13	18	10	0	10.25
False Alarm - Malfunction	9	5	8	0	5.50
False Alarm - Others	14	10	20	37	20.25
False Holdup Alarm - Accidental Trip	0	2	2	8	3.00
Keep the Peace	10	29	26	30	23.75
Other Criminal Code Violations	15	11	16	19	15.25
Animals - Cruelty	1	0	0	0	0.25
Bail Violations - Fail To Comply	7	2	6	6	5.25
Bail Violations - Recognizance	0	1	1	2	1.00
Breach of Probation	1	2	0	2	1.25
Child Pornography - Making or distributing	1	0	0	1	0.50
Disobey court order / Misconduct executing process	0	1	0	1	0.50
Disturb the Peace	3	3	3	0	2.25
Indecent acts - exposure to person under 14	0	0	0	1	0.25
Indecent acts - Master Code	0	0	1	0	0.25
Indecent acts - Other	0	0	0	1	0.25
Offensive Weapons - Careless use of firearms	0	0	1	0	0.25
Offensive Weapons - Explosives	1	0	0	0	0.25
Offensive Weapons - Other Offensive Weapons	0	0	1	0	0.25
Offensive Weapons - Other Weapons Offences	0	0	1	0	0.25
Offensive Weapons - Possession of Weapons	1	1	0	0	0.50
Possess Firearm while prohibited	0	1	0	1	0.50
Possession Of Counterfeit Money	0	0	0	1	0.25
Trespass at Night	0	0	0	3	0.75
Utter Threats to damage property	0	0	1	0	0.25
All Other Criminal Code (includes Part XII.1 CC)	0	0	1	0	0.25
Property Crime Violations	123	94	110	125	113.00
Arson - Building	1	0	0	1	0.50
Break & Enter	28	22	29	23	25.50
Fraud - Account closed	0	0	1	0	0.25
Fraud - False Pretence Over \$5,000	1	0	0	0	0.25



**OPP 2022 Calls for Service Details**  
**West Elgin M**  
**For the calendar years 2017 to 2020**

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2017	2018	2019	2020	
Fraud - False Pretence Under \$5,000	0	0	1	1	0.50
Fraud - Forgery & Uttering	0	1	0	2	0.75
Fraud - Fraud through mails	1	2	0	3	1.50
Fraud - Master Code	3	2	1	0	1.50
Fraud - Money/property/security Over \$5,000	1	0	1	1	0.75
Fraud - Money/property/security Under \$5,000	6	4	6	5	5.25
Fraud - Other	4	6	1	5	4.00
Fraud - Steal/Forge/Poss./Use Credit Card	1	0	0	0	0.25
Identity Fraud	0	0	0	1	0.25
Interfere with lawful use, enjoyment of property	1	1	2	0	1.00
Mischief - Master Code	16	13	17	22	17.00
Mischief Graffiti - Non-Gang Related	0	0	0	1	0.25
Possession of Stolen Goods over \$5,000	1	0	1	1	0.75
Possession of Stolen Goods under \$5,000	1	2	2	1	1.50
Property Damage	7	4	1	5	4.25
Theft from Motor Vehicles Under \$5,000	11	5	7	6	7.25
Theft of - All Terrain Vehicles	3	0	4	2	2.25
Theft of - Automobile	2	3	3	5	3.25
Theft of - Farm Vehicles	1	0	0	0	0.25
Theft of - Motorcycles	0	0	2	1	0.75
Theft of - Other Motor Vehicles	4	0	0	0	1.00
Theft of - Trucks	5	7	6	5	5.75
Theft of Motor Vehicle	5	3	7	8	5.75
Theft Over \$5,000 - Mail	0	0	2	0	0.50
Theft Over \$5,000 - Master Code	0	1	0	1	0.50
Theft Over \$5,000 - Other Theft	2	1	0	0	0.75
Theft Over \$5,000 - Trailers	2	0	0	1	0.75
Theft Under \$5,000 - Bicycles	0	2	0	0	0.50
Theft Under \$5,000 - Boat (Vessel)	0	0	0	1	0.25
Theft Under \$5,000 - Boat Motor	0	0	0	1	0.25
Theft Under \$5,000 - Building	1	1	1	0	0.75
Theft Under \$5,000 - Construction Site	0	0	0	1	0.25
Theft Under \$5,000 - Farm Agricultural Produce	0	1	1	0	0.50
Theft Under \$5,000 - Master Code	0	4	1	1	1.50
Theft Under \$5,000 - Other Theft	11	9	9	17	11.50
Theft Under \$5,000 - Persons	0	0	1	0	0.25
Theft Under \$5,000 - Trailers	2	0	1	2	1.25
Theft Under \$5,000 Shoplifting	1	0	2	1	1.00
Willful act / Omission likely to cause mischief	1	0	0	0	0.25
Statutes & Acts	60	42	75	59	59.00
Custody Dispute	1	0	0	1	0.50
Landlord / Tenant	9	5	17	6	9.25
Mental Health Act	14	12	24	7	14.25
Mental Health Act - Attempt Suicide	2	2	2	2	2.00
Mental Health Act - No contact with Police	0	0	1	3	1.00

**OPP 2022 Calls for Service Details**  
**West Elgin M**  
**For the calendar years 2017 to 2020**

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2017	2018	2019	2020	
Mental Health Act - Placed on Form	2	4	2	2	2.50
Mental Health Act - Threat of Suicide	12	7	8	11	9.50
Mental Health Act - Voluntary Transport	6	3	6	8	5.75
Trespass To Property Act	14	9	15	19	14.25
Traffic	79	85	97	64	81.25
MVC - Fatal (Motor Vehicle Collision)	0	0	3	1	1.00
MVC - Others (Motor Vehicle Collision)	1	0	0	0	0.25
MVC - Pers. Inj. Failed to Remain (Motor Vehicle Collision)	4	0	0	0	1.00
MVC - Personal Injury (Motor Vehicle Collision)	7	4	9	4	6.00
MVC - Prop. Dam. Failed to Remain (Motor Vehicle Collision)	1	3	3	2	2.25
MVC - Prop. Dam. Non Reportable (Motor Vehicle Collision)	24	33	30	26	28.25
MVC - Prop. Dam. Reportable (Motor Vehicle Collision)	42	45	51	30	42.00
MVC (Motor Vehicle Collision) - Master Code	0	0	1	1	0.50
Violent Criminal Code	40	31	51	32	38.50
Aggravated Assault - Level 3	0	0	1	0	0.25
Assault - Level 1	13	16	23	15	16.75
Assault With Weapon or Causing Bodily Harm - Level 2	3	3	2	2	2.50
Criminal Harassment	3	2	7	3	3.75
Forcible confinement	0	0	0	1	0.25
Indecent / Harassing Communications	4	0	7	2	3.25
Sexual Assault	3	4	0	3	2.50
Sexual Exploitation	0	0	0	1	0.25
Sexual Interference	3	0	1	1	1.25
Utter Threats - Master Code	1	1	0	0	0.50
Utter Threats to Person	10	5	9	4	7.00
Utter Threats to Person - Police Officer	0	0	1	0	0.25

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## OPP 2020 Reconciled Year-End Summary

### West Elgin M

Reconciled cost for the period January 1 to December 31, 2020

			<b>Cost per Property \$</b>	<b>Total Cost \$</b>
<b>Base Service</b>	<b>Property Counts</b>			
	Household	2,976		
	Commercial and Industrial	179		
	Total Properties	<u>3,155</u>	184.61	582,446
<b>Calls for Service</b>				
	Total all municipalities	164,063,561		
	Municipal portion	0.2233%	116.13	366,400
<b>Overtime</b>			8.37	26,393
<b>Prisoner Transportation</b>	(per property cost)		1.26	3,975
<b>Accommodation/Cleaning Services</b>	(per property cost)		<u>4.84</u>	<u>15,270</u>
<b>Total 2020 Reconciled Costs</b>			<u><b>315.21</b></u>	<u><b>994,484</b></u>

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## OPP 2022 Annual Billing Statement

### Elgin Group

Estimated costs for the period January 1 to December 31, 2022

Please refer to [www.opp.ca](http://www.opp.ca) for 2022 Municipal Policing Billing General Information summary for further details.

			Cost per Property \$	Total Cost \$
<b>Base Service</b>	<b>Property Counts</b>			
	Household	18,222		
	Commercial and Industrial	877		
	Total Properties	<u>19,099</u>	172.07	3,286,394
<b>Calls for Service</b>	(see summaries)			
	Total all municipalities	176,906,037		
	Municipal portion	1.4910%	138.10	2,637,582
<b>Overtime</b>	(see notes)		11.17	213,348
<b>Court Security</b>	(see summary)		7.07	134,952
<b>Prisoner Transportation</b>	(per property cost)		1.71	32,659
<b>Accommodation/Cleaning Services</b>	(per property cost)		<u>4.83</u>	<u>92,248</u>
<b>Total 2022 Estimated Cost</b>			<u><b>334.95</b></u>	<b>6,397,184</b>
<b>2020 Year-End Adjustment</b>	(see summary)			(65,269)
<b>Grand Total Billing for 2022</b>				<u><b>6,331,916</b></u>
<b>2022 Monthly Billing Amount</b>				<b>527,660</b>

## OPP 2022 Calls for Service Billing Summary

### Elgin Group

Estimated costs for the period January 1 to December 31, 2022

Calls for Service Billing Workgroups	Calls for Service Count					2022 Average Time Standard	Total Weighted Time	% of Total Provincial Weighted Time	2022 Estimated Calls for Service Cost
	2017	2018	2019	2020	Four Year Average				
					A	B	C = A * B		
					Note 1			Note 2	Note 3
Drug Possession	54	54	30	39	44	7.0	310	0.0178%	31,491
Drugs	9	13	11	9	11	55.1	579	0.0332%	58,820
Operational	2,401	2,580	2,383	2,641	2,501	3.7	9,255	0.5319%	940,892
Operational 2	1,000	1,217	1,509	660	1,097	1.3	1,425	0.0819%	144,922
Other Criminal Code Violation	112	108	151	136	127	7.7	976	0.0561%	99,225
Property Crime Violations	809	715	785	772	770	6.5	5,007	0.2877%	509,010
Statutes & Acts	345	303	401	428	369	3.4	1,255	0.0722%	127,638
Traffic	694	778	887	857	804	3.5	2,814	0.1617%	286,092
Violent Criminal Code	187	223	385	279	269	16.1	4,323	0.2484%	439,492
<b>Total</b>	<b>5,611</b>	<b>5,991</b>	<b>6,542</b>	<b>5,821</b>	<b>5,991</b>		<b>25,943</b>	<b>1.4910%</b>	<b>\$2,637,582</b>
<b>Provincial Totals</b>	Note 4	<b>377,853</b>	<b>398,860</b>	<b>439,328</b>	<b>360,967</b>	<b>394,252</b>	<b>1,740,049</b>	<b>100.0%</b>	<b>\$176,906,037</b>

### Notes to Calls for Service Billing Summary

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**OPP 2022 Calls for Service Details**  
**Elgin Group**  
**For the calendar years 2017 to 2020**

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2017	2018	2019	2020	
<b>Grand Total</b>	<b>5,611</b>	<b>5,991</b>	<b>6,542</b>	<b>5,821</b>	<b>5,991.25</b>
Drug Possession	54	54	30	39	44.25
DRUG Operation - Master Code	0	0	0	2	0.50
Drug Related Occurrence	22	30	22	22	24.00
Poss of illicit over 30g dried cannabis (or equiv) adult	0	0	1	1	0.50
Possession - Cannabis	24	15	0	0	9.75
Possession - Cocaine	2	1	1	4	2.00
Possession - Methamphetamine (Crystal Meth)	3	1	4	5	3.25
Possession - Other Controlled Drugs and Substances Act	3	4	2	1	2.50
Possession of > 5g dried cannabis (or equiv) youth	0	0	0	1	0.25
Possession – Opioid (other than heroin)	0	3	0	3	1.50
Drugs	9	13	11	9	10.50
Drug Operation - Commercial Grow Indoor	1	1	0	0	0.50
Drug Operation - Residential Grow Indoor	1	1	0	0	0.50
Drug Operation - Rural Grow	2	0	0	1	0.75
Import / Export - Other Drugs	0	1	0	0	0.25
Obtain, offer to obtain, alter or offer to alter cannabis	0	0	0	1	0.25
Other Cannabis Act	0	0	2	1	0.75
Possession of cannabis for purpose of selling	0	0	1	1	0.50
Production - Cannabis (Marihuana) (Cultivation)	4	4	0	0	2.00
Production - Other Controlled Drugs & Substances	0	1	0	0	0.25
Trafficking - Cannabis	0	1	0	0	0.25
Trafficking - Cocaine	0	0	2	1	0.75
Trafficking - Methamphetamine (Crystal Meth)	1	0	1	0	0.50
Trafficking - Other Controlled Drugs and Substances Act	0	4	3	2	2.25
Trafficking – Opioid (other than heroin)	0	0	0	1	0.25
Cultivate/Propagate/Harvest cannabis by adult	0	0	2	1	0.75
Operational	2,401	2,580	2,383	2,641	2,501.25
Accident - non-MVC - Commercial	2	2	1	0	1.25
Accident - non-MVC - Construction Site	0	1	1	0	0.50
Accident - non-MVC - Industrial	5	1	1	1	2.00
Accident - non-MVC - Master Code	2	1	3	3	2.25
Accident - Non-MVC - Others	0	2	2	1	1.25
Accident - non-MVC - Public Property	1	0	0	0	0.25
Accident - non-MVC - Residential	2	0	2	0	1.00
Alarm - Holdup	1	0	1	0	0.50
Alarm - Master Code	6	1	2	1	2.50
Alarm - Others	23	20	10	1	13.50
Animal - Bear Complaint	0	1	0	0	0.25
Animal - Dog Owners Liability Act	14	10	12	16	13.00
Animal - Left in Vehicle	7	7	7	3	6.00
Animal - Master Code	4	6	7	8	6.25
Animal - Other	79	103	69	15	66.50
Assist Fire Department	15	25	12	22	18.50
Assist Public	447	473	213	324	364.25

