



**Elgin County Council
Regular Council Meeting
Orders of the Day**

Tuesday, March 11, 2025, 9:00 a.m.

**Council Chambers
450 Sunset Drive
St. Thomas ON**

Note for Members of the Public:

Please click the link below to watch the Council Meeting:
<https://www.facebook.com/ElginCounty>

Accessible formats available upon request.

	Pages
1. Call to Order	
2. Adoption of Minutes	3
3. Disclosure of Pecuniary Interest and the General Nature Thereof	
4. Presenting Petitions, Presentations and Delegations	
5. Committee of the Whole	
6. Reports of Council, Outside Boards and Staff	
6.1 Warden Jones - Warden's Activity Report (February 2025)	9
6.2 Councillor Giguère - Terrace Lodge Redevelopment Fundraising Committee Final Report and Change to Terms of Reference	11
6.3 Director of Community and Cultural Services - Community Consultation Process for Relocation of Aylmer Library Branch	39
6.4 Warden Jones and Director of Planning and Development - Updated growth forecasts and land needs assessment for County of Elgin	49
6.5 Director of Planning and Development - Update on County Planning Service	85
6.6 Manager of Administrative Services/Deputy Clerk - Committee By-Law Update	88
7. Council Correspondence	
7.1 Items for Consideration	
7.1.1 Letter from the Green Lane Landfill Public Liaison Committee requesting that County Council appoint Jack Vanderkooy to the Committee as the County representative.	104

7.2	Items for Information (Consent Agenda)	
7.2.1	Report from the South Central Ontario Region Economic Development Corporation (SCOR EDC) detailing its activities at the recent Rural Ontario Municipal Association (ROMA) conference.	105
7.2.2	Resolution from the City of Woodstock regarding the Rural Road Safety Program.	116
7.2.3	Motion from the Town of Aylmer regarding Opposition to Provincial Legislation on Cycling Lanes and Support for Municipal Authority in Transportation Planning.	118
7.2.4	Letter from Association of Municipalities Ontario (AMO) to the Secretary of the Cabinet regarding a coordinated approach to dealing with Tariffs.	120
7.2.5	Letter from Association of Municipalities Ontario (AMO) to the Honourable Doug Ford, Premier of Ontario regarding Tariffs and the Municipal Provincial Fiscal Relationship.	122
8.	Other Business	
8.1	Statements/Inquiries by Members	
8.2	Notice of Motion	
8.3	Matters of Urgency	
9.	Closed Meeting Items	
10.	Motion to Rise and Report	
11.	Motion to Adopt Recommendations from the Committee of the Whole	
12.	Consideration of By-Laws	
12.1	By-Law No. 25-10 2025 Budget	124
12.2	By-Law No. 25-11 Non-Union Employee Remuneration Rates	130
12.3	By-Law No. 25-12 Confirmation	135
13.	Adjournment	



Elgin County Council

Minutes

**February 25, 2025, 9:00 a.m.
Council Chambers
450 Sunset Drive
St. Thomas ON**

Members Present: Warden Grant Jones
Deputy Warden Ed Ketchabaw
Councillor Dominique Giguère
Councillor Mark Widner
Councillor Jack Couckuyt
Councillor Andrew Sloan
Councillor Todd Noble
Councillor Mike Hentz
Councillor Richard Leatham

Staff Present: Blaine Parkin, Chief Administrative Officer/Clerk
Nicholas Loeb, Director of Legal Services
Michele Harris, Director of Homes and Seniors Services
Brian Masschaele, Director of Community & Cultural Services
Jennifer Ford, Director of Financial Services/Treasurer
Peter Dutchak, Director of Engineering Services
Mat Vaughan, Director of Planning and Development
Andrea Loughlean, Manager of Emergency Management &
Elgin-Middlesex Regional Fire School (virtual)
Carolyn Krahn, Manager of Economic Development, Tourism &
Strategic Initiatives
Ryan Terpstra, Manager of Corporate Facilities
Katherine Thompson, Manager of Administrative
Services/Deputy Clerk
Mike Hoogstra, Manager of Purchasing and Risk
Jenna Fentie, Legislative Services Coordinator
Stefanie Heide, Legislative Services Coordinator

1. Call to Order

The meeting was called to order at 9:00 a.m. with Warden Jones in the chair.

2. Adoption of Minutes

Moved by: Councillor Widner
Seconded by: Councillor Noble

RESOLVED THAT the minutes and closed minutes of the meeting held on February 11, 2025 be adopted.

Motion Carried.

3. Disclosure of Pecuniary Interest and the General Nature Thereof

None.

4. Presenting Petitions, Presentations and Delegations

4.1 Director Heather Sheridan - St. Thomas-Elgin Social Services Service Review

The Director of St. Thomas-Elgin Social Services, Heather Sheridan, Manager of Ontario Works, Joanne Weber, Manager of Housing Stability Services, Danielle Neilson, and Manager of Children's Services, Teresa Sulowski, provided a Service Review presentation.

Moved by: Councillor Noble

Seconded by: Deputy Warden Ketchabaw

RESOLVED THAT the presentation from the Director of St. Thomas-Elgin Social Services be received and filed.

Motion Carried.

5. Committee of the Whole

Moved by: Councillor Hentz

Seconded by: Councillor Giguère

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

Motion Carried.

6. Reports of Council, Outside Boards and Staff

6.1 Manager of Procurement and Risk - Procurement Activity Report Q4 (October 1, 2024 to December 31, 2024)

In accordance with the County's Procurement Policy, the Manager of Procurement & Risk presented an information report containing the details relevant to the exercise of delegated authority for all contracts awarded that exceed \$15,000, including amendments and renewals, covering the period from October 1, 2024 to December 31, 2024.

Moved by: Councillor Leatham

Seconded by: Councillor Hentz

RESOLVED THAT the report titled "Procurement Activity Report Q4 (October 1, 2024 to December 31, 2024)" from the Manager of Procurement & Risk dated February 25, 2025 be received and filed.

