



Municipality of West Elgin

Agenda

Council Meeting

Date: **November 10 2022, 9:30 a.m.**
Location: **West Elgin Community Complex - Hybrid Meeting**
160 Main Street
West Lorne
Electronic Hybrid Meeting

This meeting will be broadcasted and the recording made available after the meeting on the municipal website. If you require an alternate format or accessible communication support or wish to receive the link to the meeting via email please contact the Clerk, at 519-785-0560 or by email at 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

Recommendation:

That Council hereby recesses and proceeds into a Committee of Adjustment pursuant to Section 45 of the Planning Act at _____ a.m.

5. Adoption of Minutes

Recommendation:

That the Minutes of the Council meeting on October 20, 2022 be adopted as circulated and printed.

6. Business Arising from Minutes

7. Consent Agenda

Recommendation:

That West Elgin Council hereby receives and files the consent agenda as presented.

7.1. Monthly Staff Reports

7.1.1. Building Activity Report October 2022 10

7.2. Correspondence

7.2.1. Minister of Municipal Affairs and Housing - More Homes Built
Faster Plan 12

7.2.2. Enbridge Gas Rates Increase 13

8. Staff Reports

8.1. Finance/Administration

8.1.1. M. Badura, CAO/Treasurer & J. Nethercott, Clerk -
Accomplishments during the 2018-2022 Council Term 14

Recommendation:

That West Elgin Council hereby receives the report from Magda
Badura, CAO/Treasurer & Jana Nethercott, Clerk re:
Accomplishments during the 2018-2022 Council Term.

8.1.2. M. Badura, CAO/Treasurer & J. Nethercott, Clerk -
Organizational Review Update 20

Recommendation:

That West Elgin Council hereby receives the report from Magda
Badura, CAO/Treasurer and Jana Nethercott, Clerk re:
Organizational Review Update for informational purposes.

9. Committee and Board Report

9.1. Councillor Reports from Committees

10. Consideration of Items Requiring Discussion

11. Council Inquires/Announcements

11.1. Notice of Motion

11.2. Statements/Inquires by Councillors

11.3. Matters of Urgency

12. Acknowledgement of Final Council Meeting

13. Confirming By-Law

29

Recommendation:

That By-law 2022-66 being a By-law to confirm the proceeding of the Regular Meeting of Council held on November 10, 2022, be read a first, second and third and final time.

14. Adjournment

Recommendation:

That the Council of the Municipality of West Elgin hereby adjourn at _____ to meet again at 7 p.m. on November 17, 2022 for the Inaugural Meeting of 2022-2026 Council Term.



Municipality of West Elgin

Minutes

Council Meeting

October 20, 2022, 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

Due to the COVID-19 Pandemic and physical distancing requirements this meeting was held in a hybrid format.

1. Call to Order

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

2. Adoption of Agenda

Resolution No. 2022- 358

Moved: Councillor Tellier

Seconded: Councillor Rowe

That West Elgin Council hereby adopts the Agenda as presented.

Carried

3. Disclosure of Pecuniary Interest

No disclosures

4. Court of Revision

Resolution No. 2022- 359

Moved: Deputy Mayor Leatham

Seconded: Councillor Rowe

That Council proceed into Court of Revision at 9:31 a.m. under Section 46 of the *Drainage Act*.

Carried

5. Adoption of Minutes

Resolution No. 2022- 360

Moved: Councillor Rowe

Seconded: Deputy Mayor Leatham

That the Minutes of the Council meeting on October 6, 2022 be adopted as circulated and printed.

Carried

6. Business Arising from Minutes

None.

7. Consent Agenda

Resolution No. 2022- 361

Moved: Councillor Tellier

Seconded: Councillor Cammaert

That West Elgin Council hereby receives and files the Consent Agenda.

Carried

7.1 Monthly Staff Reports

7.1.1 Building Monthly Report - September

7.1.2 Fire Monthly Report - September

7.1.3 Administration Monthly Report - September

7.2 Communications from Other Municipalities

7.2.2 Parry Sound - Resolution Supporting Health Care Connect for Armed Forces

7.3 Other Items

8. Staff Reports

8.1.1 M. Badura - Q3 Budget to Actuals

Resolution No. 2022- 362
Moved: Deputy Mayor Leatham
Seconded: Councillor Tellier

Carried

9.1 Councillor Reports from Committees

9.2 West Elgin Community Centre Board of Management - Minutes of September 14

10. Consideration of Items Requiring Discussion

10.1 West Lorne Santa Claus Parade

Resolution No. 2022- 363

Moved: Councillor Rowe

Seconded: Councillor Cammaert

That West Elgin Council hereby supports the closure of Main Street between Ridge Street and Graham Road, between Jane St and Chestnut Streets on November 26, 2022 from 5:30 pm to 7:00 pm, for the West Lorne Santa Claus Parade.

Carried

11. Council Inquires/Announcements

11.1 Notice of Motion

None.

11.2 Statements/Inquires by Councillors

Councillor Rowe stated that she had received information from IESO that the Ministry of Energy has release the regulations for contracting energy services and these regulations make it clear that municipal support is required for all energy projects as well as consultations with local indigenous groups. These address all the issues West Elgin identified and submitted in our comments.

11.3 Matters of Urgency

None.