**OPP 2022 Calls for Service Details**  
**Elgin Group**  
**For the calendar years 2017 to 2020**

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2017	2018	2019	2020	
Bomb Threat	0	0	1	0	0.25
By-Law - Master Code	1	2	3	14	5.00
Compassionate Message	3	1	0	0	1.00
Distressed / Overdue Motorist	3	4	6	8	5.25
Dogs By-Law	2	2	6	6	4.00
Domestic Disturbance	214	196	184	207	200.25
False Alarm - Warning Issued	1	1	1	0	0.75
False Fire Alarm - Building	3	3	3	1	2.50
False Fire Alarm - Other	1	0	1	0	0.50
False Fire Alarm - Vehicle	0	1	0	0	0.25
Family Dispute	133	142	167	223	166.25
Fire - Building	31	34	40	50	38.75
Fire - Master Code	1	2	0	2	1.25
Fire - Other	16	7	9	17	12.25
Fire - Vehicle	12	15	25	17	17.25
Fire Alarm - Master Code	0	0	1	0	0.25
Firearms (Discharge) By-Law	5	4	0	3	3.00
Fireworks By-Law	0	0	0	2	0.50
Found - Bicycles	9	7	4	2	5.50
Found - Computer, parts & accessories	1	0	1	0	0.50
Found - Gun	0	3	6	1	2.50
Found - Household Property	5	4	6	3	4.50
Found - Jewellery	1	0	0	0	0.25
Found - License Plate	4	7	3	1	3.75
Found - Machinery & Tools	3	1	4	0	2.00
Found - Musical Instruments	0	0	1	0	0.25
Found - Office Machines & Equipment	0	0	1	0	0.25
Found - Others	21	24	23	9	19.25
Found - Personal Accessories	37	43	18	3	25.25
Found - Photographic Equipment	2	0	0	0	0.50
Found - Radio, TV, Sound-Reprod. Equip.	1	0	4	0	1.25
Found - Sporting Goods, Hobby Equip.	1	2	2	1	1.50
Found - Vehicle Accessories	2	0	1	0	0.75
Found Property - Master Code	24	36	54	107	55.25
Insecure Condition - Building	11	12	15	10	12.00
Insecure Condition - Master Code	1	1	10	15	6.75
Insecure Condition - Others	3	1	0	0	1.00
Insecure Condition - Vehicle	0	1	0	0	0.25
Loitering By-Law	0	0	0	3	0.75
Lost - Accessible Parking Permit	0	1	1	1	0.75
Lost - Domestic Appliances	0	1	0	0	0.25
Lost - Gun	0	3	3	0	1.50
Lost - Household Property	0	0	2	2	1.00
Lost - Jewellery	0	0	1	0	0.25
Lost - License Plate	11	10	8	5	8.50

**OPP 2022 Calls for Service Details**  
**Elgin Group**  
**For the calendar years 2017 to 2020**

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2017	2018	2019	2020	
Lost - Machinery & Tools	1	1	0	0	0.50
Lost - Musical Instruments	1	0	1	0	0.50
Lost - Others	26	13	5	5	12.25
Lost - Personal Accessories	18	19	16	3	14.00
Lost - Radio, TV, Sound-Reprod. Equip.	1	4	3	3	2.75
Lost - Sporting Goods, Hobby Equip.	1	1	1	0	0.75
Lost Property - Master Code	23	23	35	41	30.50
Medical Assistance - Master Code	1	1	1	0	0.75
Medical Assistance - Other	10	2	2	3	4.25
Missing Person - Master Code	0	2	1	1	1.00
Missing Person 12 & older	20	20	32	15	21.75
Missing Person Located 12 & older	28	29	24	14	23.75
Missing Person Located Under 12	3	3	6	5	4.25
Missing Person under 12	5	5	9	4	5.75
Neighbour Dispute	152	177	122	210	165.25
Noise By-Law	8	4	6	7	6.25
Noise Complaint - Animal	15	18	7	9	12.25
Noise Complaint - Business	11	8	10	2	7.75
Noise Complaint - Master Code	5	4	28	139	44.00
Noise Complaint - Others	17	19	11	11	14.50
Noise Complaint - Residence	85	62	63	7	54.25
Noise Complaint - Vehicle	6	5	6	0	4.25
Other Municipal By-Laws	38	38	47	57	45.00
Phone - Master Code	3	0	30	31	16.00
Phone - Nuisance - No Charges Laid	25	26	22	25	24.50
Phone - Obscene - No Charges Laid	2	0	1	1	1.00
Phone - Other - No Charges Laid	13	23	27	10	18.25
Phone - Text-related incident	1	1	2	2	1.50
Phone - Threatening - No Charges Laid	1	2	2	4	2.25
Protest - Demonstration	1	0	1	0	0.50
Smoking By-Law	1	0	0	1	0.50
Sudden Death - Accidental	3	2	1	1	1.75
Sudden Death - Drowning	0	4	0	0	1.00
Sudden Death - Master Code	1	3	0	0	1.00
Sudden Death - Natural Causes	48	43	39	29	39.75
Sudden Death - Others	4	13	7	7	7.75
Sudden Death - Suicide	3	6	3	8	5.00
Suspicious Package	0	2	0	0	0.50
Suspicious Person	174	232	246	268	230.00
Suspicious vehicle	200	249	286	272	251.75
Traffic By-Law	9	13	14	6	10.50
Trouble with Youth	80	71	84	80	78.75
Unwanted Persons	39	35	48	67	47.25
Vehicle Recovered - All Terrain Vehicles	2	4	4	1	2.75
Vehicle Recovered - Automobile	21	29	14	22	21.50

**OPP 2022 Calls for Service Details**  
**Elgin Group**  
**For the calendar years 2017 to 2020**

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2017	2018	2019	2020	
Vehicle Recovered - Master Code	0	3	1	1	1.25
Vehicle Recovered - Other	3	5	3	3	3.50
Vehicle Recovered - Trucks	29	30	14	16	22.25
Animal - Bite	10	13	21	13	14.25
Animal - Stray	28	24	42	59	38.25
Animal - Injured	46	44	68	66	56.00
Animal - Rabid	8	18	9	3	9.50
Suspicious Substance / Odour	0	1	0	0	0.25
Overdose/Suspected Overdose	0	1	0	0	0.25
Overdose/Suspected Overdose -Opioid Related	0	1	0	1	0.50
Operational 2	1,000	1,217	1,509	660	1,096.50
911 call - Dropped Cell	55	93	414	77	159.75
911 call / 911 hang up	430	573	457	147	401.75
911 hang up - Pocket Dial	87	119	224	2	108.00
False Alarm - Accidental Trip	73	80	52	2	51.75
False Alarm - Cancelled	85	85	50	4	56.00
False Alarm - Malfunction	74	68	36	1	44.75
False Alarm - Others	105	89	140	253	146.75
False Holdup Alarm - Accidental Trip	3	2	8	15	7.00
False Holdup Alarm - Malfunction	0	1	0	0	0.25
Keep the Peace	88	107	128	159	120.50
Other Criminal Code Violations	112	108	151	136	126.75
Animals - Cruelty	2	1	3	0	1.50
Animals - Kill or injure	1	0	3	0	1.00
Animals - Others	0	0	2	1	0.75
Bail Violations - Appearance Notice	0	1	0	0	0.25
Bail Violations - Fail To Appear	0	0	0	3	0.75
Bail Violations - Fail To Comply	26	22	52	40	35.00
Bail Violations - Master Code	2	0	2	2	1.50
Bail Violations - Others	1	2	4	6	3.25
Bail Violations - Recognizance	0	2	3	6	2.75
Breach of Firearms regulation - Unsafe Storage	1	0	0	0	0.25
Breach of Probation	17	15	9	11	13.00
Child Pornography - Making or distributing	1	1	1	1	1.00
Child Pornography - Master Code	0	1	0	2	0.75
Child Pornography - Other	0	0	0	1	0.25
Child Pornography - Possess child pornography	1	0	2	1	1.00
Common nuisance	0	0	1	0	0.25
Contraband Tobacco	4	3	1	0	2.00
Counterfeit Money - Master Code	1	1	0	0	0.50
Counterfeit Money - Others	3	2	4	1	2.50
Disobey court order / Misconduct executing process	1	2	3	6	3.00
Disturb the Peace	21	14	16	16	16.75
Indecent acts - exposure to person under 14	1	0	0	2	0.75
Indecent acts - Master Code	1	3	2	3	2.25

**OPP 2022 Calls for Service Details**  
**Elgin Group**  
**For the calendar years 2017 to 2020**

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2017	2018	2019	2020	
Indecent acts - Other	2	5	1	3	2.75
Libel - Extortion	0	1	0	0	0.25
Nudity - public/private property	0	1	0	0	0.25
Obstruct Public Peace Officer	1	3	2	2	2.00
Offensive Weapons - Careless use of firearms	1	3	7	3	3.50
Offensive Weapons - Explosives	1	0	0	0	0.25
Offensive Weapons - In Vehicle	1	1	1	0	0.75
Offensive Weapons - Other Offensive Weapons	2	1	2	2	1.75
Offensive Weapons - Other Weapons Offences	6	1	5	2	3.50
Offensive Weapons - Possession of Weapons	7	5	7	2	5.25
Offensive Weapons - Prohibited	1	1	1	3	1.50
Offensive Weapons - Restricted	1	0	0	0	0.25
Other Criminal Code * Sec. 78 - Sec. 96	0	2	0	0	0.50
Personate Peace Officer	0	0	0	1	0.25
Possess Firearm while prohibited	0	1	1	3	1.25
Possession of Burglary Tools	0	2	3	1	1.50
Possession Of Counterfeit Money	0	1	0	1	0.50
Public Mischief - mislead peace officer	1	1	0	0	0.50
Public Morals	0	0	1	0	0.25
Trespass at Night	4	4	7	4	4.75
Utter Threats to damage property	0	1	3	4	2.00
Utter Threats to Property / Animals	0	0	1	2	0.75
Uttering Counterfeit Money	0	2	0	0	0.50
Prostitution - Communicate to provide sexual services	0	0	0	1	0.25
Offences Against the Person and Reputation (Part VIII CC)	0	1	0	0	0.25
All Other Criminal Code (includes Part XII.1 CC)	0	1	1	0	0.50
<b>Property Crime Violations</b>	<b>809</b>	<b>715</b>	<b>785</b>	<b>772</b>	<b>770.25</b>
Arson - Auto	1	0	0	0	0.25
Arson - Building	6	1	1	3	2.75
Arson - Master Code	0	1	0	0	0.25
Arson - Others	1	0	0	2	0.75
Break & Enter	135	104	153	96	122.00
Break & Enter - Firearms	3	2	6	0	2.75
Break & Enter - steal firearm from motor vehicle	0	0	1	0	0.25
False Pretence - Other	1	1	2	0	1.00
Fraud - Account closed	0	0	1	1	0.50
Fraud - False Pretence Over \$5,000	2	0	0	0	0.50
Fraud - False Pretence Under \$5,000	8	7	7	9	7.75
Fraud - Forgery & Uttering	2	2	3	8	3.75
Fraud - Fraud through mails	6	2	4	11	5.75
Fraud - Master Code	9	16	10	14	12.25
Fraud - Money/property/security Over \$5,000	9	5	12	13	9.75
Fraud - Money/property/security Under \$5,000	38	40	40	26	36.00
Fraud - Other	41	27	38	49	38.75
Fraud - Steal/Forge/Poss./Use Credit Card	10	8	12	6	9.00

**OPP 2022 Calls for Service Details**  
**Elgin Group**  
**For the calendar years 2017 to 2020**

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2017	2018	2019	2020	
Fraud - Transportation	0	0	2	0	0.50
Fraud - Welfare benefits	0	0	1	0	0.25
Identity Fraud	1	3	1	8	3.25
Interfere with lawful use, enjoyment of property	9	7	10	8	8.50
Mischief - Master Code	138	106	110	129	120.75
Mischief Graffiti - Non-Gang Related	0	2	6	4	3.00
Mischief with Data	0	0	1	0	0.25
Personation with Intent (fraud)	1	2	2	4	2.25
Possession of Stolen Goods over \$5,000	6	3	8	9	6.50
Possession of Stolen Goods under \$5,000	6	10	7	4	6.75
Property Damage	33	30	23	31	29.25
Theft from Motor Vehicles Over \$5,000	0	4	0	1	1.25
Theft from Motor Vehicles Under \$5,000	120	74	79	66	84.75
Theft of - All Terrain Vehicles	7	11	12	4	8.50
Theft of - Automobile	6	11	10	14	10.25
Theft of - Construction Vehicles	1	0	0	1	0.50
Theft of - Farm Vehicles	1	0	0	2	0.75
Theft of - Mopeds	1	0	0	0	0.25
Theft of - Motorcycles	3	3	5	6	4.25
Theft of - Other Motor Vehicles	5	3	4	0	3.00
Theft of - Snow Vehicles	0	0	0	1	0.25
Theft of - Trucks	24	29	21	23	24.25
Theft of Motor Vehicle	23	24	28	46	30.25
Theft Over \$5,000 - Construction Site	0	2	0	0	0.50
Theft Over \$5,000 - Boat (Vessel)	2	0	0	0	0.50
Theft Over \$5,000 - Boat Motor	1	0	0	0	0.25
Theft Over \$5,000 - Building	0	0	0	1	0.25
Theft Over \$5,000 - Farm Agricultural Produce	0	0	3	0	0.75
Theft Over \$5,000 - Farm Equipment	0	0	1	0	0.25
Theft Over \$5,000 - Mail	0	0	3	2	1.25
Theft Over \$5,000 - Master Code	1	3	3	3	2.50
Theft Over \$5,000 - Other Theft	7	8	4	1	5.00
Theft Over \$5,000 - Trailers	5	4	4	5	4.50
Theft Under \$5,000 - Bicycles	3	8	4	4	4.75
Theft Under \$5,000 - Boat (Vessel)	1	0	0	1	0.50
Theft Under \$5,000 - Boat Motor	0	0	1	1	0.50
Theft Under \$5,000 - Building	3	4	4	4	3.75
Theft Under \$5,000 - Construction Site	2	3	2	4	2.75
Theft Under \$5,000 - Farm Agricultural Produce	0	3	2	3	2.00
Theft Under \$5,000 - Farm Equipment	0	2	1	2	1.25
Theft Under \$5,000 - Gasoline Drive-off	24	34	27	22	26.75
Theft Under \$5,000 - Master Code	8	23	17	24	18.00
Theft Under \$5,000 - Mining Product	0	1	0	1	0.50
Theft Under \$5,000 - Other Theft	74	64	67	73	69.50
Theft Under \$5,000 - Persons	1	4	13	3	5.25