Motion Carried.

6.2 Director of Homes and Seniors Services - Homes – Emergency Plans – Elgin County and Thames Valley District School Board (MOU)

The Director of Homes and Seniors Services presented a report for Council's consideration for execution of an agreement with the Corporation of the County of Elgin (Elgin Manor) and Thames Valley District School Board (Southwold Public School) for the use of each other's facilities in the event that a temporary evacuation is required.

Moved by: Deputy Warden Ketchabaw

Seconded by: Councillor Leatham

RESOLVED THAT the report titled "Homes - Emergency Plans - Elgin County and Thames Valley District School Board (MOU)" from the Director of Homes and Seniors Services dated February 25, 2025 be received and filed; and

THAT Council authorize the Director of Homes and Seniors Services to execute the Memorandum of Understanding (MOU) for emergency planning with the Corporation of the County of Elgin and Thames Valley District School Board (TVDSB).

Motion Carried.

6.3 Director of Engineering Services - Administration Building Exterior Renovation – Options Presentation

The Director of Engineering Services and the Manager of Corporate Facilities, as well as Fishburn Sheridan & Associates Ltd. Project Engineer and Director, Stefano Ierullo and Civil Engineering Technologist, Craig MacInnes, presented the report providing information on the status of the brick exterior, windows, and doors of the Elgin County Administration Building located at 450 Sunset Drive and renovation options provided by Fishburn Sheridan & Associates Ltd. (London) for Council's consideration.

Moved by: Councillor Giguère
Seconded by: Councillor Hentz

RESOLVED THAT the report titled “Administration Building Exterior Renovation – Options Presentation” from the Director of Engineering Services dated February 25, 2025 be received and filed; and

THAT staff be directed to proceed with the Administration Building Exterior Renovation project and incorporating the recommended construction material options as recommended in the report presentation.

Motion Carried.

6.4 Director of Financial Services/Treasurer - 2025 Proposed County Budget

Council recessed at 10:20 a.m. for a break and reconvened at 10:33 a.m.

Councillor Sloan requested that Notice of Motion 8.2.1 be considered prior to Item 6.4 Director of Financial Services/Treasurer - 2025 Proposed County Budget. Notice of Motion 8.2.1 was moved, seconded, and voted on before Item 6.4

The Director of Financial Services/Treasurer presented the proposed 2025 Business Plan & Budget with a final tax rate increase of 1.49% for Council's approval. The Director of Financial Services/Treasurer presented additional information regarding the 2025 Budget as requested at the February 11, 2025 Finance Committee Meeting including a summary of public comments received during the public consultation period from February 12, 2025 to February 20, 2025.

Moved by: Councillor Hentz
Seconded by: Councillor Couckuyt

RESOLVED THAT the 2025 budget as summarized in the “2025 Proposed Business Plan & Budget” in Appendix "A" be approved with a tax rate increase of 1.49%; and

THAT Council directs that a By-Law, generally in the form of Appendix "B", be added to the March 11, 2025 agenda to adopt the 2025 budget; and

THAT this resolution constitutes notice for the purposes of By-Law 24-15 that Council intends to consider a By-Law to adopt the 2025 budget at its March 11, 2025 meeting; and

THAT the Borrowing By-Law (25-08) as outlined in Appendix "C" be approved as presented; and

THAT the Treasurer and Warden be authorized to carry out Option #2 related to Debt financing for Terrace Lodge in the amount of \$6M for 10 Years; and

THAT the County of Elgin will undertake an analysis of shared services with their Local Municipal Partners in 2025 and report back; and

THAT, in response to the letter from the Municipality of Central Elgin, staff be directed to reach out to Hospice (Elgin) to advise them of the process for the County's newly established Grants program and ask that they fill out an application for consideration under this program.

Yes (7): Warden Jones, Deputy Warden Ketchabaw, Councillor Giguère, Councillor Widner, Councillor Couckuyt, Councillor Hentz, Councillor Leatham

No (2): Councillor Sloan, and Councillor Noble

Motion Carried. (7 to 2)

7. Council Correspondence

7.1 Items for Consideration

7.1.1 Appointment of Brent Clutterbuck to Thames-Sydenham and Region Drinking Water Source Protection Committee for the 2025-2029 Term

Councillor Sloan left the meeting at 12:02 p.m. prior to Item 7.1.1 Appointment of Brent Clutterbuck to Thames-Sydenham and Region Drinking Water Source Protection Committee for the 2025-2029 Term.

Moved by: Councillor Hentz

Seconded by: Deputy Warden Ketchabaw

RESOLVED THAT Brent Clutterbuck from the Township of Southwold be nominated to the Thames-Sydenham & Region Source Protection Committee as the representative from Elgin, Essex and Chatham-Kent for the term of June 1, 2025 to June 1, 2029.

Motion Carried.

7.2 Items for Information (Consent Agenda)

Moved by: Councillor Widner

Seconded by: Councillor Noble

RESOLVED THAT Correspondence Items 7.2.1 - 7.2.3 be received and filed.

Motion Carried.

7.2.1 Western Ontario Wardens' Caucus Media Release, February 11, 2025 - Statement from the Vice Chair of the Western Ontario Wardens' Caucus on Tariffs

7.2.2 Western Ontario Warden's Caucus Media Release, February 12, 2025 - Western Ontario Wardens' Caucus Releases Regional Priorities for Provincial Election Candidates

7.2.3 Resolution from the Council of Peterborough County re Proposed U.S. tariffs on Canadian Goods

8. Other Business

8.1 Statements/Inquiries by Members

None.

8.2 Notice of Motion

8.2.1 Councillor Sloan - Notice of Motion

8.2.1 Notice of Motion was moved, seconded, and voted on before Item 6.4 Director of Financial Services/Treasurer - 2025 Proposed County Budget.