12. By-Laws

12.1 By-Law 2022-59 - Third and Final Reading of McKenzie Drain

Resolution No. 2022- 364

Moved: Councillor Tellier

Seconded: Councillor Cammaert

That By-law 2022-59 Being A By-Law to provide for the McKenzie Drain – South Branch & St Thomas More Branch in the Municipality of West Elgin, be read a third and final time

Carried

13. Closed Session

Resolution No. 2022- 365

Moved: Councillor Rowe

Seconded: Deputy Mayor Leatham

That the Council of the Municipality of West Elgin Council hereby proceeds into Closed Session at 10:58 a.m. under Section 239(2)(b) in order to give consideration to items pertaining to personal matters about identifiable individual(s) including municipal or local board employee(s).

Carried

Clerk Jana Nethercott and Manager of Operations & Community Services exited the meeting at 10:59 a.m.

14. Report from Closed Session

Mayor McPhail reported out at 12:01 p.m., that consideration was given to matters pertaining to personal matters pertaining to identifiable individuals including municipal or local board employees.

15. Confirming By-Law

Resolution No. 2022- 366

Moved: Deputy Mayor Leatham

Seconded: Councillor Rowe

That By-law 2022-64 being a By-law to confirm the proceeding of the Regular Meeting of Council held on October 20, 2022, be read a first, second and third and final time.

Carried

16. Adjournment

Resolution No. 2022- 367

Moved: Councillor Tellier

Seconded: Councillor Cammaert

That the Council of the Municipality of West Elgin hereby adjourn at 12:02 p.m. to meet again at 9:30 a.m. on November 10, 2022 or at the call of the Chair.

Carried

Duncan McPhail, Mayor

Jana Nethercott, Clerk



Staff Report

Report To: Council Meeting
From: Jackie Morgan-Beunen, CBO
Date: 2022-11-10
Subject: Building Activity Report October 2022

Recommendation:

That West Elgin Council hereby receives the report from Jackie Morgan-Beunen, CBO re: Building Permit Report for October 2022 for information purposes.

Purpose:

The purpose of this report is to provide Council with information regarding the type of permits issued between October 1st to 31st, 2022 in West Elgin, as well as the permit value and permit fees collected.

Background:

Time allocation was spent on new applications, plans examinations, correspondence and inspections,

- | | |
|--|---|
| • Total Number of Building Permits Issued in the month of October: | 4 |
| • Total Number of those being Demolition Permits issued: | 2 |
| • Number of New Residence Building Permits within: | 0 |

Summary of Permits issued Year-To-Date:

- | | |
|---|----------------|
| • 2022: Number of Permits Issued to end of September: | 80 |
| • 2021: Number of Permits Issued to end of September: | 100 |
| • 2022: Total Construction Value to end of September: | \$7,818,959.95 |
| • 2021: Total Construction Value to end of September: | \$9,068,792.00 |
| • 2022: Total Permit Fees to end of September: | \$59,501.66 |
| • 2021: Total Permit Fees to end of September: | \$47,432.43 |

Financial Implications:

There are no financial implications associated with this report.

Report Approval Details

Document Title:	Building Activity Report October 2022 - 2022-12-Building.docx
Attachments:	
Final Approval Date:	Nov 2, 2022

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

Jana Nethercott

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister

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Toronto ON M7A 2J3
Tel.: 416 585-7000

**Ministère des
Affaires municipales
et du Logement**

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234-2022-4624

October 25, 2022

Good afternoon,

On October 25, 2022, our government released [More Homes Built Faster: Ontario's Housing Supply Action Plan 2022-2023](#) that proposes bold and transformative action to get 1.5 million homes built over the next 10 years.

Details about the range of measures in our plan can be found in the [news release here](#).

The More Homes Built Faster Plan proposes policies and tools that reflect recommendations from the [Housing Affordability Task Force Report](#) and builds on [More Homes, More Choice](#) and the [More Homes for Everyone Plan](#). Our plan also draws on many elements from AMO's 2022 A Blueprint for Action: An Integrated Approach to Address the Ontario Housing Crisis and ROMA's 2022 Task Force Report on Attainable Housing and Purpose-Built Rentals. These changes are providing a solid foundation to address Ontario's housing supply crisis over the long term and will be supplemented by continued action in the future.

Our government has also introduced the More Homes Built Faster Act, 2022, and is seeking feedback on the changes proposed under the legislation and associated regulations. Additionally, various housing and land use policy reviews – including a housing-focused policy review of A Place to Grow and the Provincial Policy Statement, with a theme of supporting rural and northern housing – are being undertaken to identify and remove barriers to getting more homes built. These and other related consultations can be found through the [Environmental Registry of Ontario and the Ontario Regulatory Registry](#).

We encourage you share this information with senior staff in the municipality and to inform the newly elected head of council and council members. Our government is building a strong foundation for action that will continue to ensure Ontario is a prosperous and growing province – and the best place in the world to call home. We look forward to continued collaboration with our municipal partners to get more homes built faster.

Sincerely,

A handwritten signature in blue ink that reads "Steve Clark".

Steve Clark
Minister

- c. The Honourable Michael Parsa, Associate Minister of Housing
Kate Manson-Smith, Deputy Minister
Ryan Amato, Chief of Staff, Minister's Office
Joshua Paul, Assistant Deputy Minister, Housing Division
Municipal Chief Administrative Officers

ONTARIO ENERGY BOARD NOTICE TO CUSTOMERS OF ENBRIDGE GAS INC.

Enbridge Gas Inc. has applied to raise its natural gas rates effective April 1, 2023, to recover costs associated with the *Greenhouse Gas Pollution Pricing Act* and the *Ontario Emissions Performance Standards*, and to recover certain related account balances and other changes.