**OPP 2022 Calls for Service Details**  
**Elgin Group**  
**For the calendar years 2017 to 2020**

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2017	2018	2019	2020	
Theft Under \$5,000 - Trailers	8	6	2	6	5.50
Theft Under \$5,000 Shoplifting	8	5	2	9	6.00
Trafficking in Stolen Goods over \$5,000	0	1	2	0	0.75
Trafficking in Stolen Goods under \$5,000	0	1	1	0	0.50
Unlawful in a dwelling house	0	0	1	4	1.25
Willful act / Omission likely to cause mischief	4	1	1	0	1.50
<b>Statutes &amp; Acts</b>	<b>345</b>	<b>303</b>	<b>401</b>	<b>428</b>	<b>369.25</b>
Custody Dispute	3	2	2	5	3.00
Landlord / Tenant	67	47	58	70	60.50
Mental Health Act	68	55	87	63	68.25
Mental Health Act - Attempt Suicide	19	30	22	12	20.75
Mental Health Act - No contact with Police	2	5	7	14	7.00
Mental Health Act - Placed on Form	20	16	17	22	18.75
Mental Health Act - Threat of Suicide	51	36	64	60	52.75
Mental Health Act - Voluntary Transport	21	31	21	32	26.25
Trespass To Property Act	93	81	123	140	109.25
Youth Criminal Justice Act (YCJA)	1	0	0	0	0.25
Mental Health Act - Apprehension	0	0	0	10	2.50
<b>Traffic</b>	<b>694</b>	<b>778</b>	<b>887</b>	<b>857</b>	<b>804.00</b>
MVC - Fatal (Motor Vehicle Collision)	1	3	5	8	4.25
MVC - Others (Motor Vehicle Collision)	5	5	3	0	3.25
MVC - Pers. Inj. Failed to Remain (Motor Vehicle Collision)	5	0	2	1	2.00
MVC - Personal Injury (Motor Vehicle Collision)	46	40	49	81	54.00
MVC - Prop. Dam. Failed to Remain (Motor Vehicle Collision)	25	35	20	31	27.75
MVC - Prop. Dam. Reportable (Motor Vehicle Collision)	344	351	505	434	408.50
MVC (Motor Vehicle Collision) - Master Code	0	5	4	3	3.00
Road Rage	0	1	0	0	0.25
MVC - Prop. Dam. Non Reportable (Motor Vehicle Collision)	268	338	299	299	301.00
<b>Violent Criminal Code</b>	<b>187</b>	<b>223</b>	<b>385</b>	<b>279</b>	<b>268.50</b>
Aggravated Assault - Level 3	1	0	1	0	0.50
Arson - Disregard for Human Life	0	0	0	1	0.25
Assault - Level 1	78	106	214	138	134.00
Assault Peace Officer	1	1	1	1	1.00
Assault Peace Officer with weapon OR cause bodily harm	0	0	1	0	0.25
Assault With Weapon or Causing Bodily Harm - Level 2	21	24	23	25	23.25
Attempted Murder	0	0	0	1	0.25
Criminal Harassment	8	18	43	18	21.75
Criminal Harassment - Offender Unknown	0	0	1	0	0.25
Extortion	1	0	1	2	1.00
Forcible confinement	4	2	1	5	3.00
Indecent / Harassing Communications	9	6	11	12	9.50
Invitation to Sexual Touching	0	2	0	0	0.50
Murder 1st Degree	0	0	1	0	0.25
Non-Consensual Distribution of Intimate Images	1	0	0	1	0.50
Procuring a person under the age of 18 years	0	0	1	0	0.25

**OPP 2022 Calls for Service Details**  
**Elgin Group**  
**For the calendar years 2017 to 2020**

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2017	2018	2019	2020	
Robbery - Master Code	1	2	0	0	0.75
Robbery - Other	0	1	1	0	0.50
Robbery - With Threat of Violence	0	0	0	1	0.25
Sexual Assault	19	18	29	34	25.00
Sexual Assault With a Weapon	0	1	0	0	0.25
Sexual Exploitation	0	0	1	1	0.50
Sexual Interference	6	6	5	5	5.50
Utter Threats - Master Code	6	4	2	5	4.25
Utter Threats to Person	30	31	47	28	34.00
Utter Threats to Person - Government Employee	0	1	0	0	0.25
Utter Threats to Person - Police Officer	0	0	1	0	0.25
Voyeurism	1	0	0	1	0.50



## OPP 2022 Court Security Cost Summary

### Elgin Group

Estimated costs for the period January 1 to December 31, 2022

#### 2021 Cost-Recovery Formula

#### Salaries and Benefits

		Positions	\$/FTE	Total
<b>Uniform Members</b>	<b>Note 1</b>			
Part-Time Constable . . . . .		0.99	85,283	84,430
<b>Total Uniform Salaries</b>		0.99		84,430
Shift Premiums . . . . .			1,076	1,065
Uniform Benefits - Part-Time Salaries. . . . .			15.15%	12,791
<b>Total Uniform Salaries &amp; Benefits</b>				<b>98,287</b>
<b>Support Costs - Salaries and Benefits</b>	<b>Note 2</b>			
Communication Operators . . . . .			6,832	6,764
Prisoner Guards . . . . .			2,016	1,996
Operational Support . . . . .			5,154	5,102
RHQ Municipal Support . . . . .			2,720	2,693
Telephone Support . . . . .			119	118
Office Automation Support . . . . .			673	666
Mobile and Portable Radio Support . . . . .			312	618
<b>Total Support Staff Salaries and Benefits Costs</b>				<b>17,957</b>
<b>Total Salaries &amp; Benefits</b>				<b>116,243</b>
<b>Other Direct Operating Expenses</b>	<b>Note 2</b>			
Communication Centre . . . . .			178	176
Operational Support . . . . .			802	794
RHQ Municipal Support . . . . .			118	117
Telephone . . . . .			1,615	1,599
Mobile Radio Equipment Repairs & Maintenance . . . . .			39	77
Office Automation - Uniform . . . . .			2,545	2,520
Vehicle Usage . . . . .			8,750	8,663
Detachment Supplies & Equipment . . . . .			456	451
Uniform & Equipment . . . . .			2,178	4,312
<b>Total Other Direct Operating Expenses</b>				<b>18,709</b>
<b>Total Estimated Court Security Cost</b>				<b>\$ 134,952</b>
<b>Total OPP-Policed Properties</b>				6,062
<b>Cost Per Property</b>				<b>\$ 22.26</b>

## **OPP 2022 Court Security Cost Summary**

### **Elgin Group**

**Estimated costs for the period January 1 to December 31, 2022**

#### **Notes:**

- 1) Full-time equivalents (FTEs) are based on staffing required to provide court security based on the average of 2019 and 2020 activity levels and requirements determined by servicing detachment staff. Salary rates are based on weighted average rates for municipal detachment staff by rank, level and classification. The 2022 salaries incorporate the 2022 general salary rate increases set in the 2019 to 2022 OPPA Uniform and Civilian Collective Agreements, (uniform staff - 1.85%, civilian staff 1.0%). The benefit rates are based on the most recent rates set by the Treasury Board Secretariat, (2021-22). Statutory Holiday Payouts, Shift Premiums, and Benefit costs are subject to reconciliation.
- 2) Support Staff Costs and Other Direct Operating Expenses for uniform FTEs are calculated on a per FTE basis as per rates set in the 2021 Municipal Policing Cost-Recovery Formula.
- 3) There was no information available about the status of 2022 Court Security Prisoner Transportation Grant Program at the time of the Annual Billing Statement preparation.

## OPP 2020 Reconciled Year-End Summary

### Elgin Group

Reconciled cost for the period January 1 to December 31, 2020

			<b>Cost per Property \$</b>	<b>Total Cost \$</b>
<b>Base Service</b>	<b>Property Counts</b>			
	Household	17,936		
	Commercial and Industrial	886		
	Total Properties	<u>18,822</u>	184.61	3,474,737
<b>Calls for Service</b>				
	Total all municipalities	164,063,561		
	Municipal portion	1.4426%	125.75	2,366,804
<b>Overtime</b>			9.18	172,735
<b>Court Security</b>	(see summary)		4.31	81,192
<b>Prisoner Transportation</b>	(per property cost)		1.26	23,716
<b>Accommodation/Cleaning Services</b>	(per property cost)		4.84	91,098
<b>Total 2020 Reconciled Costs</b>			<u><b>329.95</b></u>	<u><b>6,210,282</b></u>
<b>2020 Billed Amount</b>				<u><b>6,275,551</b></u>
<b>2020 Year-End-Adjustment</b>				<u><b>(65,269)</b></u>

### Note

The Year-End Adjustment above is included as an adjustment on the 2022 Billing Statement.  
This amount is incorporated into the monthly invoice amount for 2022.

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# OPP 2020 Reconciled Court Security Cost Summary

## Elgin Group

Reconciled costs for the period January 1 to December 31, 2020

### 2019 Cost-Recovery Formula

#### Salaries and Benefits

		Positions	\$/FTE	Total
<b>Uniform Members</b>	<b>Note 1</b>			
Part-Time Constable .....		0.62	82,108	50,827
<b>Total Uniform Salaries</b>		0.62		50,827
Shift Premiums .....			1,076	666
Uniform Benefits - Part-Time Salaries .....		14.98%		7,614
<b>Total Uniform Salaries &amp; Benefits</b>				<b>59,107</b>
<b>Support Costs - Salaries and Benefits</b>	<b>Note 2</b>			
Communication Operators .....			6,635	4,107
Prisoner Guards .....			1,764	1,092
Operational Support .....			5,037	3,118
RHQ Municipal Support .....			2,488	1,540
Telephone Support .....			120	74
Office Automation Support .....			644	399
Mobile and Portable Radio Support .....			200	248
<b>Total Support Staff Salaries and Benefits Costs</b>				<b>10,578</b>
<b>Total Salaries &amp; Benefits</b>				<b>69,685</b>
<b>Other Direct Operating Expenses</b>	<b>Note 2</b>			
Communication Centre .....			167	103
Operational Support .....			830	514
RHQ Municipal Support .....			249	154
Telephone .....			1,462	905
Mobile Radio Equipment Repairs & Maintenance .....			102	126
Office Automation - Uniform .....			2,390	1,479
Vehicle Usage .....			8,805	5,450
Detachment Supplies & Equipment .....			534	331
Uniform & Equipment .....			1,974	2,444
<b>Total Other Direct Operating Expenses</b>				<b>11,507</b>
<b>Total 2020 Reconciled Court Security Cost</b>				<b>\$ 81,192</b>
<b>Total OPP-Policed Properties</b>				5,893
<b>Cost Per Property</b>				<b>\$ 13.78</b>

## **OPP 2020 Reconciled Court Security Cost Summary**

### **Elgin Group**

**Reconciled costs for the period January 1 to December 31, 2020**

#### **Notes:**

- 1) Full-time equivalents (FTEs) are based on staffing required to provide court security based on the 2020 activity levels and requirements determined by servicing detachment staff. The COVID pandemic restrictions may have significantly reduced the court security requirements for the municipality.  
Salary rates are based on weighted average rates for municipal detachment staff by rank, level and classification. The 2020 salaries incorporate the January 1, 2020 general salary rate increases set in the 2019 to 2022 OPPA Uniform and Civilian Collective Agreements, (2.15% for uniform staff and 1.25% for civilian staff). The benefit rates are based on the rates set by the Treasury Board Secretariat, (2020-21).
- 2) Support Staff Costs and Other Direct Operating Expenses for uniform FTEs are calculated on a per FTE basis as per rates set in the 2019 Municipal Policing Cost-Recovery Formula.
- 3) The Municipality's remaining grant credit from the Ministry's 2021 Court Security Prisoner Transportation Grant Program is subject to an adjustment if the 2020 grant allocation is more than the 2020 reconciled costs. There was no information available about the status of 2022 Court Security Prisoner Transportation Grant Program at the time of the Annual Billing Statement preparation.



November 29, 2021

**COMMUNICATED VIA EMAIL**

Hon. David Piccini, Minister; Andrew Evans, Director of Policy  
Ontario Ministry of the Environment, Conservation and Parks  
[minister.mecp@ontario.ca](mailto:minister.mecp@ontario.ca); [Andrew.Evans4@ontario.ca](mailto:Andrew.Evans4@ontario.ca)

Hon. Jonathan Wilkinson, Minister  
Environment and Climate Change Canada  
[jonathan.wilkinson@parl.gc.ca](mailto:jonathan.wilkinson@parl.gc.ca)

Hon. Lisa Thompson, Minister; Jack Sullivan, Issues Manager & Press Secretary  
Ontario Ministry of Agriculture, Food and Rural Affairs  
[minister.omafra@ontario.ca](mailto:minister.omafra@ontario.ca); [jack.sullivan@ontario.ca](mailto:jack.sullivan@ontario.ca)

Hon. Marie-Claude Bibeau, Minister  
Minister of Agriculture and Agri-Food  
[Marie-Claude.Bibeau@parl.gc.ca](mailto:Marie-Claude.Bibeau@parl.gc.ca)

**RE: LACK OF RECYCLING OPTIONS  
AGRICULTURAL BALE WRAP AND TWINE AND BOAT SHRINK WRAP**

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To Whom this May Concern:

Residents of the Town of Georgina are concerned about the lack of options for recycling boat shrink-wrap and agricultural bale wrap and twine. We note that the [Inventory of recycling programs](#) in Canada, listed on the Government of Canada website specifies that the only location in Canada to recycle bale and silage wrap is in Manitoba as part of a pilot program by CleanFARMS. The Region of York has advised that there are additional pilot programs in Bruce County, Clinton, and Ottawa Valley however, none of these locations are accessible to the residents of Georgina, nor to many other rural communities in Ontario. Moreover, CleanFarms has advised that expansion beyond Bruce County is highly unlikely due to financial limitations.

Every year, tons of plastic waste are burned on farms around Ontario and across Canada, and more is buried or dumped in municipal landfills. [CBC reports that a 2012 survey](#) found that only 17 percent of farmers send their plastic for recycling. Accordingly, 83 percent of farmers have been forced to adopt

other means of disposal, largely, or entirely due to a lack of options for agricultural plastics within the province. As you are aware, burning plastics releases potent environmental toxins into the air and buried plastics are not biodegradable.