Moved by: Councillor Sloan
Seconded by: Councillor Noble

Whereas the County of Elgin is proposing a 2025 County Levy to its lower tier municipalities in the amount of 49.8 Million amounting to a tax rate increase of 1.49%;

Whereas the County of Elgin provided the proposed 2025 Budget information to the Finance Committee on January 28, 2025 including detailed departmental information without a clear consolidated financial picture of the County's finances;

Whereas the reserve balances contained within the 2025 proposed budget documents are for the 2023 year and does not contain forecasted 2024 projections;

Now therefore be it resolved that staff be requested to provide the overall forecasted surplus or deficit for 2024 year and updated reserve balances to Council before making a final decision regarding the 2025 proposed budget.

Defeated.

8.3 Matters of Urgency

None.

9. Closed Meeting Items

None.

9.1 Closed Meeting Minutes - February 11, 2025

10. Motion to Rise and Report

None.

11. Motion to Adopt Recommendations from the Committee of the Whole

Moved by: Deputy Warden Ketchabaw
Seconded by: Councillor Giguère

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

Motion Carried.

12. Consideration of By-Laws

12.1 By-Law No. 25-08 Borrowing By-Law

Being a By-Law to Authorize the Warden and Treasurer to Borrow from Time to Time to Meet Current Expenditures During the Fiscal Year Ending December 31, 2025.

Moved by: Councillor Leatham
Seconded by: Councillor Noble

RESOLVED THAT By-Law No. 25-08 be now read a first, second, and third time and finally passed.

Motion Carried.

12.2 By-Law No. 25-09 Confirmation

Being a By-Law to Confirm Proceedings of the Municipal Council of the Corporation of the County of Elgin at the February 25, 2025 Meeting.

Moved by: Councillor Couckuyt
Seconded by: Deputy Warden Ketchabaw

RESOLVED THAT By-Law No. 25-09 be now read a first, second and third time and finally passed.

Motion Carried.

13. Adjournment

Moved by: Councillor Widner
Seconded by: Councillor Hentz

RESOLVED THAT we do now adjourn at 12:07 p.m. to meet again on March 11, 2025 at 9:00 a.m.

Motion Carried.

Blaine Parkin,

Chief Administrative Officer/Clerk.

Grant Jones,

Warden.



Report to County Council

From: Grant Jones, Warden

Date: March 11, 2025

Subject: Warden's Activity Report (February 2025)

Recommendation(s):

THAT the report titled "Warden's Activity Report (February 2025) from Warden Jones dated March 11, 2025 be received and filed.

Introduction:

The purpose of this report is to provide a high-level summary of the meetings and official functions I have attended during the month of February as Elgin County Warden.

Background and Discussion:

Events/Meetings Attended by Warden:

February 2025:

- Finance Committee (February 4)
- Aylmer Chamber of Commerce Mayors Breakfast (February 5)
- Health Recruitment Partnership Symposium Sub-Committee (February 5)
- Health Recruitment Partnership Committee (February 10)
- County Council (February 11)
- Homes Committee of Management (February 11)
- Finance Committee (February 11)
- Provincial Election All Candidates Meeting (February 11)
- Southwold Winterfest (February 15)
- Meeting with St. Thomas Mayor Joe Preston (February 20)
- County Council (February 25)
- Growth Planning Steering Committee (February 25)
- St. Thomas Chamber of Commerce Lunch with the Mayors (February 26)

Financial Implications:

None.

Alignment with Strategic Priorities:

Serving Elgin	Growing Elgin	Investing in Elgin
<input type="checkbox"/> Ensuring alignment of current programs and services with community need. <input type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input type="checkbox"/> Fostering a healthy environment. <input type="checkbox"/> Enhancing quality of place.	<input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

Local Municipal Partner Impact:

Elgin County continues to work with and find ways to collaborate with Elgin's municipal partners.

Communication Requirements:

None.

Conclusion:

I am deeply honored to have been selected by my colleagues for the office of Warden. I eagerly anticipate representing the County and advocating for its interests at events and meetings throughout the year.

All of which is Respectfully Submitted

Approved for Submission

Grant Jones
Warden

Blaine Parkin
Chief Administrative Officer/Clerk



Report to County Council

From: Councillor Dominique Giguère, Chair of the Terrace Lodge Redevelopment Fundraising Committee

Date: March 11, 2025

Subject: Terrace Lodge Redevelopment Fundraising Committee Final Report and Change to Terms of Reference

Recommendation(s):

THAT the report titled “Terrace Lodge Redevelopment Fundraising Committee Final Report and Change to Terms of Reference” from the Chair of the Terrace Lodge Redevelopment Fundraising Committee dated March 11, 2025, be received and filed; and

THAT Elgin County Council approve the recommended changes to the Terrace Lodge Redevelopment Fundraising Committee Terms of Reference as contained in Appendix ‘A’; and

THAT updated Terms of Reference be included in the Committee By-Law.

Introduction:

Over the past five years, the Terrace Lodge Redevelopment Fundraising Committee has worked tirelessly to raise the funds required to provide ‘the comforts of home’ to the residents of Terrace Lodge. Through generous donations of residents, businesses, and community groups, the Committee has recently reached its fundraising goal. This report includes a Final Report of the Committee’s activities for Council’s consideration and requests a change to the Committee’s Terms of Reference as it enters into a new phase.

Background and Discussion:

The Terrace Lodge Redevelopment Fundraising Campaign was launched on December 1, 2020, after nearly a year of meticulous campaign planning and development. The goal of the campaign was to raise funds to purchase ‘the comforts of home’ for residents in the newly redeveloped Terrace Lodge Long-Term Care Home. These items were ones that were not included in the redevelopment but contribute to creating a welcoming and home-like environment for everyone who lives at and visits Terrace Lodge. These items included, among other things, comfortable furnishings for common areas, specialized technologies and recreational equipment, and beautifully landscaped outdoor spaces.

A dedicated Committee of volunteers worked to bring to life a number of diverse fundraising initiatives over the course of the campaign, including an online catalogue, print campaigns, and several fundraising events. After five years of hard work, and exceptional generosity from the Elgin County community, the Committee has raised \$492,682.