Learn more. Have your say.

Enbridge Gas Inc. has applied to the Ontario Energy Board for approval to increase its rates effective April 1, 2023, to recover the costs associated with meeting its obligations under the *Greenhouse Gas Pollution Pricing Act* and the regulations under the *Ontario Emissions Performance Standards*. Enbridge Gas Inc. has also applied to recover from customers the balances in the related deferral and variance accounts and to establish a common Facility Carbon Charge for all customers, effective January 1, 2024.

The federal government's *Greenhouse Gas Pollution Pricing Act* establishes a carbon pricing program under which a natural gas utility in Ontario, such as Enbridge Gas Inc., is required to pay a carbon charge to the federal government for emissions from the natural gas that it delivers to its customers, and for excess emissions from the operation of Enbridge Gas Inc.'s natural gas distribution system. The federal carbon charge came into effect on April 1, 2019, increased on April 1, 2020, April 1, 2021, and on April 1, 2022, and will increase again on April 1, 2023.

The Ontario Emissions Performance Standards program is the Ontario government's carbon pricing system for industrial emitters that will come into effect on January 1, 2022, and replaces the federal government's Output-Based Pricing System in Ontario.

Enbridge Gas Inc. says that if its application is approved as filed, it will have the following bill impacts:

- A typical residential customer in the EGD rate zone (former customers of Enbridge Gas Distribution Inc.) will see a bill increase of \$63.59 beginning April 1, 2023. This is composed of a \$62.42 yearly bill increase arising from the 2023 carbon charges, plus a one-time charge of \$1.17, to recover the balances in the related deferral and variance accounts.
- A typical residential customer in the Union South rate zone (former customers of Union Gas Limited), will see a bill increase of \$57.66 beginning April 1, 2023. This is composed of a \$57.24 yearly bill increase from the 2023 carbon charges, plus a one-time charge of \$0.42, to recover the balances in the related deferral and variance accounts.
- A typical residential customer in the Union North rate zone (former customers of Union Gas Limited), will see a bill increase of \$57.77 beginning April 1, 2023. This is composed of a \$57.24 yearly bill increase from the 2023 carbon charges, plus a one-time charge of \$0.53, to recover the balances in the related deferral and variance accounts.

Other customers, including businesses, may be affected.

THE ONTARIO ENERGY BOARD WILL HOLD A PUBLIC HEARING

The Ontario Energy Board (OEB) will hold a public hearing to consider the application filed by Enbridge Gas Inc. (Enbridge Gas). During the hearing, which could be an oral or written hearing, we will question Enbridge Gas on its application. We will also hear questions and arguments from individuals that have registered to participate (called intervenors) in the OEB's hearing.

The OEB is an independent and impartial public agency. We make decisions that serve the public interest. Our goal is to promote a financially viable and efficient energy sector that provides you with reliable energy services at a reasonable cost.

BE INFORMED AND HAVE YOUR SAY

You have the right to information regarding this application and to be involved in the process.

- You can review Enbridge Gas's application on the OEB's website now
- You can file a letter with your comments, which will be considered during the hearing
- You can become an intervenor. As an intervenor you can ask questions about Enbridge Gas's application and make arguments on whether the OEB should approve Enbridge Gas's request. Apply by **November 8, 2022** or the hearing will go ahead without you and you will not receive any further notice of the proceeding
- At the end of the process, you can review the OEB's decision and its reasons on our website

LEARN MORE

Our file number for this case is **EB-2022-0194**. To learn more about this hearing, find instructions on how to file a letter with your comments or become an intervenor, or to access any document related to this case, please enter the file number **EB-2022-0194** on the OEB website: www.oeb.ca/participate. You can also phone our Public Information Centre at 1-877-632-2727 with any questions.

ORAL VS. WRITTEN HEARINGS

There are two types of OEB hearings – oral and written. Enbridge Gas has applied for a written hearing. The OEB will determine at a later date whether to proceed by way of a written or oral hearing. If you think an oral hearing is needed, you can write to the OEB to explain why by **November 8, 2022**.

PRIVACY

If you write a letter of comment, your name and the content of your letter will be put on the public record and the OEB website. However, your personal telephone number, home address and email address will be removed. If you are a business, all your information will remain public. If you apply to become an intervenor, all information will be public.

This rate hearing will be held under section 36 of the Ontario Energy Board Act, 1998, S.O. 1998, c.15 Schedule B.



Ontario
Energy
Board | Commission
de l'énergie
de l'Ontario



Staff Report

Report To: Council Meeting

From: Magda Badura, CAO/Treasurer & Jana Nethercott, Clerk

Date: 2022-11-10

Subject: Accomplishments during the 2018-2022 Council Term

Recommendation:

That West Elgin Council hereby receives the report from Magda Badura, CAO/Treasurer & Jana Nethercott, Clerk re: Accomplishments during the 2018-2022 Council Term.

Purpose:

The purpose of this report is to provide Council with the highlights some of the Municipality's accomplishments during the 2018-2022 Council Term.

Background:

2019

2019 was a year of learning for this Council as there were many new faces. Council received the first Municipal Modernization Grant and with staff recommendations, explored options for the best way to use this funding.

Electronic Agenda Software - The purchase of the electronic agenda software eScribe was done in 2019 and by December of 2019, Council had transitioned all agendas to this software.