Just recently, Prince Edward Island announced [regulatory amendments](#) that will transition pilots for items like silage wrap and twine into permanent, industry-funded programs starting December, 2022. More recently still, Quebec took similar [regulatory action](#). Are similar initiatives currently under consideration for Ontario?

We seek to work with you, however possible, and with neighboring municipalities, in order to promote the well-being of our environment and to make recycling programs more accessible to farmers and boaters across the country. We look forward to hearing from you regarding concrete steps that can be implemented between government, agricultural and marine groups, and municipalities for the furtherance of these causes.

Kind Regards,

FOR THE TOWN OF GEORGINA

**Council of the Town of Georgina**  
**Georgina Agricultural Advisory Committee**  
**Georgina Environmental Advisory Committee**  
**Georgina Waterways Advisory Committee**

Cc: Scot Davidson, MP, York-Simcoe, [Scot.Davidson@parl.gc.ca](mailto:Scot.Davidson@parl.gc.ca)  
Caroline Mulroney, MPP, York-Simcoe, [caroline.mulroneyco@pc.ola.org](mailto:caroline.mulroneyco@pc.ola.org)  
Laura McDowell, Regional Municipality of York, Director, Environmental Promotion and Protection Branch, [Laura.McDowell@york.ca](mailto:Laura.McDowell@york.ca)  
Cleanfarms Inc., [info@cleanfarms.ca](mailto:info@cleanfarms.ca)  
Dr. Shrink, [drshrink@dr-shrink.com](mailto:drshrink@dr-shrink.com)  
Switch Energy Corp., [dnott@switchenergycorp.com](mailto:dnott@switchenergycorp.com)  
Neighbouring Municipalities





# Township of Wainfleet

*"Wainfleet – find your country side"*

November 23, 2021

## ***SENT ELECTRONICALLY***

### **RE: Correspondence – Resolution requesting Support for Federal and Provincial Funding of Rural Infrastructure Projects**

Please be advised that at its meeting of November 16, the Council of the Corporation of the Township of Wainfleet approved the following resolution:

**"THAT** Correspondence item No. C-340-2021 from the Lake of Bays respecting a resolution requesting support for Federal and Provincial funding of rural infrastructure projects be received and supported."

**CARRIED**

Thank you for your attention to this matter. If you have any questions, please do not hesitate to contact the undersigned.

A copy of the original correspondence is attached for reference.

Regards,

Meredith Ciuffetelli  
Deputy Clerk  
[mciuffetelli@wainfleet.ca](mailto:mciuffetelli@wainfleet.ca)  
905-899-3463 ext. 275



T 705-635-2272  
TF 1-877-566-0005  
F 705-635-2132

TOWNSHIP OF LAKE OF BAYS  
1012 Dwight Beach Rd  
Dwight, ON P0A 1H0

November 9, 2021

Via email: [mbarnier@adelaidemetcalfe.on.ca](mailto:mbarnier@adelaidemetcalfe.on.ca)

Township of Adelaide Metcalfe  
**Attention: Mike Barnier, Manager of Legislative Services/Clerk**  
2340 Egremont Drive  
Strathroy, ON N7G 3H6

Dear Mr. Barnier:

**RE: Correspondence – Resolution requesting Support for Federal and Provincial Funding of Rural Infrastructure Projects**

---

On behalf of the Council of the Corporation of the Township of Lake of Bays, please be advised that the above-noted correspondence was presented at the last regularly scheduled meeting on November 9, 2021, and the following resolution was passed:

**“Resolution #7(b)/11/09/21**

**BE IT RESOLVED THAT the Council of the Corporation of the Township of Lake of Bays hereby receives the correspondence from Mike Barnier, Manager of Legislative Services/Clerk for the Township of Adelaide Metcalfe and supports their request for the Federal and Provincial Government to provide more funding to rural municipalities to support infrastructure projects related to major bridge and culvert replacements, dated September 13, 2021.**

**AND FURTHER THAT this resolution be forwarded to the Premier of Ontario, Provincial Minister of Finance, Federal Finance Minister, AMO, and all Ontario municipalities.**

**Carried.”**

Sincerely,

Carrie Sykes, *Dipl. M.A., CMO, AOMC*,  
Director of Corporate Services/Clerk.

CS/cw

Copy to: Hon. Doug Ford, Premier of Ontario  
Hon. Peter Bethlenfalvy, Provincial Minister of Finance  
Hon. Chrystia Freeland, Deputy Prime Minister and Minister of Finance  
Association of Municipalities of Ontario  
All Ontario Municipalities



## TOWNSHIP OF ADELAIDE METCALFE

2340 Egremont Drive, Strathroy, ON N7G 3H6

T: 519-247-3687 F: 519-247-3411

[www.adelaidemetcalfe.on.ca](http://www.adelaidemetcalfe.on.ca)

October 8, 2021

Township of Scugog  
181 Perry Street  
PO Box 780  
Port Perry, ON  
L9L 1A7

**ATTENTION: BECKY JAMIESON, DIRECTOR OF CORPORATE SERVICES/MUNICIPAL CLERK**

**RE: SUPPORT OF RESOLUTION – FEDERAL AND PROVINCIAL FUNDING OF RURAL  
INFRASTRUCTURE PROJECTS**

---

Please be advised that the Council of the Township of Adelaide Metcalfe, at the regular meeting of October 4, 2021, supported and passed The Township of Scugog resolution as follows.

**THAT the Province of Ontario and the Government of Canada be encouraged to provide more funding to rural municipalities to support infrastructure projects related to major bridge and culvert replacements.**

**CARRIED.**

Kind regards,

Mike Barnier  
Manager of Legislative Services/Clerk



## Branch 525 Royal Canadian Legion



November 26, 2021

To Whom it may concern:

I am writing on behalf of Branch 525 the Royal Canadian Legion (RCL) located in Rodney Ontario.

As requested by Councillor Taraesa Tellier this letter is to provide insight into our wish to partner with Municipality of West Elgin into creating a lasting memorial for Branch 525 RCL in Rodney.

The amount of funds available will be \$130,000.00.

These funds are from the sale of the building assets and sale of the building.

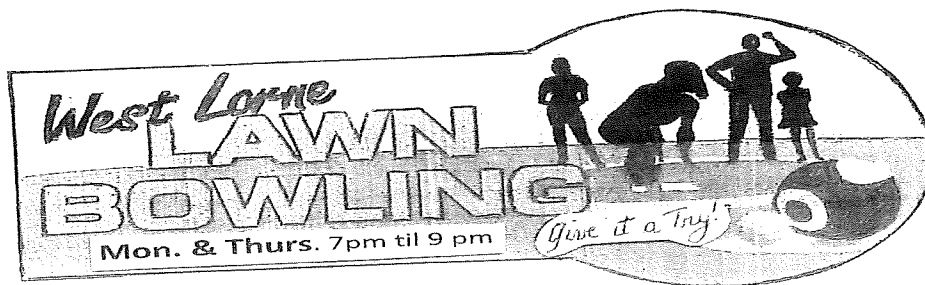
These funds will be dispersed by the Branch President (Brad Phillips) in consultation with existing 525 Legion members and oversight by the Ontario Command of the RCL who have the final say into the planned project.

It is hoped that Council will be able to come up with a few different ideas to be presented to us in January of 2022. These ideas will be discussed and our Legion members will vote on a final decision. Once a project is green lit by all concerned parties the Branch will provide the funds to Council.

All funds for the project must be used within the physical boundaries of Rodney. The reason for this decision is simply the town and its residents for over 70 years are the ones who contributed the most to the Legion and building, our intent is to give back to the local community.

If you require any further information please do not hesitate to call or email. The phone number and email are my private numbers as the Branch no longer has these assets.

Brad Phillips  
President Branch 525 RCL  
Rodney, On  
519-785-0876  
armynewsguy@hotmail.com



Nov 16, 2021

J. Nethercott, Clerk  
The Municipality of West Elgin  
22413 Hoskins Line, Box 490  
Rodney, ON N0L 2C0

Dear Jana,

Thank you for supporting the West Lorne Lawn Bowling Club in your budget this year. We wish to update Council on our progress. The club volunteers have accomplished a lot this year despite the unique aspects of COVID 19 restrictions, including renovating the corner garden, aerating, rolling, seeding, and fertilizing the greens.

As we were approved for a grant of \$2,500.00 for 2021, I have attached the final invoices for reimbursement. We enjoyed full attendance at the 2 tournaments, with the third one rained out. However, we will be in good shape for 2022 bowling season, and look forward to engaging more of the community.

			<u>Cost</u>	<u>HST</u>	<u>Total</u>
1. Green Street	Aug 2/21	fungicide	280.00	36.40	\$ 316.40
2. Home Hardware	Aug 13/21	herbicide	19.99	2.58	22.57
3. Home Hardware	Sep 17/21	grease, oil, grub gone	74.95	9.74	84.69
4. Home Hardware	Oct 12/21	protectant	16.98	2.00	18.98
5. Inland Aggregate	Oct 13/21	sand	68.18	8.86	77.04
6. Plant Products	Aug 16/21	fertilizer	336.73	43.77	380.50
7. Conway Auto	Jun 16/21	fuel	39.82	6.56	57.00
8. Conway Auto	Jul 21/21	fuel	44.84	5.83	50.67
9. Conway Auto	Aug 19/21	fuel	46.42	6.03	52.45
			<b>TOTAL \$ 1,060.30</b>		

Payment may be mailed to our treasurer, Jackie Leitch, 27801 Celtic Line, Dutton, N0L 1J0, telephone 519-762-5294

Thank you to the council for all the assistance this year,

Regards,

*Norah Bennetto*

Norah Bennetto  
Secretary, West Lorne Lawn Bowling Club  
301 Mary Street  
Dutton, On N0L 1J0

Encl.

**From:** [Jana Nethercott](#)  
**To:** [Jana Nethercott](#)  
**Subject:** FW: Port Glasgow beach  
**Date:** November 30, 2021 10:49:34 AM

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-----Original Message-----

From: Sandi Moonen [REDACTED]  
Sent: November 28, 2021 2:25 PM  
To: Lee Gosnell <[lgosnell@westelgin.net](mailto:lgosnell@westelgin.net)>  
Subject: Port Glasgow beach

Dear sir, My husband and I went to Port Glasgow on Wed. Nov. 24th to visit a very special beach. Even from the parking area we could see that something pretty awful had happened. Walking closer, we encountered another couple who were just as disturbed and heartsick by what we were looking at. What had been an inviting and special beach for walking, just sitting and relaxing, picnics, family time, healing therapy and feeling appreciation, is now a wasteland. Most trees and vegetation on the beach and beside the river are gone. Wildflowers, blackberries, larch, cedars and more, that are food for birds and animals GONE. No windbreak, almost no shade, certainly no comforting atmosphere of nature to be had. A micro system levelled. Another woman, who, like us, cleans garbage from the beach was shocked. What happened to our Blue Flag beach?

I am asking so many questions to someone who can answer them. The damage is done. I know. No bringing that back. So there must be a plan I assume. By whom or what group ? I would really like to know. To these people; I would like to know the conservation authority or specialist that was consulted and was working WITH you when the chain saws fired up? Do you have a study by hydraulic civil engineers that specialize in shorelines, erosion control and damage mitigation? Will your plan include access and enjoyment for public use? And wildlife habitat? Consideration about climate change? Can our local communities and lakeside residents look to you as the beacon for the preservation of our natural environment? And be proud?

Alexandra Moonen

Sent from my iPa.

































# MUNICIPALITY OF **West Elgin**

## **The Corporation of the Municipality of West Elgin**

### **By-Law No. 2021-64**

#### **A By-law to Authorize the Execution of an Agreement between Federation of Canadian Municipalities and The Corporation of the Municipality of West Elgin**

**Whereas** Section 9 of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority; and

**Whereas** it is deemed expedient that The Corporation of the Municipality of West Elgin enters into an Agreement with Federation of Canadian Municipalities for the purposes of providing monies to the Corporation of the Municipality of West Elgin through the Municipal Asset Management Program (MAMP); and

**Now Therefore** the Council of the Corporation of the Municipality of West Elgin enacts as follows:

1. That the Corporation of the Municipality of West Elgin hereby authorizes the agreement with Federation of Canadian Municipalities, in the form of an agreement titled Grant Agreement for Municipal Asset Management Program, identified as Schedule "A" attached hereto and forming an integral part of this By-law.
2. That the Mayor and Treasurer are hereby authorized and directed to execute such agreement and any related documents and affix the Seal of the Corporation of the Municipality of West Elgin thereto.
3. This by-law shall come into force and effect on December 2, 2021.

Read a first, second, and third time and passed this 2<sup>nd</sup> day of December, 2021.

---

Duncan McPhail  
Mayor

---

Jana Nethercott  
Clerk

## GRANT AGREEMENT

**THIS AGREEMENT** is effective as of the date of last signature on the signature page.

### BETWEEN:

**CORPORATION OF THE MUNICIPALITY OF WEST ELGIN**

(herein called "**Recipient**")

-and-

**FEDERATION OF CANADIAN MUNICIPALITIES**

(herein called "**FCM**")

### WHEREAS:

- (a) the Government of Canada and FCM have established the Municipal Asset Management Program (herein called **MAMP**);
- (b) the Government of Canada has funded the Municipal Asset Management Program, which is being administered by FCM;
- (c) FCM has agreed to provide the Recipient with a grant for use by the Recipient solely for the project described in this Agreement; and
- (d) this Agreement contains the terms for the administration and remittance of the grant by FCM to the Recipient and the use of the grant by the Recipient.

**NOW THEREFORE**, the Parties hereby agree as follows:

### ARTICLE 1 DEFINITIONS AND SCHEDULES

1.01 Definitions. Whenever used in this Agreement and unless the context otherwise requires, the following terms have the following meanings:

**"Agreement"** means this agreement, including all schedules, and all amendments or restatements as permitted;

**"Business Day"** means any day other than a Saturday, Sunday or statutory holidays in the Province of Ontario;

**"Claim"** has the meaning ascribed thereto in Section 13.01 of this Agreement;

**"Confidential Information"** has the meaning ascribed thereto in Section 11.01 of this Agreement.

**"Eligible Activities"** means any reasonable activities necessary to complete the Project as described in Part 2 of Schedule A attached hereto.