A Final Report has been developed which includes a summary of the Committee’s activities over the past five years including an overview of fundraising strategies, campaign financials, a list of items fully funded by the campaign, and recognition of Committee Members. This Final Report is attached as Appendix ‘A’.

Change to Terms of Reference

The Committee is recommending that County Council approve updated Terms of Reference (Appendix ‘B’) that change the Committee’s mandate from fundraising to governance and oversight.

With the redevelopment approaching completion, the Committee met in December 2024 to approve a new mandate going forward. There is now a need for County staff to purchase items using the funds raised by the campaign. The County has an established procurement process and purchasing department that can ensure proper use of funds; however, the Committee can still play an important oversight and governance role. In particular, the Committee can take on the responsibility to provide staff with guiding principles for decision-making, and for reviewing staff decisions particularly in relation to the use of donation funds in ways that differ from the original catalogue.

Catalogue items were earmarked by staff based on different priority levels and costs were estimated in 2019/2020. Now, nearly five years later, needs have evolved, and prices have changed. Some donations were designated to specific items by donors; however, the majority of donations were unallocated. In some cases, as a result of price increases, there will need to be a reallocation of donation funds. Donors were provided with a disclaimer that indicated that the County reserved the right to re-orient donation amounts to priority items and according to the budget. Donors were motivated by their desire to provide the best possible amenities for residents of Terrace Lodge and their donations were based on trust, and confidence in the campaign purpose and intent. Nevertheless, it is critical that the Committee approve a formalized process for the reallocation of donations going forward.

Under this structure the Committee would meet twice a year to receive reports from staff regarding the progress of purchasing items and provide guidance regarding the reassignment of donations. If no updates are available, the Committee will not be required to meet, conversely if an item comes up that requires immediate attention, a special meeting can be called by the Chair. Under this above role the Committee would provide guidance related to changes in item, amount, and/or recognition that are required for donations of \$5,000 and above. Donors would also need to be contacted in this situation.

It is the intention that the Committee will be disbanded when the current term of Council ends (December 2026), or when all funds have been spent, which ever occurs first.

Financial Implications:

None.

Alignment with Strategic Priorities:

Serving Elgin	Growing Elgin	Investing in Elgin
<input type="checkbox"/> Ensuring alignment of current programs and services with community need. <input type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input type="checkbox"/> Fostering a healthy environment. <input type="checkbox"/> Enhancing quality of place.	<input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input checked="" type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

Local Municipal Partner Impact:

None.

Communication Requirements:

None.

Conclusion:

The Terrace Lodge Redevelopment Fundraising Campaign has reached its fundraising goal and is recommending that County Council approve updated Terms of Reference that change the Committee's mandate from fundraising to governance and oversight.

All of which is Respectfully Submitted

Dominique Giguère
Chair, Terrace Lodge Redevelopment Fundraising Campaign



FINAL FUNDRAISING REPORT



Terrace Lodge
COMFORTS OF HOME

TABLE OF CONTENTS

- 03 Executive Summary**
- 04 Message from the Campaign Chair**
- 05 Campaign Vision & Goals**
- 06 Campaign Planning & Execution**
 - Fundraising Committee
 - Staff Supports
- 08 Fundraising Strategies & Approaches**
 - The Wish Book & Targeted Drives
 - Raising Awareness
 - Special Events
- 11 Campaign Overview by the Numbers**
- 12 Financial Summary**
- 13 Items Fully Funded**
- 14 Donors**
- 19 Redevelopment Results**
- 20 Next Steps – Donor Recognition**

EXECUTIVE SUMMARY

The Terrace Lodge Fundraising Campaign set out with one ambitious goal: to enhance the lives of residents by providing the Comforts of Home—the essential yet meaningful touches that transform a long-term care home into a truly welcoming and comforting space.

Over the past five years, this campaign has been a remarkable community effort, bringing together individuals, businesses, service clubs, and local municipal partners across Elgin County. Through a mix of strategic fundraising initiatives—including the Wish Book, targeted giving drives, and major events like the Warden’s Gala and Kinsmen Club Gala—we successfully raised \$517,498 in donations, pledges, and in-kind contributions.

These funds are directly supporting a wide range of enhancements, from beautiful outdoor spaces, comfortable furnishings, and technology upgrades to specialized recreational items that enrich the daily lives of residents. Every donation, no matter the size, has contributed to ensuring that Terrace Lodge is not just a care facility, but a place that truly feels like home.

This achievement was made possible through the dedication of our Fundraising Committee, countless volunteers, and the generosity of our donors. We are beyond grateful for the outpouring of support and the shared belief in making a difference for those who call Terrace Lodge home.

As we approach the Grand Opening & Donor Recognition Event on June 7, 2025, we celebrate not just the funds raised, but the spirit of community, compassion, and commitment that made it all possible. This campaign has been a shining example of what we can accomplish when we come together for a cause that truly matters.



Thank you for being part of this journey. Your generosity has made a lasting impact.

MESSAGE FROM THE CAMPAIGN CHAIR



As we close the chapter on the Terrace Lodge Fundraising Campaign, I am filled with gratitude and admiration for the incredible generosity and dedication of our community.

What started as a vision to enhance the quality of life for residents at Terrace Lodge has become a testament to the power of collective action.

Our journey has been marked by determination, creativity, and an unwavering commitment to making Terrace Lodge feel like home. Thanks to the tireless efforts of our Fundraising Committee, Staff, volunteers, and donors, we have exceeded our goal and raised \$517,498, ensuring that residents have access to the comfort-enhancing features and amenities they deserve.

Throughout the campaign, we witnessed remarkable support—from individuals, service clubs, businesses, and local municipal partners—all coming together to bring our "Comforts of Home" vision to life.

Events like the Warden's Gala, the Kinsmen Club Gala, and our community-wide bowling tournament showcased not just our fundraising goals but the heart and generosity of Elgin County.