Demo of Horse Barns and Grandstand – hosted public information session prior to demolition to ensure public transparency.

Sale of Old Creamery Property- Council issued a request for proposals for the property at 175 Main Street in West Lorne. A proposal was accepted the stipulation that the current structures be removed.

Disposed of Surplus lands – one such parcel to Heritage Homes for a possible extension of the not-for-profit housing.

Assumed Eagle Ponds Nature Park Grounds Maintenance – at the request of Council, staff began maintenance of these grounds to provide walking paths.

Water and Wastewater Rate Studies – Water and Wastewater rate studies are required as per the provincial legislation to ensure that there will be enough money to provide clean drinking water for residents and that all major maintenance is contemplated when the rates are set. Along with these reports 20-year Capital plans for each system was also completed.

Health and Safety GAP Audit – completed an audit of municipal health and safety for employees and instituted new policies and procedures to ensure that staff are safe.

Rodney Old Town Hall Grant - Submitted grant application for the reconstruction of the Old Town Hall in Rodney with the assistance of a professional grant writer.

Communication Improvements – Creation of Municipal Social Media presence and started distributing the Council Highlights to staff and Council as well as on social media. Council directed staff to improve communication with the residents and these were the first steps in the process.

2020

West Lorne Wastewater Treatment Plant refurbishment - started in 2017 with the application of a grant to assist with the refurbishment costs thru the Small Community Grant Fund. The grant was awarded in 2018, at \$2.7 million equally funded by the Federal, Provincial and Municipal levels of government. The work was completed in March of 2020.

Website – Launched on May 31, 2020, the redesign of the municipal website was a project that began in October of 2019 and continued with staff and Council input until the launch. This new website conforms to the AODA requirements that are set to take effect in January 2021. Funding for the redeveloped website was granted through the Municipal Efficiencies Grant.

Organizational Review – West Elgin Council initiated an organizational review in November 2019 and this resulted in the creation of one new position and the re-deployment of staff to find efficiencies. This review was partially funded through the Municipal Modernization Grant.

Accessible Playground in Miller Park – West Elgin partnered with the West Lorne Optimist Club who, were able to purchase a accessible playground structure through a Provincial Trillium Grant and fundraising campaign, to install this new equipment in Miller Park.

Hiring of new Fire Chief – In March 2020, West Elgin Council approved the creation of a recruitment committee for a part-time Fire Chief for West Elgin Fire Department. The result of this recruitment process was a shared services agreement with the Municipality of Southwold for the services of a part time Fire Chief.

Municipal Wide Curbside Garbage & Recycling Collection – in January 2020 Council held a public information session regarding the possibility of expanding curbside collection of garbage and recycling to all residential properties in West Elgin. In June 2020 Council approved the expanding curbside collection to all residential properties in West Elgin, with collection beginning August 3, 2020. This assisted in extending the life of the West Elgin Landfill as all curbside collection is taken to the Greenlane Landfill.

Spruce Up West Elgin Tree Giveaway – the Municipality, in cooperation with Lower Thames Conservation Authority purchased a total of 300 saplings to give to West Elgin Residents to help increase our tree coverage. Starting in March 2020 residents could sign up for one of the free trees with the pick-up day in May 2020 which included COVID-19 protocols. This program was also run in 2021, with residents able to choose their type of tree prior to pick up day. Due to a shortage of trees in 2022 there was no giveaway, however this program returns in January of 2023

Hanging Basket Sponsorships: staff developed a program to have residents assist with the cost of purchasing and maintaining the hanging baskets in the downtown. Sponsorships were done first in 2020, and continued each year since. The past year of 2022 these sponsorships were completely sold out and we had a wait list for more.

Pandemic Response – In March 2020, the Global Pandemic was declared, municipal staff and Council worked hard to address the needs of the community and the safety of staff and residents. The Emergency Control Group and staff responded by continuing to provide services to residents through these unique circumstances.

- Council adapted to meet virtually starting in March of 2020
- Staff brought together all recreational trailer parks within West Elgin in order to share signage and information on the closure and re-opening of recreation trailer parks as well as act as a resource source for COVID-19.
- Staff developed policies and procedures to maintain municipal services and provide recreational services to the public, including developing waivers and check lists for all facility rentals as restrictions eased.
- Staff adapted to provide contactless payment options and curbside delivery of some services such as Marriage Licenses, commissioning of documentation and payment of accounts receivable prior to office re-opening to the public in June 2020.
- Staff worked with the two other Service Ontario locations to co-ordinate re-opening of the offices.
- Staff partnered with Dutton Dunwich for Municipal Hazardous waste day, with COVID-19 precautions in August 2020
- Council resumed many committee meetings, mainly virtually in June 2020
- Council resumed in person, public meetings in August, with social distancing and masking rules in effect.

There were a number of other Capital and smaller projects that were initiated in 2020:

- road paving,
- waterline replacements on Todd Place and Chestnut/Wood Streets,
- cast iron watermain replacement in Rodney,
- purchase of the fish cleaning station,
- mold remediation at the West Elgin Community Complex,
- resurfacing of the tennis courts,
- installation of keyless entry in municipal facilities,
- replacement of the filter in the West Elgin Community Pool,
- lighting retrofit at the West Lorne Complex
- consultation and engineering of the septic system at the Port Glasgow Trailer Park.