**"Eligible Expenditure Date"** has the meaning ascribed thereto in Part 4 of Schedule C attached hereto;

**"Eligible Expenditures"** means those permitted expenditures described in Part 4 of Schedule C attached hereto, for which the Recipient may use the Grant;

**"Grant"** means the grant set forth in Article 2;

**“Grant Amount”** means the amount to be disbursed by FCM on account of the Grant up to the maximum amount set forth in Part 1 of Schedule B attached hereto;

**“Indemnified Parties”** has the meaning ascribed thereto in Section 13.01 of this Agreement;

**“Parties”** means FCM and the Recipient, and **“Party”** refers to any one of them;

**“Project”** means the project described in Part 2 of Schedule A attached hereto;

**“Project End Date”** has the meaning ascribed thereto in Part 2 of Schedule A attached hereto; and

**“Project Start Date”** has the meaning ascribed thereto in Part 2 of Schedule A attached hereto;

**“Receiving Party”** has the meaning ascribed thereto in Section 11.01 of this Agreement.

1.02 Schedules. The following annexed Schedules, which may be amended by FCM from time to time, form part of this Agreement and the Parties shall comply with all terms and conditions set-out therein:

Schedule A: Part 1: Conditions of Contribution  
Part 2: Description of Project, Statement of Work and Project Expenditures  
Part 3: Reporting Requirements and Project Deliverables

Schedule B: Part 1: Grant Amount  
Part 2: Particulars of the Sources of Funding  
Part 3: Contribution Schedule/Period of Funding

Schedule C: Part 1: Request for Contribution, Letter of Attestation and Expense Claim  
Part 2: Report Templates  
Part 3: Accepted Practices  
Part 4: Eligible Expenditures

Schedule D: Contact Information

## **ARTICLE 2 THE GRANT**

2.01 Grant Purpose. FCM is providing the Grant to the Recipient for the sole purpose of assisting the Recipient in the performance of the Project, as described in Part 2 of Schedule A attached hereto.

2.02 Grant Amount. Subject to and in accordance with the terms and conditions of this Agreement and in reliance upon the representations, warranties and covenants of the Recipient hereinafter set forth, FCM agrees to contribute towards the Eligible Expenditures, the Grant Amount, as more particularly described in Part 1 of Schedule B attached hereto.

2.03 Disbursement of Grant.

- (a) FCM shall disburse the Grant in accordance with Part 3 of Schedule B attached hereto.
- (b) No portion of the Grant shall be disbursed by FCM without it first receiving from the Recipient a completed Request for Contribution in accordance with Part 1 of Schedule C attached hereto.
- (c) Provided that the Conditions of Contribution set-out in Part 1 of Schedule A attached hereto are satisfied, the Recipient may request the Grant by delivering to FCM the appropriate



Request for Contribution in accordance with Part 1 of Schedule C attached hereto at least 30 days before the requested date of disbursement; the requested date of disbursement may be delayed if the Request for Contribution delivered by the Recipient to FCM is not, in FCM's sole discretion, satisfactory and revisions or supplemental documentation are required.

- 2.04 Term. This Agreement shall continue in force until FCM has received and notified the Recipient of its satisfaction with all reports required to be completed by the Recipient in accordance with the terms and conditions of this Agreement, or until the Agreement has been terminated in accordance with Section 12.01, whichever shall first occur.

### **ARTICLE 3 CONDITIONS OF CONTRIBUTION**

- 3.01 Conditions of Contribution. Subject to Section 2.03, the obligation of FCM to disburse the Grant to the Recipient is conditional upon the Recipient satisfying the conditions set-out in Part 1 of Schedule A attached hereto, to the satisfaction of FCM.

### **ARTICLE 4 REPRESENTATIONS AND WARRANTIES**

- 4.01 Representations and Warranties. The Recipient represents and warrants that:

- (a) it is duly established under the laws of the Province of Ontario and has the legal power and authority to enter into, and perform its obligations under this Agreement and the Project;
- (b) this Agreement has been duly authorized and executed by it and constitutes a valid and binding obligation of it, enforceable against it in accordance with its terms;
- (c) neither the making of this Agreement nor the compliance with its terms and the terms of the Project will conflict with or result in the breach of any of the terms, conditions or provisions of, or constitute a default under any indenture, debenture, agreement or other instrument or arrangement to which the Recipient is a party or by which it is bound, or violate any of the terms or provisions of the Recipient's constating documents or any license, approval, consent, judgment, decree or order or any statute, rule or regulation applicable to the Recipient;
- (d) no litigation, arbitration or administrative proceedings are current or pending or have been threatened, and so far as the Recipient is aware no claim has been made, which is likely to have an adverse effect on its preparation and/or delivery of the Project or its compliance with its obligations under this Agreement; and
- (e) it has the right to grant the license set out in Section 6.02 of this Agreement.

### **ARTICLE 5 COVENANTS**

- 5.01 Affirmative Covenants. Unless FCM shall otherwise agree in writing, the Recipient covenants and agrees that it shall:
- (a) use the Grant only for Eligible Activities relating to the Project;
  - (b) carry out the Project and conduct the activities thereof in compliance with all applicable laws and regulations and, without restricting the generality of the foregoing, in compliance

with all labour, environmental, health and safety and human rights legislation applicable to the Project;

- (c) carry out the Project with due diligence and efficiency and in accordance with sound engineering, scientific, financial and business practices;
- (d) ensure that Project contracts are awarded in a way that is fair, transparent, competitive and consistent with value for money principles (the optimal combination of quality, service, time and cost considerations, over the useful life of the good, service or asset acquired for the purposes of Eligible Activities);
- (e) provide FCM with prompt notice of any:
  - (i) material change to the Project;
  - (ii) proposed change in the nature or scope of its legal status; or
  - (iii) act, event, litigation or administrative proceeding that does or may materially and adversely affect the Project or may materially and adversely affect the ability of the Recipient to perform its obligations under this Agreement or the Project
- (f) comply with FCM's reporting requirements by using the latest version of the report templates, provided for indicative purposes in Schedule C, Part 2, which are amended from time to time by FCM and made available to the Recipient after signature of the Agreement; and
- (g) repay any amounts owed to FCM, as determined by FCM, within 30 days of receiving such notice by FCM.

5.02 Negative Covenants. Unless FCM shall otherwise agree in writing, the Recipient shall not:

- (a) use the Grant for expenditures that are not Eligible Expenditures;
- (b) for 5 years after the end date of this Agreement, sell, assign, transfer, lease, exchange or otherwise dispose of, or contract to sell, assign, transfer, lease, exchange or otherwise dispose of, any of the real or personal property, whether movable or immovable, acquired, purchased, constructed, rehabilitated or improved, in whole or in part, with the Grant (the "**Assets**"); if at any time within 5 years after the end date of this Agreement, the Recipient sells, assigns, transfers, leases, exchanges or otherwise disposes of any Asset other than to the Government of Canada, a local government, or with the Government of Canada's consent, the Recipient may be required to pay back to FCM, at FCM's sole discretion, all or a portion of the Grant that was disbursed by FCM to the Recipient.

## ARTICLE 6 INTELLECTUAL PROPERTY

- 6.01 Intellectual Property. Copyright in all reports, documents and deliverables prepared in connection with this Agreement and listed in the Schedules of this Agreement by or on behalf of the Recipient (the "Recipient Documentation") will be the exclusive property of, and all ownership rights shall vest in either the Recipient or, subject to the Recipient's ability to grant the license set out in Section 6.02, a person or entity engaged to develop the Recipient Documentation on behalf of the Recipient.
- 6.02 License. The Recipient hereby grants to FCM an irrevocable, perpetual, worldwide, royalty-free, license, to use, publish, make improvements to, sub-license, translate and copy the Recipient Documentation. This license shall survive the expiration or termination of this Agreement.

## **ARTICLE 7 APPROPRIATIONS**

- 7.01 Appropriations. Notwithstanding FCM's obligation to make any payment under this Agreement, this obligation does not arise if, at the time when a payment under this Agreement becomes due, the Parliament of Canada has not passed an appropriation that is sufficient and constitutes lawful authority for the Government of Canada making the necessary payment to FCM for the project or program in relation to which the Grant is being provided. FCM may reduce, delay or terminate any payment under this Agreement in response to the reduction or delay of appropriations or departmental funding levels in respect of transfer payments, the project or program in relation to which the Grant is being provided, or otherwise, as evidenced by any appropriation act or the federal Crown's main or supplementary estimates expenditures. FCM will not be liable for any direct, indirect, consequential, exemplary or punitive damages, regardless of the form of action, whether in contract, tort or otherwise, arising from any such reduction, delay or termination of funding.

## **ARTICLE 8 MEMBERS OF THE HOUSE OF COMMONS AND SENATE**

- 8.01 No member of the House of Commons or the Senate of Canada will be admitted to any share or part of this Agreement, or to any benefit arising from it, that is not otherwise available to the general public. The Recipient will promptly inform FCM should it become aware of the existence of any such situation.

## **ARTICLE 9 NO BRIBES**

- 9.01 The Recipient guarantees that no bribe, gift or other inducement has been paid, given, promised or offered to any person in order to obtain this Agreement. Similarly, no person has been employed to solicit or secure the Agreement upon any agreement for a commission, percentage, brokerage or contingent fee. The Recipient also guarantees that it has no financial interest in the business of any third party that would affect its objectivity in carrying out the Project.

## **ARTICLE 10 AUDIT AND ACCESS**

- 10.01 Audit and Access.
- (a) FCM reserves the right to undertake, at any time, at its expense, any audit of the records and accounts of the Recipient in relation to the Project. The Recipient agrees to ensure that prompt and timely corrective action is taken in response to any audit findings and recommendations conducted in accordance with this Agreement. The Recipient will submit to FCM in a timely manner, a report on follow-up actions taken to address recommendations and results of the audit.
  - (b) The Recipient shall maintain proper and accurate financial accounts and records, including but not limited to its contracts, invoices, statements, receipts, employee timesheets, and vouchers, in respect of the Project. The Recipient covenants and agrees that it shall keep all such books and records of the Project until March 31, 2031.
  - (c) Upon FCM's request with reasonable prior notice thereto, the Recipient shall provide FCM and its designated representatives with reasonable and timely access to sites, facilities, and any documentation relating to the Project for the purposes of audit, inspection, monitoring, evaluation, and ensuring compliance with this Agreement, and permit FCM to

communicate directly with, including the receipt of information from, its external auditors regarding its accounts and operations relating to the Project.

- (d) The Government of Canada, the Auditor General of Canada, and their designated representatives, to the extent permitted by law, will at all times be permitted to inspect the terms and conditions of this Agreement and any records and accounts respecting the Project and will have reasonable and timely access to sites, facilities and any documentation relevant for the purpose of audit.
- (e) The covenants, rights and obligations contained in this Article 10 shall survive the termination or expiry of this Agreement.

## **ARTICLE 11 CONFIDENTIALITY**

### **11.01 Confidentiality.**

- (a) All processes, documents, data, plans, material, policies or information pertaining to either Party's operations which is obtained by the other Party ("**Receiving Party**") or furnished to the Receiving Party in connection with this Agreement and expressly identified as confidential thereby, including, without limitation, the terms of this Agreement, ("**Confidential Information**") shall be maintained by the Receiving Party in strict confidence and shall not be disclosed to any person or entity for any reason or used by the Receiving Party except as necessary for it to perform its obligations hereunder.
- (b) The limitations contained in this section shall not apply to (a) Confidential Information which is in the public domain at the time of disclosure; (b) Confidential Information that becomes part of the public domain after disclosure through no fault of the Receiving Party; (c) Confidential Information that the Receiving Party can prove was known by the Receiving Party at the time of disclosure; (d) Confidential Information that the Receiving Party can prove was supplied to the Receiving Party by a third party or was independently developed by the Receiving Party; or (e) Confidential Information required to be disclosed pursuant to judicial process.

## **ARTICLE 12 TERMINATION**

### **12.01 Termination of the Agreement.**

- (a) FCM may terminate this Agreement:
  - (i) if the Recipient breaches any term or condition of this Agreement, and fails to remedy such breach upon the expiry of 15 Business Days' written notice from FCM of such breach or, with respect to a breach that cannot be remedied within the 15 Business Day period, such longer period of time as FCM may reasonably provide the Recipient to remedy the breach, provided the Recipient has commenced to remedy the breach within the 15 Business Day period and is actively and diligently taking appropriate measures to remedy the breach;
  - (ii) if the Recipient becomes insolvent and/or proceedings have been commenced under any legislation or otherwise for its dissolution, liquidation or winding-up, or bankruptcy, insolvency or creditors' arrangement proceedings have been commenced by or against the Recipient;

- (iii) if, in FCM's sole discretion, the Project cannot be completed as initially presented; and
  - (iv) if the Parliament of Canada fails to pass an appropriation that is sufficient and constitutes lawful authority for the Government of Canada making the necessary payment to FCM for the project or program in relation to which the Grant is being provided.
- (b) Either Party may, on not less than 30 days' prior written notice to the other Party, terminate this Agreement.

12.02 Effect of Termination. If this Agreement is terminated pursuant to Section 12.01, the Recipient may be:

- (a) reimbursed for all or a portion of the expenses they have incurred in relation to the Project up to the effective date of termination; or
- (b) required to pay back to FCM all or a portion of the Grant Amount that was disbursed by FCM to the Recipient prior to the effective date of termination, within 30 days of receiving such notice by FCM;

as applicable, all subject to FCM's sole discretion and satisfaction, taking into consideration out-of-pocket expenses incurred and results reported by the Recipient in connection with the Project.

### ARTICLE 13 INDEMNITY

- 13.01 Indemnity. The Recipient hereby agrees to indemnify and hold harmless FCM and its officers, directors, employees and agents (collectively, the "**Indemnified Parties**") from and against any and all liability, loss, costs, damages and expenses (including legal, expert and consultant fees), causes of action, actions, claims, demands, lawsuits or other proceedings (collectively, a "**Claim**"), by whomever made, sustained, incurred, brought or prosecuted, in any way arising out of or in connection with the Project or otherwise in connection with this Agreement, but only to the extent that such Claim arises out of or is in connection with the Recipient's breach of this Agreement or is caused by the negligence or wilful misconduct of the Recipient in the performance of its obligations hereunder or otherwise in connection with the Project.
- 13.02 Intellectual Property Indemnity. Recipient shall defend or settle at its expense any claim or suit against FCM arising out of or in connection with an assertion that the Recipient Intellectual Property infringes any intellectual property right and Recipient shall indemnify and hold harmless FCM from damages, costs, and attorneys' fees, if any, finally awarded in such suit or the amount of the settlement thereof; provided that (i) Recipient is promptly notified in writing of such claim or suit, and (ii) Recipient shall have the sole control of the defense and/or settlement thereof.