I would like to extend my deepest appreciation to the entire Fundraising Committee, Elgin County staff, and every donor, sponsor, and volunteer who played a role in this journey. Your contributions have created a lasting impact on the lives of Terrace Lodge residents, their families, and the dedicated staff who care for them every day.

As we prepare to celebrate this success at the Grand Opening and Donor Recognition Event on June 7, 2025, I hope you take pride in knowing that your support has made a meaningful difference.

On behalf of the Fundraising Committee, thank you for being part of this extraordinary effort. Together, we have built something truly special.

A handwritten signature in black ink, appearing to read 'D. Giguère'.

Dominique Giguère

Chair, Terrace Lodge Fundraising Campaign

CAMPAIGN VISION & GOALS



Vision

The campaign was launched with a vision to create an inviting state-of-the-art Home where residents feel safe and comfortable, and where staff and volunteers are enabled to provide excellent care.

As the redevelopment gets completed, and as the amenities get enhanced with the purchase of items for home comfort, the staff, residents and families of Terrace Lodge will notice a shift from the traditional medical model toward a home like model of care.



Goals

The goal of the campaign was to raise sufficient funds to purchase the items deemed necessary to enhance Terrace Lodge and provide residents with the Comforts of Home.

In the spring of 2024, once most of the redevelopment was completed and final design features known, the list of items was revised based on actual needs. The total cost, and therefore the final fundraising goal, was adjusted to just below \$500,000.



CAMPAIGN PLANNING & EXECUTION: FUNDRAISING COMMITTEE

To facilitate the planning and execution of the Comforts of Home campaign, a Fundraising Committee was formed in 2020, as a sub-committee of the Terrace Lodge Redevelopment Steering Committee. The mandate of the Fundraising Committee was to plan, coordinate, implement, and evaluate fundraising activities, and to ensure that the funds raised were utilized to purchase value-added enhancements to the Terrace Lodge Redevelopment.

Over the course of the 5-year campaign, various members of municipal councils and the community contributed their time, efforts, and ideas, to fulfill the mandate of the Committee and achieve the goals of the campaign.

Despite many challenges, the committee members persevered, never lost sight of the Terrace Lodge residents' needs, learned a lot, and had some fun along the way! The campaign would not have been successful without the dedication and commitment of all these individuals.



**Dominique
Giguère**



**Jamie
Chapman**



**Jim
Jenkins**



**Ruth Anne
Perrin**



**Kay
Haines**



**Muriel
Carrel**



**Richard
Kisuule**



**Peter
Barbour**



**Fionna
Wynn**



**Amarilis
Drouillard**



**Sarah
Leitch**



**Kathryn
Desroisers**

CAMPAIGN PLANNING & EXECUTION: STAFF SUPPORTS

The Fundraising Committee was supported, guided, informed, and kept organized by Elgin County staff, from the administration team and from the Long Term Care Homes team. Their work, often behind the scenes, was essential to the effective and successful functioning of all fundraising activities.



Jennifer Ford

Director of Financial Services/Treasurer



Michele Harris

Director of Homes & Seniors Services



Ashley Temple

Administrator Terrace Lodge



Tanya Noble

Manager of Program & Therapy Services



Katherine Thompson

Manager of Administrative Services/
Deputy Clerk



Mike Hoogstra

Manager of Procurement & Risk



Jenna Fentie

Legislative Services Coordinator



Stefanie Heide

Legislative Services Coordinator

The Committee is very grateful for the professional support provided by staff.

FUNDRAISING STRATEGIES AND APPROACHES: THE WISH BOOK AND TARGETED DRIVES

Building Trust and Transparency

From the start, the Committee recognized the need to inspire trust and confidence in the fundraising efforts through full transparency and tangible results. To that end, the Committee worked with Staff, the Residents Council, and their families and caregivers to develop a Wish Book. This “catalogue” captured a list of actual items that were identified as being needed to enhance the quality of life and work at Terrace Lodge.



Engaging Donors and Clarifying Needs

The Committee hoped to make it clear to all donors that although the redevelopment of the Terrace Lodge facility was funded by the province and partially subsidized by the municipality, additional funds were needed to purchase the value-added items. With the Wish Book, donors were able to clearly see what their donations would go toward and also had the option to designate their donation toward a specific item.



Strategic Fundraising and Campaign Sustainability

The Wish Book approach proved to be a strategic tool, allowing the Committee to break the overall fundraising goal into achievable components. It also enabled the creation of targeted initiatives for specific items or for donors who felt a personal connection to items they wished to sponsor. Additionally, the Wish Book helped keep the campaign dynamic and fresh, mitigating donor fatigue over the 5-year period through seasonal advertising campaigns and continuous updates to the website.

FUNDRAISING STRATEGIES AND APPROACHES:

RAISING AWARENESS



With the generous support of the Aylmer Express and the professional touch of their Graphics Group, the Fundraising Campaign ensured a consistent, visible and attractive presence at several community events throughout the County, year-round.

This outreach strategy raised awareness about the campaign and the needs of residents at Terrace Lodge.

Visitors at the booth got to learn more about the campaign, picked up a fridge magnet to remember to donate, picked up brochures on how to donate, how to set up a legacy donation, and had a chance to purchase a copy of the book *“These Hands”*.



Colouring kits were also distributed. In partnership with the County libraries, Terrace Lodge residents were able to receive greetings and coloured sheets dropped off at their local branch.

FUNDRAISING STRATEGIES AND APPROACHES: SPECIAL EVENTS



April 2022: Warden's Gala

Elgin County Warden Mary French hosted a Charity Gala. The beautiful event combined great food, music, several presentations and an art auction. It was also the official release of the book *These Hands*, a collection of photographs capturing the hands and life stories of the Homes' residents. Volunteers, members of Council, sponsors, staff, community partners and many Elgin County residents came together for a memorable evening which raised **\$24,290**.