West Elgin staff also applied for a number of grants in 2020 such as the Enabling Accessibility Fund, Canadian Tire Jump Start Accessibility Fund, Investing in Canada Infrastructure Program – Old Town Hall in Rodney, Investing in Canada Infrastructure Program – Black's Road Bridge Reconstruction, Investing in Canada Infrastructure Program – Green Stream – Rodney Wastewater Treatment Plant Upgrades, Safe Restart- Municipal Operations Grant, Investing in Canada Infrastructure Program – Transit – Four Counties Transit Bus Replacement, Municipal Modernization Grant (intake 2), to name a few.

2021

Pandemic Response - as the pandemic worsened staff pivoted once again to primarily working from home, still managing to maintain services and operations, while trying to understand the ever changing rules and regulations and communicate this with the public. Staff started returning to the office in March of 2021.

Electronic Council Meetings – During the early stages of the pandemic, council switched to electronic only meetings, however in early 2021 with the use of Modernization Grant funding West Elgin was able to purchase Hybrid Meeting Equipment. This equipment has allowed council to return to in person meetings, with still having a video component and provides more opportunities for public engagement and for residents to be involved in Council.

Downtown Rodney Reconstruction project with County of Elgin – The downtown Rodney reconstruction project began in 2021, with the closure of Furnival Road for replacement of storm sewers, curbs, gutters, sidewalk and asphalt replacements, new storm sewer outlets and streetscape improvements such as new downtown lighting. The first phase was completed by the end of October 2021, with the final top coat of asphalt done in the late summer of 2022.

Review Official Plan – Official Plans are required to be reviewed every 5 years and full replacements every 20 years. The review of the Official Plan began in early 2021, with proposals being accepted and initial project plan being presented.

Asset Management – CityWide computer system was purchased and all municipal assets were uploaded to this program as well as Tri-County Assets. Staff then did training on Maintenance Manager, which is how requests for service and by-law complaints are now submitted. The public portal has been implemented on the municipal website so that inquires are tracked and assigned to appropriate municipal staff and all notes are placed in this system so that staff taking calls can see where service requests are in the process. The Work Order module has also been activated and work orders are all being done through this system now.

Rodney Sewage Refurbishment - Received ICIP Funding Grant for Rodney Sewage Refurbishment & initiated engineering and design of project was started.

West Lorne Sanitary Sewer Capacity Study – with development increasing a capacity study of West Lorne Sanitary Sewer system was initiated.

Municipal Office Renovations – Municipal Office renovation began with staff packing up the entire office, going thru all the records and inventorying all documents and items. Staff stored and physically moved all items off site throughout the month of September, with September 29th being the one day the office was not open to the public. In the end due to mold and other issues, the building was required to be stripped back to bare studs and rebuilt to ensure that staff and public are safe when entering the office. Staff operated out of the Rodney Recreation Centre, with Service Ontario and reception always available and other staff rotating in on an as needed basis. Staff were able to return to the Municipal office in the first week of March, 2022. The redesigned Municipal Office has more offices for staff, better work flow areas at the front counter and staff desks, a boardroom for meeting the public and an accessible public washroom.

Review and Update of the Tri-County Water Board Master Agreement – As the administering Municipality, West Elgin Staff played a lead role in this review and update of the agreement. In the

end after almost a year the amendments to the agreement were done and consensus was reached within the Board and all member municipalities.

Municipal Hazardous Waste - Due to changes from the Province in the Municipal Household Hazardous Waste Program, West Elgin and Dutton Dunwich were no longer able to host their annual depot day and so staff worked with Dutton Dunwich and entered into an agreement with St Thomas Community Recycling Centre to allow our residents to transport their hazardous waste to this depot throughout the year.

Electronic Signs – as part of the communications strategy staff used money from the Modernization Grant (intake 1) to purchase electronic signs for the downtown areas of both villages. These signs have proven to be very useful to residents.

Laserfiche - Council approved the purchase of a licensing agreement for Laserfiche document management system as part of the 2021 Budget, through the Efficiencies Grant. The Clerk built the records management files and retentions into the folder structure of this cloud-based system and is currently working with IT and staff to build the automated workflows to realize efficiencies as well as moving electronic records and assigning metadata to each record.

Payworks – Payworks Payroll system was purchased and implemented for the end of 2021.

Keyless Access to Municipal Buildings – Keyless access to municipal buildings was installed and the staff were trained on using this new system as an important improvement to security of our facilities.

There were a number of other Capital and smaller projects that were initiated in 2021:

- road paving,
- replaced lawn bowling club veranda
- replacement of PGTP Pavilion Ceiling
- improvements to the PGTP septic system
- opening of the Fish Cleaning Station at the Marina
- annual replacement of Bunker Gear for Fire Department
- Photos for Website
- Community Garden in Rodney
- Tax Sales
- IT upgrades
- National Day for Truth and Reconciliation Commemorations
- Preparations for the 2022 Municipal and School Board Elections

West Elgin staff also applied for a number of grants in 2021 such as the Enabling Accessibility Fund – mid sized, & Municipal Modernization Grant (Intake 3).

2022

Laserfiche Automation – As part of finding staff efficiencies staff worked with Ricoh to build an Accounts Payable approval system within Laserfiche, which automates the entire process as part of the Phase 3 Municipal Modernization Grant. There are two phases to this project and more business process that are currently underway.

Election - The Municipal and School Board Elections were held on October 24, 2022. This was a large project that took staff resources throughout the year leading up to and after the election. Training sessions were held, both in person and virtually, procedures and forms had to be created, information packages developed, and advertising campaigns initiated. Staff have been developing training materials for new members of Council and returning members.