### ARTICLE 14 MISCELLANEOUS PROVISIONS

- 14.01 Notice. Any notice, document or other communication required to be given under this Agreement shall be in writing and shall be sufficiently given if sent by personal delivery/courier, registered mail or email to the other Party at its address indicated in Schedule D attached hereto, or to such other address, email address or person that the Party designates in writing to the other Party. The notice shall be deemed to have been delivered on the day of personal delivery, on the day received by email (as evidenced by a transmission confirmation), or on the fifth day following mailing.

- 14.02 Relationship of the Parties. The relationship between the Recipient and FCM is, and shall at all times be and remain, essentially that of a recipient and a grantor, and this Agreement does not and shall not be deemed to create a joint venture, partnership, and fiduciary or agency relationship between the Parties for any purpose. Neither the Recipient, nor any of its personnel are engaged as an employee, servant or agent of FCM.
- 14.03 Public Announcements. The Recipient shall cooperate with FCM, who will lead the preparation and issuance of the public funding announcement for the Project and/or the coordination of a public announcement event attended by FCM and the Government of Canada. The Recipient will be informed of the process immediately after the signature of this Agreement. If any public statement or release is so required, the Recipient shall promptly inform FCM of upcoming promotional events related to the Project and allow FCM and the Government of Canada to participate in such media activities or events.
- 14.04 Project Branding. The Recipient shall recognize and state in an appropriate manner, as approved by FCM, the financial assistance offered by FCM concerning the Project and the contribution of the Government of Canada to FCM, as specified in Part 3 of Schedule C attached hereto. If requested by FCM, the Recipient shall have affixed, in content, form, location and manner acceptable to FCM, signage acknowledging the contribution of FCM and the Government of Canada to the Project. The Recipient shall adhere to the policies regarding the use of graphic design elements and signage as specified in Part 3 of Schedule C attached hereto.
- 14.05 Entire Agreement. This Agreement constitutes the entire understanding between the Parties with respect to the subject matter hereof and supersedes all prior understandings, negotiations and discussions, whether written or oral. There are no conditions, covenants, agreements, understandings, representations, warranties or other provisions, express or implied, collateral, statutory or otherwise, relating to the subject matter hereof except as herein provided.
- 14.06 Survival. Except as otherwise provided herein, those sections of this Agreement which, by the nature of the rights or obligations set-out therein might reasonably be expected to survive any termination or expiry of this Agreement, shall survive any termination or expiry of this Agreement.
- 14.07 Amendments. No amendment of the Agreement will have any force or effect unless reduced to writing and signed by both Parties.
- 14.08 Assignment. The Recipient cannot assign this Agreement without the prior written consent of FCM.
- 14.09 Enurement. This Agreement shall enure to the benefit of, and shall be binding upon, the Parties and their respective, heirs, executors, administrators, successors and permitted assigns.
- 14.10 Governing Law. This Agreement shall be governed by and construed in accordance with the law of the Province of Ontario and the federal laws of Canada applicable therein.
- 14.11 Severability. Each of the binding provisions contained in this Agreement is distinct and severable. Any declaration by a court of competent jurisdiction of the invalidity or unenforceability of any binding provision or part of a binding provision will not affect the validity or enforceability of any other provision of this Agreement.
- 14.12 Waiver. No waiver of any provision of this Agreement shall be effective unless made in writing and signed by the waiving Party. The failure of any Party to require the performance of any term or obligation of this Agreement, or the waiver by any Party of any breach of this Agreement, shall not prevent any subsequent enforcement of such term or obligation or be deemed a waiver of any subsequent breach.
- 14.13 Counterparts. This Agreement may be executed and delivered (including by facsimile transmission or in protocol document format ("PDF")) in one or more counterparts, each of which when executed

shall be deemed to be an original but all of which taken together shall constitute one and the same agreement.

**[SIGNATURE PAGE FOLLOWS]**

IN WITNESS WHEREOF, the Parties hereto have executed and delivered this Agreement as of the date written below.

**CORPORATION OF THE MUNICIPALITY OF WEST ELGIN**

Per: \_\_\_\_\_  
Name: Magda Badura  
Title: Treasurer

Date: \_\_\_\_\_

Per: \_\_\_\_\_  
Name: Duncan McPhail  
Title: Mayor

Date: \_\_\_\_\_

*I have authority to bind the Recipient herein.*

**FEDERATION OF CANADIAN MUNICIPALITIES**

Per: \_\_\_\_\_  
Name: Michael Burt  
Title: Program Director, MAMP

Date: \_\_\_\_\_

*I have authority to bind FCM herein.*



## **Schedule A**

### **Part 1 Conditions of Contribution**

The obligation of FCM to disburse the Grant Amount is conditional upon the Recipient satisfying the following conditions, to the satisfaction of FCM:

- Completed Request for Contribution in the form of Part 1 of Schedule C;
- Receipt and acceptance of Final Report, which is due within 30 days of Project end date, in accordance with the reporting template Part 2 of Schedule C;
- Receipt and acceptance of Evidence of Deliverables, as noted in the Final Report;
- Receipt and acceptance of Expense claim;
- Letter of Attestation for Expense Claim, including confirmation that all expenses claimed are Eligible Expenditures, in the format of Part 4 of Schedule C.
- FCM has agreed to include a one-time 181-day Period of Funding extension for the delivery of the Project in this agreement.
- No further extensions will be granted.

The Recipient acknowledges and agrees that, notwithstanding the foregoing conditions, FCM's obligation to disburse the Grant Amount is subject to Article 7 of the Agreement.

## **Schedule A**

### **Part 2 Description of Project, Statement of Work and Project Expenditures**

The Recipient will undertake a Project in accordance with the phases, activities and/or milestones outlined in the below Statement of Work.

Project Number: MAMP 16438 – Corporation of the Municipality of West Elgin, Ontario

Project Title: Asset Management Program Enhancements in West Elgin

Project Sector: Asset Management (MAMP)

Project Type: MAMP Projects

<b>Project Start Date</b>	<b>Project End Date</b>
9 September 2020	9 March 2022

### **Project Description**

West Elgin is seeking to undertake a variety of activities to advance our asset management program, including: undertaking a maturity assessment of our current asset management (AM) practices on all of our asset classes, implementing asset management/capital planning software and condition assessment protocols and training staff on asset management and our new systems. These activities will ensure that the Municipality is aware of gaps in our asset management program and work towards filling those gaps, tracking assets through an integrated asset management system and having staff and council trained on asset management principals to promote asset management throughout the organization.

Activity	Deliverable
1. Asset Management Policy Development and Maturity Assessment Report	A set of documents confirming the results of the maturity assessment, including: <ul style="list-style-type: none"> <li>• A copy of the Maturity Assessment; and</li> <li>• A copy of the invoice as proof of purchase.</li> </ul>
2. Asset Management and Capital Planning Software Modules and Condition Assessment and Data Collection Protocols	A set of documents confirming the results of the condition assessments completed, including: <ul style="list-style-type: none"> <li>• A copy of the Condition Assessment and Data Collection Protocols;</li> <li>• Screenshots showcasing the implemented software modules; and</li> <li>• A copy of the invoice as a proof of purchase</li> </ul>
3. Asset Management Training	A set of documents confirming the results of the training, including: <ul style="list-style-type: none"> <li>• A copy of the training materials used;</li> <li>• A copy of attendance records from the training; and</li> <li>• A copy of the invoice as a proof of purchase</li> </ul>

Activity	Start date:	End date:	Eligible Expenditures (\$)	Ineligible Expenditures (\$)	Total Expenditure (\$)
<b>Asset Management Policy Development and Maturity Assessment Report</b>	9 September 2020	9 March 2022			
Asset Management Maturity Assessment, delivered by Public Sector Digest Inc.			\$17,000.00	\$0.00	<b>\$17,000.00</b>
<b>Activity 1 Subtotals</b>			<b>\$17,000.00</b>	<b>\$0.00</b>	<b>\$17,000.00</b>
<b>Asset Management and Capital Planning Software Modules and Condition Assessment and Data Collection Protocols</b>	9 September 2020	9 March 2022			
Condition Assessment Protocols and Data Gathering Templates, delivered by Public Sector Digest Inc.			\$15,000.00	\$0.00	<b>\$15,000.00</b>
Data Input for OSIM and Road Information to develop long-term planning			\$15,000.00	\$0.00	<b>\$15,000.00</b>
Capital Planning and Analysis License and Annuity, delivered by Public Sector Digest Inc.			\$15,000.00	\$0.00	<b>\$15,000.00</b>
Implementation and Training for Asset Manager Software Module, delivered by Public Sector Digest Inc.			\$20,000.00	\$0.00	<b>\$20,000.00</b>
Implementation and Training for Capital Planning and Analysis Software Module, delivered by Public Sector Digest Inc.			\$15,000.00	\$0.00	<b>\$15,000.00</b>
<b>Activity 2 Subtotals</b>			<b>\$80,000.00</b>	<b>\$0.00</b>	<b>\$80,000.00</b>
<b>Asset Management Training</b>	9 September 2020	9 March 2022			
Asset Management Training, delivered by Public Sector Digest Inc.			\$3,000.00	\$0.00	<b>\$3,000.00</b>
Engage services of Asset Management Plan implementation staff			\$10,000.00	\$0.00	<b>\$10,000.00</b>
<b>Activity 3 Subtotals</b>			<b>\$13,000.00</b>	<b>\$0.00</b>	<b>\$13,000.00</b>
<b>Total Expenditures</b>			<b>\$110,000.00</b>	<b>\$0.00</b>	<b>\$110,000.00</b>

<b>Total Eligible Expenditures</b>	<b>\$110,000.00</b>
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## Schedule A

### **Part 3 Reporting Requirements and Project Deliverables**

The following report is to be provided to FCM at the completion of the Project. The format of the report is as provided in Part 2 of Schedule C.

<b>Name of Report</b>	<b>Due Date:</b>	<b>Content</b>
Final Report	11 April 2022	The content and format of this report is provided in Schedule C, Part 2.

## Schedule B

### Part 1 Grant amount

Subject to the terms and conditions of this Agreement, FCM agrees to contribute towards the Eligible Expenditures an amount (the “**Grant Amount**”) that is equal to the lesser of:

the sum of Fifty thousand dollars (\$50,000.00); or

eighty percent (80.0%) of Eligible Expenditures;

Notwithstanding the foregoing, if the aggregate amount of funding received or to be received from all sources of funding, other than the Recipient, as described in Part 2 of Schedule B (all as determined and calculated by FCM) is greater than the total expenditures incurred by the Recipient in respect of the Project then FCM may reduce the Grant Amount to such amount as it deems appropriate, in its sole and absolute discretion.

## Schedule B

### Part 2 Particulars of the Sources of Funding

The funding sources for this initiative are outlined in the table below. Each funding source indicates the amount of funding and when the funding was confirmed or is expected to be confirmed.

Funding source	Description	Confirmed (Y/N)	Date committed Day month year	Amount (\$)	% of total budget
<b>FCM Grant</b>	Grant	Y	9 September 2020	\$50,000.00	45.5%
<i>Corporation of the Municipality of West Elgin</i>	Operating Budget	Y	9 January 2020	\$60,000.00	54.5%
<b>Total funding:</b>				<b>\$110,000.00</b>	<b>100.0%</b>

<b>Budget total expenditures</b>	<b>\$110,000.00</b>
<b>Budget total Eligible Expenditures</b>	<b>\$110,000.00</b>

## Schedule B

### **Part 3 Payment Schedule/ Period of Funding**

FCM will disburse the Grant Amount as determined in this table upon completion of activities, as evidenced by submission and acceptance by FCM of the Final Report and a Request for Contribution.

The Final Report and Request for Contribution must be submitted at least 30 days prior to the requested date of disbursement.

The Recipient must notify FCM in writing of any anticipated delays in this disbursement schedule. FCM reserves the right to adjust dates of disbursement or amounts subject to Article 7 of the Agreement.

<b>Deliverable</b>	<b>Date of Report Submission</b>	<b>Forecast Date of Disbursement</b>	<b>Maximum Amount of Disbursement</b>
<b>Final Report</b>	11 April 2022	11 May 2022	<b>\$50,000.00</b>

#### **Period of Funding:**

The Period of Funding is defined as the period between Project Start Date and 30 days after the Project End Date as set out in Part 2 of Schedule A.

## Schedule C

### Part 1 Request for Contribution, Letter of Attestation and Expense Claim

#### **[LETTERHEAD OF THE RECIPIENT]**

**[Address]**

**[Date]**

Federation of Canadian Municipalities  
24 Clarence Street  
Ottawa, Ontario  
K1N 5P3

Attention: Brett Phillips  
Project Officer - MAMP

Ladies and Gentlemen:

**Re: MAMP – no. 16438 Agreement between the Federation of Canadian Municipalities (as Trustee) and the Corporation of the Municipality of West Elgin (“Recipient”) (the “Agreement”)**

I, **[Instruction: insert the name of a person named in the Agreement]**, the **[Instruction: insert the title]**, of the Recipient certify and confirm that the Recipient is requesting the Contribution and that the Recipient has satisfied each condition of contribution listed below. I understand that all information below must be submitted and accepted in order for FCM to be able to proceed to funds transfer.

I am attaching to this request for contribution all documents specified in Part 1 of Schedule A:

- Project Final Report, with all content specified in the template (Part 2 of Schedule C);
- The deliverables (as indicate in the final report);
- Letter of Attestation;
- Expense Claim.

In addition, I have also attached the following documents:

- An updated statement of funding sources and amounts (Part 2 of Schedule B);
- The request to receive payment by direct deposit.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Schedule C

### Letter of Attestation for Expense Claim

[LETTERHEAD OF THE RECIPIENT]

[Address]

[Date]

TO: The Federation of Canadian Municipalities

This letter of attestation (the “**Letter**”) is issued pursuant to the Agreement #16438 (project number) dated [redacted] (the “**Agreement**”) between the Federation of Canadian Municipalities (“**FCM**”) and the Corporation of the Municipality of West Elgin (the “**Recipient**”), and in support of the expense claim submitted by the Recipient to FCM for reimbursement of expenses incurred and paid by the Recipient in relation to the Project (the “**Expense Claim**”).