February 2024: Kinsmen Club Gala

Later in the campaign, the Fundraising Committee partnered with the Aylmer Kinsmen Club to organize a second Charity Gala. Once again, sponsors and community partners worked with the Fundraising Committee to offer another elegant evening filled with sit down dinner, music, a silent auction, and various fundraising challenges. Thanks to everyone's effort and generosity, the evening added another **\$23,082** toward the Campaign's goal.



September 2024: Bowling Tournament

With the Campaign's fundraising goal in sight, Committee members challenged all municipal councils in Elgin County to form teams and compete in a friendly Bowling tournament, hosted at Cy's Lanes and Lounge in Aylmer.

Each bowling team met or exceeded the minimum entry pledge levels and dozens of community members across the County contributed donations. Participants also enjoyed prizes and a silent auction, which all together raised just under **\$15,000**.

BY THE NUMBERS



\$517,498 Raised

As of February 2025, \$517,498 was received in total donations, in cash, pledges, and in-kind contributions. Expenses were kept very low (\$24,816) and below our 5% target. This is enabling \$492,682 to be put toward the purchase of the items listed in the Wish Book.



519 Donations

As of February 2025, 519 transactions have been processed, capturing donations from service clubs, businesses, individuals, estate gifts, or purchases of books, event tickets and auction items.



5000+ Hours of Volunteer Work

Committee members met regularly to plan, make decisions, and execute the various aspects of the campaign. Members also organized and participated in several community events, including 2 galas and 1 bowling tournament. Thanks to all the volunteers hours invested, each dollar donated is being maximized to the benefit of residents.

FINANCIAL SUMMARY

The following chart represents the full financial picture at the end of the fundraising campaign.

Donations Received for Terrace Lodge Fundraising as at Feb 28, 2025	Grand Totals
REVENUE (Donations to date)	
Cash/Cheque	209,803
Credit Card	65,469
Donations Prior to Campaign Start	8,105
Pledges (Expected Value)	170,150
In Kind Donations	2,125
Warden's Gala Event	24,290
Kinsmen Event	23,082
Bowling Tournament	14,474
Total Donations	517,498
EXPENSES	
Fees (credit card)	2,192
Fundraising Consultants	4,500
Signage	2,825
Meeting Room Rental	150
In Kind Purchases	25
Advertising and Promotion	15,124
Total Expenses	24,816
Total Donations towards campaign	492,682

ITEMS FULLY FUNDED

Thanks to all the generous donors, sufficient funds have been secured to purchase all the items that were prioritized by residents and staff in the Wish Book. The list includes:



- **Gazebos**
- **Chapel Stained Glass Panels**
- **Water Feature**
- **Above Ground Planters**
- **Outdoor Solar Lighting, garden ornaments**
- **Benches**
- **Bird Centre and bird seeds**
- **Accessible outdoor tables and chairs**
- **Stainless Steel BBQs**
- **Outdoor stackable chairs**
- **Abbey Computer System and Support**
- **Montessori Kits**
- **Electric Fireplace Lounge**
- **Lounge Furniture**
- **Dining Set for Private Family Dining**
- **Card tables, folding tables**
- **Overnight Suite furnishings**
- **Lobby Furniture**
- **Fish Tank (artificial, therapeutic)**
- **Sound System**
- **Bookcases**
- **Resident Keepsake Box**
- **Door and Wall Decals**
- **Sheds**
- **Exterior staff lounge: construction and furniture**
- **Balcony furniture + umbrellas + urns**
- **Blanket warmers**
- **Accessible outdoor swing**
- **iPad Centre, iPads 4, stands, locks**
- **Orientation Board**
- **Lobby Games Tables**
- **Beauty, Art, Aviation, Music Nooks and Supplies**
- **Kitchen / Baking items (for recreation)**
- **Portable shuffle board table**
- **Recreation Items (Games, Puzzles, Plants, Dolls)**
- **Portable Snoezelen Cart**

A full, detailed list of items will be released toward the end of 2026, when the purchasing process has been completed.

DONORS

Donors are the ones who bring a fundraising campaign to life. We hope you know how much your generosity warmed everyone's heart and motivated the Committee to work hard toward the goal. You are part of a beautiful journey and we can't thank you enough!!

Donors include the individuals, businesses and groups listed below. The Committee would also like to thank the many generous donors who wish to remain anonymous.



- **Action Financial Group Ltd**
- **Advanced Stainless Inc.**
- **Advantage Care Pharmacy**
- **Al and Randee Hooghiem**
- **Alison Warwick**
- **Andrew Sloan**
- **Andy & Ann Honchell**
- **Antonissen Trucking Inc**
- **Arkess Rebekah Lodge**
- **Aylmer Area Community Foundation**
- **Aylmer Express**
- **B&M Finishes**
- **Barbara Teeple**
- **Barry and June Kinsey**
- **Belmont Freshmart**
- **Belmont Lioness**
- **Bestway Auto Supply**
- **Bob and Suzanne Carrel**
- **Brian Hunt**
- **C. C. Dance Sewer Cleaning Incorporated**
- **Candyville Mart**
- **Catherine Bearss**
- **Chelsea Jibb**
- **Christine VanDaele**
- **Clovermead Apiaries Limited**
- **Connie Foster**

DONORS

- **Danielle Benner**
- **Dave H. Jenkins**
- **David Perrin**
- **Deb Shackelton**
- **Debra Shackelton**
- **Debra Wilson**
- **Dianne Wilson**
- **Dominique Giguère and Jed DeCory**
- **Don & Suzanne Ferguson**
- **Don and Wilma Hunt**
- **Donald Hunt**
- **Douglas & Shannon Inglis**
- **Dowler Karn Limited**
- **Dr Dixie Esseltine**
- **Dr. Avril Saunders–Currie and Greg Currie**
- **Elgin Business Resource Centre**
- **Elgin Roofing Inc.**