Programming – with the end of the pandemic restrictions, recreation programming could return. Staff partnered with ReactNow Training to offer the Babysitters and Home Alone Courses. As well this year saw the full return of organize sports on our fields and in our buildings. Rentals and books for our facilities are very high right now. Additionally a sports literacy program was run in the spring in conjunction with Elgin County Library

Transit Bus Replacement – A request for proposal was developed and New Bus has been ordered for the Four Counties Transit System.

Blacks Road Bridge Rehabilitation & Culvert No. 6 Replacement – work go under way for the rehabilitation of the Blacks Road Bridge and Culvert No. 6 replacement in late summer 2022. This work will continue throughout the fall. This work is a result of ICIP Funding received in 2018.

There were a number of other Capital and smaller projects that were initiated in 2022:

- Elgin County Library standardization of lease
- West Elgin Service Club Showcase
- Recycle Coach App
- Water Treatment Agreement with OCWA
- Water fill station retrofit
- IT Support Agreement

The above are a list of specialize projects and don't include the large number of drainage work that has taken place, the number of planning applications and developments, the number of building permits issued or any of those types of day to day operations within the Municipality that has occurred during this term of Council.



Staff Report

Report To: Council Meeting
From: Magda Badura, CAO/Treasurer & Jana Nethercott, Clerk
Date: 2022-11-10
Subject: Organizational Review Update

Recommendation:

That West Elgin Council hereby receives the report from Magda Badura, CAO/Treasurer and Jana Nethercott, Clerk re: Organizational Review Update for informational purposes.

Purpose:

The purpose of this report is to provide Council with an update on the Organizational Review recommendations from Robert Bryce.

Background:

In January of 2020 West Elgin Council received an Organizational Review Report from Robert J. Bryce, consultant. This review contained 35 recommendations for the Municipality of West Elgin to consider.

The vast majority of the recommendations have been acted upon and the actions are described in the attached report. The few that have not been acted upon or accomplished, are mainly due to the pandemic hitting so soon after the report and the required changes in operations.

Update on Municipality of West Elgin Organizational Review

November 2022.

In 2019 West Elgin Council retained the services of Robert J. Bryce to conduct and independent third-party Organizational Review of Municipal Operations. A report on those findings was presented to West Elgin Council on January 23, 2020.

The purpose of the organizational review was to obtain information about the performance of the organization and the various factors that affect its performance. The feedback obtained through the consultation with staff and stakeholders and was provided Council with observations and a list of recommendations to improve organizational performance and allow the Municipality to operate more efficiently while being mindful of municipal goals.

The report provided a total of 35 recommendations and this update will provide a response to each recommendation as to its current status and the outcome of this recommendation. Some recommendations have been fully implemented with quantitative results, others have been implemented but the results are slower to be seen due to the nature of the recommendation and others are slated for future implementation as the two-year global pandemic halted many of the proposals.

Each recommendation falls under a heading within the original report and for that reason it, this report will follow the same format.

Communication

1. Commence Regular Team Meetings

Regular staff meetings were started in all departments. This allows for open communication for each member of staff as to what they are working on, what projects require some assistance and provides information to the other staff as to what is happening. Along this same line, there are weekly Senior Management Team meetings and development meetings between the departments to ensure everyone is on the same page.

Staff and the public have benefited from increased communication between the departments. Using the electronic pay stubs to provide bulletins and Zoom to allow for all staff to join meetings, regardless of their location, ensures that information flows freely and no one is left in the dark.

2. Develop and Implement Internal Communication Strategy

While there has been no formal written communication strategy produced by Senior Management, there has been an increase focus on communicating with staff thru face to face and technology. The re-designed office allows for regular casual meetings between the staff, regardless of their location as the kitchenette area is

shared by all staff. An effort has been made to take new employees around to be introduced to all staff face to face on their first day of work as part of the on-boarding process.

3. Develop and Implement an External Communication Strategy

Similar to the Internal Communication Strategy, there has been no formal written document, there has been a concerted effort to ensure that the public is informed. Communication with the residents is generally a priority and a struggle for all Municipal governments, especially for smaller municipalities, with no need for a dedicated communications staff. The organizational review identified the benefit for a communications strategy, expanding of social media and website presence as well as utilizing website as a community information portal. At this time a full communications strategy has not been developed, however a number of new policies and procedures have been put into place to ensure that public messaging is done consistently as well as taking advantage of all cost-effective tools available.

Council and staff adopted Hybrid meetings to allow staff and the public to have access to Council meetings, no matter if they can attend in person or not. The Council meetings are broadcasted live and recorded and placed on the municipal website and linked to the Council Highlights after the meeting. This is done to allow members of the public who may work during the daytime meetings to view what was discussed at the meeting. Council Highlights are sent internally as well as published on the municipal website and social media. The purchase of the equipment for the hybrid meetings was taken out of the Ontario Invests - Municipal Modernization Grant.

Staff used funds from the Ontario Invests - Municipal Modernization Grant to purchase the electronic signs that are in both villages, Rodney and West Lorne. These signs have proven to be a great asset for communicating with the public and the community in general has embraced use of these signs for events.

Staff have also utilized the partnership with the City of London Municipal Recycling Facility (MRF) to roll out the Recycle Coach Application. This App was provided at no charge to the partners in the MRF and provides emergency updates and other information both about the garbage and recycling collection but other municipal events or emergencies.