All defined terms used in this Letter and not otherwise defined shall have the corresponding meaning in the Agreement.

I am an authorized officer of the Recipient and I hereby certify, in satisfaction of the terms and conditions of the Agreement, that:

- i. All expenses claimed in the Expense Claim have been incurred and paid by the Recipient;
- ii. All expenses claimed in the Expense Claim relate to the Project;
- iii. All expenses claimed in the Expense Claim relate to Eligible Activities in compliance with the eligible activity requirements described in Part 4 of Schedule C to the Agreement; and
- iv. All expenses claimed in the Expense Claim are Eligible Expenditures in compliance with the eligible expenditure requirements described in Part 4 of Schedule C to the Agreement.
- v. All expenses claimed have been incurred during the Period of Funding.

\_\_\_\_\_  
Name and title of authorized officer of Recipient

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## Expense Claim

### [LETTERHEAD OF THE RECIPIENT]

[Address]

[Date]

<b>Project Number</b>	MAMP 16438
<b>Project Title</b>	Asset Management Program Enhancements in West Elgin

The following expenditures have been incurred from the period between **Day Month Year** and **Day Month Year** for the completion of the activities identified.

<b>Activity Completed</b>	<b>Total Budgeted Expenditures (\$) (as per Part 2 of Schedule A per activity)</b>	<b>Total Actual Eligible Expenditures Net of Tax Rebates per activity (\$)</b>	<b>Total Actual Ineligible Expenditures Net of Tax Rebates per activity (\$)</b>	<b>Total Actual Expenditures Net of Tax Rebates per activity (\$)</b>
1. Asset Management Policy Development and Maturity Assessment Report	<b>\$17,000.00</b>			
2. Asset Management and Capital Planning Software Modules and Condition Assessment and Data Collection Protocols	<b>\$80,000.00</b>			
3. Asset Management Training	<b>\$13,000.00</b>			
<b>Total Expenditure (\$)</b>	<b>\$110,000.00</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

<b>Expenditures Incurred by Expenditure Category (as per Part 4 of Schedule C)</b>	<b>Total Actual Eligible Expenditures Net of Tax Rebates (\$)</b>	<b>Total Actual Ineligible Expenditures Net of Tax Rebates (\$)</b>	<b>Total Actual Expenditures Net of Tax Rebates (\$)</b>
<b>Administrative and Overhead Expenditures</b>			
<b>Capital Expenditures</b>			
<b>Equipment Rental</b>			
<b>In-Kind</b>	<b>N/A</b>		
<b>Training</b>			
<b>Professional and/or Technical Services</b>			
<b>Staff remuneration</b>			
<b>Supplies and Materials</b>			
<b>Travel and accommodation</b>			



<b>Total Expenditures Incurred (\$)</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
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FEDERATION  
OF CANADIAN  
MUNICIPALITIES

FÉDÉRATION  
CANADIENNE DES  
MUNICIPALITÉS

## REQUEST TO RECEIVE PAYMENT BY DIRECT DEPOSIT (EFT)

Applicant Information (please print to sign)



NEW APPLICATION



UPDATE EXISTING INFORMATION

GRANTS / LOANS RECIPIENT

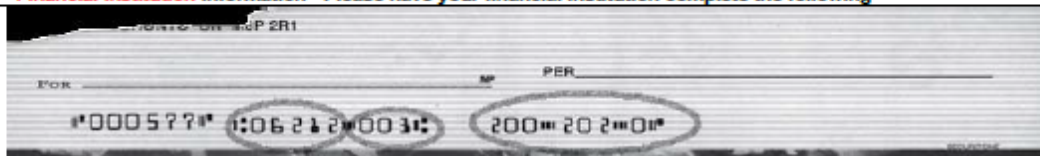
Recipient/Vendor Name			
Address			
City		Province	Postal Code
Email address for remittance advice			
Name			
Title		Phone	
Signature	Date (DD/MM/YYYY)		



I (We) agree to authorize FCM to deposit payments directly to the below-noted account.

Please attach a void cheque or have your bank/financial institution complete the following:

**Financial Institution Information** - Please have your financial institution complete the following



Financial Institution (FI) Transit Number	FI Number (3 digit number)	Account number (max 12 digit number)
FI Name		
FI Address		
Name of FI Officer		
Title of FI Officer		
Signature of FI Officer		
Phone # of FI Officer		

Please scan and email the completed form to your contact at FCM

## Schedule C

## Part 2 Completion Report Template

## FINAL REPORT

## FCM's Municipal Asset Management Program (MAMP)

*This template is provided for information purposes only. The final version, to be submitted as part of the final reporting requirement, may be subject to change.*

<b>Project number</b>	(Pre-filled by MAMP)(Pre-filled by MAMP)
<b>Project title</b>	(Pre-filled by MAMP)
<b>Name of lead applicant (organization)</b>	(Pre-filled by MAMP)
<b>Name of Authorized Officer (signatory)</b>	
<b>Date</b>	

*Note: If completing this form electronically, the boxes will expand to accommodate text.*

## 1. Reporting on activities

Activity	Completed? Y/Partial/No	Deliverable	Title of submitted deliverable document
1. (Pre-filled by MAMP)	Choose an item	(Pre-filled by MAMP)	
2. (Pre-filled by MAMP)	Choose an item	(Pre-filled by MAMP)	
3. (Pre-filled by MAMP)	Choose an item	(Pre-filled by MAMP)	

For any activities marked No or Partial above, please explain the deviation from the scope of work.

## 2. Reporting on outcomes

Conduct a final self-assessment using the [Asset Management Readiness Scale](#). We recommend that you bring a cross-functional group of staff together to do this assessment. Referring to the Asset Management Readiness Scale, look at the outcome statements for each level. Identify which outcomes you have achieved. If you have completed all the outcomes for a particular level, you have completed that level. Based on your self-assessment, complete the table below.

Competency	Project readiness level at start of project  (as stated in application)	Project readiness level at end of project (level for which you have completed all outcomes)	Notes on progress made For each outcome area in which you made progress during the project, provide one sentence to describe the actions taken.  (Note: these areas correspond with outcomes identified in the Asset Management Readiness Scale)	
1. Policy and governance	(Pre-filled by MAMP)	Choose a level	Policy and objectives Strategy and frameworks Measurement and monitoring Cross-functional groups	
2. People and leadership	(Pre-filled by MAMP)	Choose a level	Accountability Resourcing and commitment	
3. Data and information	(Pre-filled by MAMP)	Choose a level	Asset data	
			Performance data Financial data	
4. Planning and decision-making	(Pre-filled by MAMP)	Choose a level	Documentation and standardization Asset investment plans Budgets	
5. Contribution to asset management practice	(Pre-filled by MAMP)	Choose a level	Training and development Knowledge sharing — internal Knowledge sharing — external	

**Were there additional factors or programs — other than FCM project funding — that contributed to your project outcomes?** If so, please provide a short description of any other important contributing factors.

### 3. Identifying other outcomes

In addition to the outcomes described in the table above, please describe any other changes that occurred because of your project. Examples might include a change in interest in asset management, cost savings, a change in departmental budget priorities, and so on.

For each additional change that you have observed, please answer the following questions:

- What change did you observe over the course of the project?
- What/who contributed to this change?
- How do you know this change has happened?
- Why is this change important?

Other changes
1.
2.
3.

### 4. Lessons learned

#### What worked well?

What would you recommend to other municipalities undertaking the same work?

Please provide 1–3 lessons.

Lesson (one short statement)	Description (provide any additional detail here)
1.	
2.	
3.	

#### What would you do differently?

If you were to do this project again, what would you change? Please provide 1–3 lessons.

Lesson (one short statement)	Description (provide any additional detail here)
1.	
2.	
3.	

*Note: These lessons will be compiled and shared, without attribution, with other municipalities and practitioners to advance asset management knowledge.*

## 5. Resources

Please list and describe any external human resources (i.e. organizations or personnel) that you worked with during the project.

Name of organization or person	How did you identify this organization or person?	Brief description of their contribution
1.		
2.		
3.		

Please list and evaluate other key information sources, tools, templates, training materials, etc., that you used to assist your work during this project. *Note: This list may be used to inform other municipalities and organizations of available information and resources.*

Title of tool/resource	How did you identify this tool/resource?	How useful was the tool/resource?	Description/comments
1.		Choose an item	
2.		Choose an item	
3.		Choose an item	
4.		Choose an item	
5.		Choose an item	

## 6. Reporting on budget

Please complete the final budget reporting template, found in Schedule C of your contract, including all eligible expenses, and submit it together with this final report. Please confirm whether either or both of the following statements are true:

- ☐ The actual expenditure for any activity in this project deviated by more than 15% from the budget presented in the application.
- ☐ Some of the expenditures included in the final budget report were used for activities marked as Partial or Not Completed in Question 1.

If you ticked either of the above statements, please explain why your actual expenditures varied from the original activity budget. FCM staff may contact you for further details.

## 7. Next steps

What are your next steps to improve your community's asset management practices?

Next step	Do you need outside help to take this next step? If so, what help do you need?
1.	
2.	
3.	

## 8. Interest in knowledge sharing

Peer learning is a priority for FCM's Municipal Asset Management Program (MAMP). Please indicate if you are interested in sharing your lessons through MAMP with peer municipalities and organizations.

☐ Yes, we are interested in sharing our results and experiences at peer learning events.

## 9. Individuals involved in reporting

Please list the titles of the individuals that contributed to, or were consulted in, the completion of this report.

--

### 10. Comments (for FCM internal use) *(optional)*

FCM will continue to adapt and improve the MAMP program throughout its life cycle. We welcome all feedback about the program, or your experience, that might help us make it more useful in the future.

--

## 11. Testimonials (for public use) *(optional)*

FCM and Infrastructure Canada would appreciate a testimonial as to the value that MAMP funding has provided.

How has the Municipal Asset Management Program supported your municipality or organization in making better-informed infrastructure decisions? Why is this important for your community?

☐ Yes, I give my permission to use the above statements publicly, with attribution to the municipality or organization.

### Signature

☐ By typing my name below and submitting this report, I am providing my signature and I certify that the above final report is complete and accurate in its entirety.

---

Signed by the Authorized Officer



## Schedule C

### Part 3 Accepted Practices

The Recipient shall incorporate the following language into the Final Plan or Final Study or Final Capital Project, as applicable, and the Final Completion Report, unless it has received written notice to the contrary from FCM:

“© 202X, Corporation of the Municipality of West Elgin. All Rights Reserved.  
The preparation of this project was carried out with assistance from the Government of Canada and the Federation of Canadian Municipalities. Notwithstanding this support, the views expressed are the personal views of the authors, and the Federation of Canadian Municipalities and the Government of Canada accept no responsibility for them.”

## Schedule C

### Part 4 Eligible Activities and Expenditures

**Eligible expenses must be incurred after Eligible Expenditure Date of 9 September 2020.**

Expenditure Category	Eligible expenditures	Ineligible expenditures
<b>1) Pre-application</b>	N/A	<ul style="list-style-type: none"> <li>Any expenditure incurred prior to FCM's eligible expenditure date.</li> <li>Expenditure of developing this proposal or application.</li> </ul>
<b>2) Administrative and Overhead Expenditures</b>	<p>Administrative expenditures that are directly linked to and have been incurred for the project, such as:</p> <ul style="list-style-type: none"> <li>Communication expenditures (e.g. long-distance calls or faxes).</li> <li>Outsourced printing or photocopying.</li> <li>Acquisition of documents used exclusively for the project.</li> <li>Document translation.</li> <li>Transportation, shipping and courier expenditures for delivery of materials essential for the project.</li> <li>Design and production of communication products to promote project outcomes and benefits to the public.</li> </ul>	<p>General overhead expenditures incurred in the regular course of business, such as:</p> <ul style="list-style-type: none"> <li>Office space, real estate fees and supplies.</li> <li>Financing charges and interest payments.</li> <li>Promotional items.</li> <li>Permits or certifications.</li> <li>Advertising, website development, project education materials or expenditures to disseminate project communications products.</li> <li>Hospitality expenses (food and drink, alcohol, entertainment, etc.).</li> </ul>

<b>3) Capital Expenditures</b>	<p>Purchase of software related to asset management</p> <p><i>Note: FCM's contribution to this expense may not exceed 50% of FCM's total contribution to the project.</i></p>	<ul style="list-style-type: none"> <li>Any other capital expenditures or amortization expenses.</li> <li>Development of a software program</li> </ul>
<b>4) Equipment Rental</b>	<ul style="list-style-type: none"> <li>Rental of tools and equipment.</li> <li>Related operating expenditures such as fuel and maintenance expenditures.</li> </ul>	Rental of tools or equipment related to regular business activities.
<b>5) In-Kind</b>	N/A	Any goods and services received through donation.
<b>6) Training</b>	<ul style="list-style-type: none"> <li>Expenditures associated with accessing reference materials such as standards, templates and toolkits.</li> <li>Expenditures associated with attending training sessions, (provided externally) or bringing training in-house.</li> <li>Food and drink, to the extent that these costs comply with the Treasury Board of Canada guidelines, and to the extent that they are necessary to conduct the training/workshop sessions.</li> </ul>	<p>Any hospitality expenses such as:</p> <ul style="list-style-type: none"> <li>Food and drink</li> <li>Alcohol</li> <li>Door prizes</li> <li>Entertainment</li> <li>Music</li> <li>Decorations</li> <li>Flowers, centerpieces</li> <li>Etc.</li> </ul>
<b>7) Professional and/or Technical Services</b>	Fees for professional or technical consultants and contractors, incurred in support of eligible activities.	<ul style="list-style-type: none"> <li>Expenditures associated with regular business activities not related to the project.</li> <li>Legal fees.</li> </ul>
<b>8) Staff Remuneration</b>	<p>Daily rates actually paid by the Eligible Recipient to its Employees in Canada for time actually worked on the implementation of the Project.</p> <p>The daily rate per employee shall include the following costs:</p> <p>a) direct salaries: actual and justifiable sums paid by the Eligible Recipient to Employees in accordance with the Eligible Recipient's pay scales as regular salary <u>excluding</u> overtime pay and bonuses.</p>	<ul style="list-style-type: none"> <li>In-kind contribution of services.</li> <li>Participant salaries.</li> <li>Expenditures related to regular business activities.</li> <li>Overtime Pay</li> <li>Bonuses / performance pay.</li> <li>Fringe benefits such as; <ul style="list-style-type: none"> <li>sick days</li> <li>pension plan</li> <li>any other fringe benefits not listed as eligible</li> </ul> </li> <li>Costs related to ongoing or other business activities and not specifically required for the project.</li> <li>Professional membership fees or dues.</li> </ul>

	<p>b) fringe benefit: in accordance with the Eligible Recipient's policies, as follows:</p> <p>i. time-off benefits (prorated to the annual percentage (%) of time actually worked on the implementation of the Project): allowable number of days to be paid by the Eligible Recipient for the following payable absences: statutory holidays, annual vacation, and paid benefits: actual sums paid by the Eligible Recipient for paid benefits (prorated to the annual percentage (%) of time actually worked on the implementation of the Project): the Eligible Recipient's contribution to employment insurance and workers' compensation plans (where applicable), health and medical insurance, group life insurance, or other mandatory government benefits;</p> <p><i>Note: Labour costs must be documented in a manner that meets audit standards for verification of eligibility of cost and level of effort.</i></p>	
<b>9) Supplies and materials</b>	Supplies and materials required to undertake the project.	Expenditures related to regular business activities
<b>10) Taxes</b>	The portion of Provincial/Harmonized Sales Tax and Goods and Services Tax for which your organization is not eligible for rebate.	The portion of Provincial /Harmonized Sales Tax and Goods and Services Tax for which your organization is eligible for rebate, and any other expenditures eligible for rebates.