- **Elgin–St. Thomas Community Foundation**
- **Elizabeth and Gerry Vanderwyst**
- **Elizabeth Pearce**
- **Emily Perrin**
- **ETBO Tool & Die**
- **Finley Williams**
- **Forth Rail Management Inc**
- **Goodwill's Used Cars**
- **Gord Vessie**
- **Green Lane Community Trust Fund**
- **Grovesend Farms Inc.**
- **Haley family**
- **Heather James**
- **Ian & Connie Foster**
- **Ida and David McCallum**
- **IGPC Ethanol Inc.**
- **IModular Homes Inc.**



DONORS



- **J.B. Wilson & Son Well Drilling Ltd.**
- **Jack and Ruby Dykxhoorn**
- **Jack Couckuyt**
- **Jacob and Maria Knelsen**
- **Jason Hunt**
- **Jill Mater**
- **Jim and Jeanette Jenkins**
- **Joe Snyders**
- **John & Mary Bajc**
- **John Bajc**
- **John Fleck**
- **John/Ruth Anne Perrin**
- **June & Jim Harris**
- **Karen & Gilles Leblanc**
- **Keith and Anne Howe**
- **Keith and Karen Hunt**
- **Kenneth and Mary Stover**
- **Kim and Ian Jeffreys**
- **Knights of Columbus - Our Lady of Sorrows**
- **Kristen Louttit**
- **Larry McNeil**
- **Lloyd Perrin**
- **Lois Davis and Brenda Streib**
- **Lorne James**
- **Luyks Siemens Helder LLP**
- **Lynn Acre**
- **Mapleton Church of Christ**
- **Mara Tramontin**
- **Marilyn Greenwood**
- **Marisa Gatto**
- **Marjorie and Larry Cowan**
- **Mark and Teri Widner**
- **Mary French**
- **Maureen D. Jenkins**

DONORS

- **Medavie EMS Elgin Ontario Inc.**
- **Medline Canada Corporation**
- **Michel Belzile**
- **Michelle Melucci**
- **Mike Abell Electric**
- **Mike Smith**
- **Minerva Art and Antiquities**
- **Mr. & Mrs. Roy Haines**
- **Mr. & Mrs. Brian Miller**
- **Mr. William Conning & Mrs. Judith Conning**
- **Mrs. Elizabeth West and Louise West**
- **Nancy Caverley**
- **Nicole Monotiuk**
- **Pam Ruckle Buys**
- **Pampered Chef**
- **Pat & Sue Zimmer**
- **Pauline Hooghiem**

- **Penny McCrimmon**
- **Peters Paving**
- **Philip and Leslie Psutka**
- **RD Kisuule Professional Corporation**
- **Robert Foster**
- **Robert & Michele deRyk family**
- **Ron and Kathy Hayhoe**
- **Ron Meertens**
- **Rosemary Kennedy**
- **Ross Alford**
- **Roxanne Lambrecht**
- **Royal Canadian Legion Branch 81**
- **Russ & Sue Wiltsie**
- **Ryan Hunt**
- **Sally Martyn**
- **Samantha Hunt**
- **Sandra and David Marr**



DONORS

- **Sandra Schneider**
- **Scott and Sharon Shakir**
- **Sheri Knott**
- **Shirley Antonissen**
- **South Dorchester Optimist Club**
- **Springfield C .P. & T.-Springfield Oddfellows and Rebekah**
- **Springfield Lioness/Swans**
- **Springwater Packers**
- **St. Anne's Catholic Women's League**
- **Stan Putnam**
- **Studer's Variety (Alpha Business Enterprises Ltd)**
- **Susan and Kevin Morrell**
- **Susan Gold**
- **Tanya Beattie**
- **Terrace Lodge Auxiliary**
- **The Wood Connection**
- **Tim and Tami Emerson**
- **Tim Maloney & Family**
- **Tom and Muriel Carrel**
- **Township of Malahide Employees**
- **Trish Morrissey**
- **Tyson Edwards**
- **Van Gorp Drainage and Excavating Inc.**
- **Vera Lampman**
- **Vienna Lioness Club**
- **Vienna Swans**
- **Vuteq**
- **Wayne and Valerie Currie**
- **West Elgin Mutual Insurance**
- **Westminster Mutual Insurance Company**
- **William and Sharon MacIntyre**
- **Women's League our Lady of Sorrows Catholic**

THANK YOU!

REDEVELOPMENT RESULTS



Phase One: Construction of Addition

- This phase included the construction of the new addition, a new receiving area, and the initiation of central kitchen renovations.
- In May 2023, 64 residents moved into the new addition. To celebrate this milestone, the Honourable Minister Calandra from the Ministry of Long-Term Care visited the newly updated facility.



Phase Two: Renovation of North Wing

- This phase consisted of the renovation of the existing north Resident Home Areas (1st and 2nd floors), renovations to the basement and 1st floor core areas, and the continuation of the kitchen renovations.
- On May 15, 2024, residents moved into the North Resident Home Areas with the support of staff and volunteers.



Phase Three: Renovation of South Wing

- This final phase included the renovation of the existing south Resident Home Areas (1st and 2nd floors) and ongoing renovations to the basement and 1st floor core areas.
- Phase Three construction was completed in February 2025.
- Phase Three move-in day is anticipated to be in Spring 2025.

GRAND OPENING & DONOR RECOGNITION EVENT



Donor Recognition Event



June 7, 2025



**Terrace Lodge
(49462 Talbot St E. Aylmer, ON)**

Donors can look forward to an exclusive, guided tour of the facility and the unveiling of the donor recognition wall.

We cannot wait to celebrate this meaningful milestone and outstanding achievement for our community.



**THANK
YOU!**





Terrace Lodge Redevelopment Fundraising Committee Terms of Reference

Mandate/Objectives

- The Terrace Lodge Redevelopment Fundraising Committee will provide oversight and guiding principles to County staff as they undertake the process of purchasing value-added items using funds raised during the campaign.
- The Committee will review progress of purchased items and staff decisions through bi-annual reports.
- The Committee will meet, as required, to discuss and provide guidance related to changes in items, amounts, and/or recognition strategies for donations of \$5,000 and above.
- The Committee will engage in donor relations activities such as the distribution of newsletter updates to past donors, organizing photo opportunities for donor, and producing reports in 2026, and 2027 showcasing campaign items that have been purchased.
- The Committee will also liaise with major donors, as needed, in the event of significant changes in the intended use of their donation.