The expanded ways to communicate with the residents have been helpful, along with Facebook, website and direct mail outs as part of billing cycles have all been utilized to ensure that residents are up to date with the Municipal information.

4. Expand Social Media Presence and Promote Website as Community Information Portal

Staff have worked hard to make sure the public is aware of the functionality of the new website. This website allows for submissions of events to the website by the residents as well as having the public sign up for notifications that are posted to the

website. Advertising has been done in mail out and across social media to get residents to sign up for information or to submit information that is then broadcasted to the residents who sign up for information. As listed in the above section, information is being sent out over multiple platforms so that residents can be as informed as possible.

Staff have worked with community groups to develop forms for signing up to their events as well as for some of the smaller groups to have pages on the website that are dedicated to them (Lawn bowlers) where they are able to post information exclusively to.

The full implementation of the Laserfiche software will also provide a more fulsome experience on the website, with a community portal to submit applications and review older documents, such as by-laws and permits. This is being worked on as part of the Records Digitization Project and will continue into 2024. Currently, the most frequently used applications are in the process of being developed in the business process within Laserfiche and will then be made public facing on the website to kick off the processes.

Human Resources

5. Establish Regular and Timely Review of Corporate Policies and Processes

Staff have made a concerted effort to look at the policies each year. The CAO/Treasurer has reviewed the policies annually and there have been a number of new policies enacted and others amended. On average the Municipality has reviewed and brought forward to Council 7 policies a year for updates or as new policies.

6. Establish Regular and Timely Review of Job Descriptions

CAO/Treasurer and other management have been going thru job descriptions with staff as time allows. A consultant has been retained to teach the staff about writing effective job descriptions and so those that need tweaking and or a full revamp will be tackled in early 2023.

7. Formalize an Onboarding Program for New Hires

A new hire package was created which contains policies and forms required for new hires. Health and Safety programs are also bundled together and assigned to employees as they come on board.

8. Create and Maintain an Employee Handbook

Due to the pandemic this has not yet been accomplished.

9. Formalize Succession Planning and Enhance Cross Training

Staff are routinely cross trained in other jobs to ensure the continuity of services to the public.

10. Review Provision of Group Health Care Benefits

West Elgin formally joined the Elgin Group Benefit program in 2021.

11. Implement a Performance Management Program that is Coaching Focused

A new performance review form has been developed and used in the regular performance reviews for all staff. This form lists goals and achievements and allows for coaching on items achieved and not quite mastered.

12. Plan for Employee Absences and Leaves

A staff calendar has been developed to ensure that all staff have access to who is away from the office and who isn't. This allows for better planning of staff absences due to vacations.

13. Share Team Successes and Challenges

This is an ongoing process.

14. Proactively Build Teamwork and Organizational Culture –

Staff are being recognized for extra efforts and work well done by giving them “shout-outs”, providing them with lunch celebrations, employee get togethers (summer picnic) and simple gesture of being thankful.

15. Soft Skills Training

Employees are being encouraged to sign up for development courses and webinars. This training requires employees to recognize the need to improve their performance and how it affects their day-to-day work.

Organizational Structure – CAO and Clerk**16. Reduce CAO Span of Control**

The CAO/Treasure has been appointed permanently and is working to off load responsibilities to appropriate staff. Revisions are being made to support changing workforce and service levels.

17. Assess Work for Appropriate Match

Jobs and workloads have been reviewed and reassessed during the past 3 years. Positions have altered and been combined. Payroll has been outsourced to a third-party software system and duties reassigned at retirements and new staff hired. There has been turnover in staff and workloads and tasks are being reassessed regularly as job vacancies happen.

18. Expand Use of Technology with Existing Software

Staff have been maximizing the use of the Website Technology and have expanded into purchases of new software, such as Laserfiche.

In 2021 staff used the Ontario Invests - Municipal Modernization Grant to purchase Laserfiche Cloud Software. This is an enterprise content management system that allows for the storage, retrieval and management of documents as well automation of routine business functions.

In 2022 staff received the Ontario Invests – Municipal Modernization Grant Intake 3 – Implementation for the Service Modernization and Digital Transformation Project. This project under took the digitization of records, automation of routine business processes, to realize efficiencies in time and money. The automation of the Accounts Payable Processing System from beginning to the end of the process has now taken place. This Business Process Automation, includes the scanning, filing and processing of all accounts payable invoices into a centralized records management system, populating meta data for search functions and keeping detailed records on the approvals process. The automation notifies staff of approvals required, and moves the documents through the approval system seamlessly, without the threat of lost paper. In the end there are detailed records of the approval of Accounts Payables and integration into the financial system, Keystone. Phase II of this project included the automation of the approvals from the signing authorities, both staff and council. This process allows for a final review of invoice coding and approval to pay the invoices. Staff are now emailed their invoices and reminders and these can be coded and approved from anywhere with internet connection. No longer do office staff have to track down outside staff to approve bills, nor do staff who work off site have to come into the office weekly to approve bills. Staff have found that processing the bills through this system is efficient with the drop down selections, with descriptions of the accounts as well as the reminders are welcome to ensure that invoices are paid in a timely manner.

Staff have begun the process of creating forms and business processes for the website through Laserfiche. These forms for public processes such as rezoning and applying for an entrance permit, will save staff time and through direct automation of the process and filing of the paperwork in the appropriate folders within the TOMRRMS System.