<p><b>11) Travel and Accommodation</b></p>	<p><u>For individuals on travel status</u> (individuals travelling more than 16 km from their assigned workplace - using the most direct, safe and practical road.);</p> <ul style="list-style-type: none"> <li>• Travel and associated expenses for implementing partners, guest speakers and consultants to the extent that the travel and accommodation rates comply with the Treasury Board of Canada guidelines, and to the extent that such travel is necessary to conduct the initiative. <a href="http://www.canada.ca/en/treasury-board-secretariat/services/travel-relocation/travel-government-business.html">www.canada.ca/en/treasury-board-secretariat/services/travel-relocation/travel-government-business.html</a></li> <li>• <i>Where justified, participant travel costs may be claimed with prior written consent from FCM. Under no circumstances will participant honorariums be covered.</i></li> </ul>	
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**Note: Invoices, receipts and timesheets (where applicable), must be sufficiently detailed to enable verification of expenditure eligibility and level of effort.**

## **Schedule D**

### **Contact Information**

#### **Notices and Requests.**

Any notice, demand, request or other communication to be given or made under this Agreement to FCM or to the Recipient, other than a notice of default, shall be in writing and may be made or given by personal delivery, by ordinary mail, by facsimile or by electronic mail. A notice of default shall be in writing and delivered by registered mail. Notices shall be addressed as follows:

#### **FCM**

Federation of Canadian Municipalities  
24 Clarence Street  
Ottawa, Ontario  
K1N 5P3

Attention: Brett Phillips, Project Officer  
Email: bphillips@fcm.ca

#### **Recipient**

Corporation of the Municipality of West Elgin  
22413 Hoskins Line  
Rodney, Ontario  
N0L 2C0

Attention: Magda Badura, Treasurer  
Email: mbadura@westelgin.net



# MUNICIPALITY OF **West Elgin**

## **The Corporation of The Municipality of West Elgin**

### **By-Law 2021-65**

#### **A By-Law to Set Rates of Remuneration for Members of Council**

**Whereas** Section 5 of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, provides that the powers of a municipality shall be exercised by by-law; and

**Whereas** Section 283 (1) of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, provides that a municipality may pay any part of the remuneration and expenses of the members of any local board of the municipality and of the officers and employees of the local board; and

**Whereas** Section 283 (2) of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, provides that a municipality may pay expenses of the members of its council or of a local board of the municipality and of the officers and employees of the municipality or local board if the expenses are of those persons in their capacity as members, officers or employees and if, the expenses are actually incurred or the expenses are, in lieu of the expenses actually incurred, a reasonable estimate, in the opinion of the council, of the actual expenses incurred; and

**Whereas** Section 283 (7) of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, provides that “ on or after December 1, 2003 a council shall review a by-law under subsection 5 at a public meeting at least once during the four-year period corresponding to the term of office of its members after a regular election”; and

**Whereas** despite any Act, a municipality may only pay the expenses of the members of its Council, Officers and Employees if the expenses are of those persons in their capacity, and if the expenses are actually incurred; or the expenses are in lieu of the expenses actually incurred, a reasonable estimate of the actual expense that would be incurred; and

**Whereas** it is deemed desirable and expedient to set the remuneration and expenses for all Members of Council of the Municipality of West Elgin;

**Now Therefore** the Council of the Corporation of the Municipality of West Elgin enacts as follows:

1. The Mayor shall be paid an annual rate of \$19,240. This shall be for attendance at all Council meetings, committee meetings, conventions,

seminars and to perform all other duties which are associated with the Office of the Mayor.

2. The Deputy Mayor shall be paid an annual rate of \$16,120. This shall be for attendance at all Council meetings, committee meetings, conventions, seminars and to perform all other duties which are associated with the Office of the Deputy Mayor.
3. Councillors shall be paid an annual rate of \$13,520. This shall be for attendance at all Council meetings, committee meetings, conventions, seminars and to perform all other duties which are associated with the Office of Council.
4. The amounts identified in sections 1, 2 and 3 shall not include any amounts paid directly by any Joint Boards or Committees.
5. The amounts identified in sections 1, 2 and 3 shall be increased annually by the percentage increase provided to the municipal employees.
6. The amounts identified in sections 1, 2 and 3 shall be paid in equal monthly payments, payable the final day of each month.
7. In addition to the above, Council members are entitled to receive a mileage reimbursement of \$0.495 per kilometer for the use of their personal vehicles, while travelling outside of the Municipality of West Elgin for matters relating to municipal business.
8. All members of Council shall receive reimbursement for:
  - a. Cost of registration for attendance at approved conventions and seminars;
  - b. Travelling costs associated with conventions and seminars
  - c. The cost of overnight accommodation to a maximum of \$365 per day, upon submission of receipts. The amount paid will be equal to the receipts submitted to the maximum amount.
9. That by-law 2020-88 is hereby repealed and replaced.
10. This by-law shall come into force and effect on January 1, 2022.

Read a first, second and third and finally passed this 2<sup>nd</sup> day of December, 2021.

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Duncan McPhail  
Mayor

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Jana Nethercott  
Clerk



# MUNICIPALITY OF **West Elgin**

## **The Corporation of The Municipality of West Elgin**

### **By-Law 2021-66**

#### **A By-Law to Set Rates of Remuneration for Municipal Employees**

**Whereas** Section 5 of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, provides that the powers of a municipality shall be exercised by by-law; and

**Whereas** Section 283(1) of the *Municipal Act* provides that a municipality may pay expenses of the officers and employees of the municipality; and

**Whereas** it is deemed desirable and expedient to set the remuneration and expenses for all persons employed by the Corporation of the Municipality of West Elgin;

**Now Therefore** the Council of the Corporation of the Municipality of West Elgin enacts as follows:

1. Remuneration for full time positions as per Schedule "A".
2. Remuneration for part time positions as per Schedule "B".
3. Remuneration for seasonal positions as per Schedule "C".
4. Remuneration for West Elgin Fire Department positions as per Schedule "D"
5. Schedules A, B, C and D shall increase annually as per October's Consumer Price Index (CPI).
6. Employee benefits in addition to remuneration shall be paid as set forth in the human resources policies as amended from time to time.
7. Remuneration of any other person engaged by Council for specific purposes shall be fixed by resolution of Council.
8. An employee shall be paid 49.5 cents per kilometre for each kilometre he/she has traveled in their personal vehicle for work purposes. If employees travel together then mileage is paid only to the driver.



9. By-Law 2020-94 is hereby repealed.

10. This By-Law shall come into force and effect on January 1, 2022.

Read a first, second and third and finally passed this 2<sup>nd</sup> day of December 2021.

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Duncan McPhail  
Mayor

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Jana Nethercott  
Clerk

2022

	<u>STEP 1</u>	<u>STEP 2</u>	<u>STEP 3</u>	<u>STEP 4</u>	<u>STEP 5</u>
<b>FULL-TIME:</b>					
CAO/Treasurer	\$ 98,031.27	\$ 104,158.23	\$ 110,285.17	\$ 116,412.13	\$ 122,539.08
Manager, Operations & Community Services	\$ 88,228.15	\$ 93,742.41	\$ 99,256.60	\$ 104,770.92	\$ 110,285.17
Planner	\$ 66,447.28	\$ 70,600.24	\$ 74,753.19	\$ 78,906.15	\$ 83,059.11
Municipal Clerk	\$ 62,706.14	\$ 66,625.28	\$ 70,544.41	\$ 74,463.54	\$ 78,382.68
Financial Analyst/Tax Collector	\$ 60,455.36	\$ 64,233.82	\$ 68,012.28	\$ 71,790.74	\$ 72,157.59
Accounting Clerk	\$ 47,689.36	\$ 50,662.80	\$ 53,655.30	\$ 56,628.73	\$ 59,602.17
Administrative Assistant/Accounting Clerk	\$ 44,029.75	\$ 46,774.46	\$ 49,538.23	\$ 52,282.94	\$ 55,027.65
Admin Assistant/Records Management	\$ 44,029.75	\$ 46,774.46	\$ 49,538.23	\$ 52,282.94	\$ 55,027.65
Operations & Community Services Coordinator	\$ 44,029.75	\$ 46,774.46	\$ 49,538.23	\$ 52,282.94	\$ 55,027.65
Supervisor, Public Works	\$ 30.16	\$ 32.05	\$ 33.93	\$ 35.82	\$ 36.00
Supervisor, Parks & Recreation	\$ 30.16	\$ 32.05	\$ 33.93	\$ 35.82	\$ 36.00
Supervisor, Utilities	\$ 30.16	\$ 32.05	\$ 33.93	\$ 35.82	\$ 36.00
Facility Operator	\$ 21.99	\$ 23.37	\$ 24.74	\$ 26.11	\$ 27.49
Public Works Department Operator	\$ 21.99	\$ 23.37	\$ 24.74	\$ 26.11	\$ 27.49
Utilities Operator	\$ 21.99	\$ 23.37	\$ 24.74	\$ 26.11	\$ 27.49

**Schedule B - By-law 2021-66**

**2022**

	<b><u>STEP 1</u></b>	<b><u>STEP 2</u></b>	<b><u>STEP 3</u></b>	<b><u>STEP 4</u></b>	<b><u>STEP 5</u></b>
<b>PART-TIME</b>					
Drainage Superintendent	\$ 21.99	\$ 23.37	\$ 24.74	\$ 26.11	\$ 27.49
Service Ontario Clerk	\$ 21.99	\$ 23.37	\$ 24.74	\$ 26.11	\$ 27.49
By-law Officer	\$ 21.99	\$ 23.37	\$ 24.74	\$ 26.11	\$ 27.49
Bus driver	\$ 21.99	\$ 23.37	\$ 24.74	\$ 26.11	\$ 27.49
Landfill Attendant	\$ 19.10	\$ 20.29	\$ 21.49	\$ 22.68	\$ 23.88
Janitor	\$ 19.10	\$ 20.29	\$ 21.49	\$ 22.68	\$ 23.88
Meter Reader	\$ 19.10	\$ 20.29	\$ 21.49	\$ 22.68	\$ 23.88

**Schedule C - By-law 2021-66**

**2022**

**SEASONAL**

	<u><b>STEP 1</b></u>	<u><b>STEP 2</b></u>	<u><b>STEP 3</b></u>	<u><b>STEP 4</b></u>	<u><b>STEP 5</b></u>
Supervisor - Life Guard	\$ 17.00	\$ 17.50	\$ 18.00	\$ 18.50	\$ 19.00
Life Guard	\$ 16.00	\$ 16.50	\$ 17.00	\$ 17.50	\$ 18.00
Seasonal Operator - Roads/Parks & Rec/Water	\$ 15.00	\$ 15.50	\$ 16.00	\$ 16.50	\$ 17.00
Seasonal Operator - Winter Control	\$ 21.99	\$ 23.37	\$ 24.74	\$ 26.11	\$ 27.49
Winter Patrol - weekend rate					\$ 100.00
Port Glasgow Trailer Park Manager					\$ 31,952.51
Port Glasgow Trailer Park Assistant					\$ 15,976.26

**Schedule D - By-law 2021-66**

**2022**

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**WEST ELGIN FIRE DEPARTMENT**

	Annual	Hourly
Deputy Chief	\$ 3,794.43	
Station Chief	\$ 2,710.30	
Captains	\$ 1,084.13	
Fire Fighting		\$ 27.10
Training Officer	\$ 2,710.30	
Officers Meetings		\$ 27.10
Training		\$ 27.10
Fire Prevention Officer	\$ 2,710.30	



# MUNICIPALITY OF **West Elgin**

## **The Corporation Of The Municipality Of West Elgin**

### **By-Law No. 2021-67**

**Being a By-Law to confirm the proceedings of the Regular Meeting of Council held on December 2, 2021.**

**Whereas** Section 5(1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, the powers of a municipality shall be exercised by council; and

**Whereas** Section 5(3) of the Municipal Act, the powers of Council shall be exercised by by-law; and

**Whereas** it is deemed expedient that proceedings of Council of the Corporation of the Municipality of West Elgin as herein set forth be confirmed and adopted by by-law;

**Now therefore** the Council of the Municipality of West Elgin enacts as follows:

1. That the actions of the meeting of Council held on December 2, 2021, in respect of each recommendation, motion and resolution and other action taken by the Council at this meeting, is hereby adopted and confirmed as if all such proceedings were expressly embodied in this by-law.
2. The Mayor and proper officials of the Corporation of the Municipality of West Elgin are hereby authorized and directed to do all things necessary to give effect to the action of the Council referred to in the preceding section hereof.
3. The Mayor and Clerk are hereby authorized and directed to execute all documents necessary in that behalf and to affix the Seal of the Corporation of the Municipality of West Elgin.

Read a first, second, and third time and finally passed this 2<sup>nd</sup> day of December, 2021.

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Duncan McPhail  
Mayor

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Jana Nethercott  
Clerk