Laserfiche records management system was built to act more as search tool for the average user. The main interface is a home screen where the average user can input information in a search function and through the use of meta data all relevant documents can be found. The “backend” of Laserfiche as a records management system is handled mainly by the Clerks department and they are responsible for the scanning of documents and inputting of the metadata. A temporary staff member was hired to assist in the scanning and inputting of files into Laserfiche. While this has been a time consuming exercise to get the documents in, the detailed meta data and retention schedules will allow for better records management moving forward.

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Organizational Structure – Utilities

19. Assess Need for Additional Resources for SMART Meter Installation

This project has been delayed due to the pandemic, however it will be considered in the upcoming year.

20. Formally Address OCWA Personnel and Equipment Concerns upon Renewal of Agreement

The renewal of the OCWA agreement has been completed with updated language.

Organizational Structure – Bylaw Enforcement, Drainage, Planning and Building

21. Develop Succession Plan for By-law Enforcement Officer Position

Initially the By-law Enforcement Officer position was posted externally, with no qualified applicants. In the end a third party contractor was sought, with Tenet Security Group being the chosen contractor. This contract began in September of 2022 with up to 14 hours a week of services being provided.

22. Assess Opportunities to Expand Software Applications in Building Department

The Building department is now using the Cloudpermit Software, which allows for online permit submissions and easier review of the submitted drawings. Staff are working on e-transfers for payments and future uses of technology.

23. Upgrade Geographic Information System (GIS) Mapping

This project is being lead by the County of Elgin as a county wide initiative.

Organizational Structure – PGTP

24. Assess Feasibility of Current PGTP Business Model

With the pandemic and the uncertainty around trailer parks, this has not been completed at this time.

Organizational Structure – Finance

25. Assess Work for Appropriate Match

Due to staff turnover, this is an ongoing process.

26. Assess Opportunities to Expand Utilization of Existing and New Software Applications

Payworks payroll system was brought on board for the first pay cycle of 2022 and the Laserfiche automation of the Accounts Payable business process has provided efficiencies in staff time and allowed for redistribution of work loads. Staff are working on automation of more finance business processes.

27. Assess Feasibility of Current Service Ontario Business Model

Service Ontario business model when the report was written included one full time staff member who worked 35 hours a week and no back up. An assessment was done and in order to prevent loss of tax payer money to support a full time office, the hours were reduced to 20 hours a week as of January 2020. The hours being Monday and Tuesday 8:30 am to 4:30 pm and Wednesday's 8:30 am to 1:30 pm with a half hour closure for lunch each day. During the pandemic when the Municipal office was closed for public access, the Service Ontario Office was closed. When it re-opened later in May of 2020, the hours were adjusted to Tuesday, Wednesday and half a day Thursday to avoid the required closures on Monday's for Statutory Holidays. While the pandemic has made assessing the feasibility challenging so a full review has yet to be completed.

Organizational Structure – Parks and Recreation

28. Assess Opportunities to Implement Technology

29. Establish Proactive Programming to Drive Increased Utilization of Recreation Facilities

A Recreation Coordinator was hired in 2020, however during the pandemic recreation programming was virtually nonexistent. Now that the pandemic restrictions have been lifted, the facilities have returned to regular use. The facilities are booked quite regularly with a number of programs run by others as well as municipal programs. Further assessment of Recreation will be completed in early 2023.

30. Revisit Recreation Centre Fee Schedule

The Municipality has instituted pay for use for drop-in programs of \$2 to assist with building maintenance and rental fees have been clarified for user groups. The fees are looked at annually as part of the Fees and Charges By-law Review.

31. Establish and Efficiently Manage Hours of Operation of Arena

A new Ice User Policy was developed in 2021 and requires the pre-payment of ice times and that users submit ice time requests in August to allow for the development of an appropriate staffing schedule.

32. Consider Partnerships and Other Revenue Sources

Staff have partnered with ReactNow Training to offer a number of training courses, where residents pay the municipality, and we host the training and pay a fee to the trainer. These have proven popular. More opportunities like this are being explored regularly with the hopes of building a network of programs run by residents with the Municipality providing the space and assisting in collection of the fees.

Staff have also secured sponsorship for all public skating dates this winter, with a wait list to sponsor more skates as they become available.

Organizational Structure –Public Works

33. Assess Opportunities to Expand Utilization of Existing and New Software Applications

Staff are now using the CityWide program for asset and time management. This program tracks the work assigned and completed as part of the asset management system. Citywide software implementation is on going. So far, we were able to implement Asset Manager, Service Order and Work Order modules. We started the project with a lot of assumptions and risks. We assumed that our information and resources will be consistent and available to provide required data. Unfortunately, with a limited staff availability, we tried to mitigate by ensuring multiple resources are available and up-to-date and able to make decisions. There is still a lot of work ahead of us, to meet the Asset Management regulation deadline and our plan is to provide training to the new staff and focus on additional asset categories not identified, implementation of risk framework and lifecycle framework and merge multiple asset listings.

34. Consider Development and Sense of Ownership by Assigning Equipment to Individual Operators

35. Establish Use of Visual Aids

Public Works Supervisor has developed a handbook for new employees which provides visual aids for routes and other tasks.



MUNICIPALITY OF **West Elgin**

The Corporation Of The Municipality Of West Elgin

By-Law No. 2022-66

Being a By-Law to confirm the proceedings of the Regular Meeting of Council held on November 10, 2022.

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 November 10, 2022, 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 10th day of November, 2022.

Duncan McPhail
Mayor

Jana Nethercott
Clerk