Committee Type

Sub-Committee of the Terrace Lodge Redevelopment Project Steering Committee.

Enabling Legislation

By-Law 25-06 (Procedural By-Law), By-Law 25-?? (Committee By-Law)

Membership/Composition

The Fundraising Committee membership includes Elgin County Councillors and local municipal representatives.

Local municipal representatives can either be elected officials from Local Municipal Councils, or Citizen Appointees (representatives from local service groups, local businesses, or community members):

- One (1) Member of Elgin County Council

- One (1) Member of Municipality of Central Elgin;
- One (1) Member of Municipality of Bayham;
- One (1) Member of Township of Malahide;
- One (1) Member of Town of Aylmer;
- One (1) Member of Municipality of Dutton Dunwich
- One (1) Member of Municipality of West Elgin; and,
- One (1) Member of Township of Southwold
- One (1) Member of the Terrace Lodge Auxiliary;
- A minimum of four (4) and a maximum of ten (10) members from local service groups, local businesses, and the community that represent the catchment area;
- Long-Term Care Staff including Director of Homes and Seniors Services, Terrace Lodge Administrator, and Manager of Program and Therapies.

Term of Appointment

Elgin County Council appointees – One-year term, eligible for reappointment.

Local Municipal Partner Council appointees – appointed for the term of Council, subject to appointment terms at Local Municipal Partner Councils.

Citizen appointees – are appointed for the term of Council.

Chair/Vice Chair

A Chair will be elected annually at the first meeting of the year.

Meeting Frequency

Approximately twice (2) annually, on an as needed basis.

Quorum

A majority of members appointed to the Committee will constitute a quorum.

Reporting Requirements

The Committee will report annually by the end of each calendar year; either directly or through the appropriate Standing Committee as per By-Law 25-?? (Committee By-Law).

The Committee will also consider and report on any and all matters referred to them by Council.

Subcommittees/Working Groups

N/A

Council Review

Annually.

Skills/Qualifications

N/A

Compensation

None.



Report to County Council

From: Brian Masschaele, Director of Community and Cultural Services

Date: March 11, 2025

Subject: Community Consultation Process for Relocation of Aylmer Library Branch

Recommendation(s):

THAT Elgin County Library staff be authorized to lead a community consultation process regarding future accommodation of the Aylmer branch of the Elgin County Library at the East Elgin Community Complex before the end of May 2025 as outlined in the March 11, 2025 report titled “Community Consultation Process for Relocation of Aylmer Library Branch” from the Director of Community and Cultural Services and in response to the resolution on this matter approved by Township of Malahide Council; and,

THAT a summary of the outcome of this consultation process be provided to County Council and Councils of the Township of Malahide and Town of Aylmer as soon as feasible; and,

THAT recommendations received from Aylmer Town Council as contained in Town of Aylmer CAO Report 09-25 as attached be received and filed; and,

THAT copies of this report be circulated to the Councils of the Town of Aylmer and Township of Malahide.

Introduction:

At the January 28, 2025 meeting, Elgin County Council endorsed relocation of the Aylmer branch of the Elgin County Library to the East Elgin Community Complex (EECC). County Council also requested endorsement of this proposed relocation by Aylmer Town Council. This report updates County Council on this request and also provides a framework for a consultation process that will inform next steps in the process to relocate to the complex.

Background and Discussion:

Aylmer Town Council considered County Council's request for an endorsement in principle to relocate the Aylmer branch of the Elgin County Library to the East Elgin Community Complex at their February 5, 2025 meeting. This discussion and ensuing outcome can be viewed [here](#). Town Council did not formally consider the matter of endorsement, rather passing a motion that County Council "establish a committee to undertake public engagement from residents of Malahide and Aylmer on the library and their proposal to move the library to the East Elgin Community Complex".

The historical overview previously shared with both Elgin County Council and Aylmer Town Council outlined the efforts of past Town-led committees to explore options on expanding the branch, either at the current location or other locations (including the complex as recently as 2017). These previous committees have not been able to achieve tangible action on the matter and, in fact, have only revealed considerable division on how best to proceed. Despite Town Council's current request, there are no signs that such a committee if formed once again would achieve a different result even if led by the County. In any case, County Council has provided staff with direction to explore relocation to EECC as the primary solution.

It is recommended that Elgin County Library staff lead a community consultation process focused on the opportunities and challenges associated with relocation to the complex. Proposals for alternate locations and/or expansion to the current Old Town Hall location could be received as part of this consultation process but the focus would be on moving ahead with County Council's current direction on this matter. The following is a proposed framework for this consultation process:

- A public survey through Engage Elgin that will seek public feedback on the proposed relocation and the types of services that County residents would like to see delivered by the Aylmer branch in the future.
- A public meeting led by Elgin County Library staff sometime in late April or early May hosted at EECC. This would include a presentation led by the Director of Community and Cultural Services and library staff on challenges being experienced due to the size of the current location, space and service needs relative to library planning guidelines, how these space and service needs can be addressed through relocation to the complex, the County's leasing framework with local municipal partners and how library expansion projects are generally financed and funded.
- A suggestion box at the Aylmer branch, other library branches and at the complex that would be available for a period of up to three weeks.

Financial Implications:

No additional funds are required to proceed with the proposed consultation process as outlined.

Alignment with Strategic Priorities:

Serving Elgin	Growing Elgin	Investing in Elgin
<input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need. <input checked="" type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input checked="" type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place.	<input checked="" type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

Local Municipal Partner Impact:

Township of Malahide Council approved a motion at their meeting held February 20, 2025 as attached supporting a consultation process through an open, public forum with a focus on relocation to the complex. This motion, discussion of which can be viewed [here](#), further supports the recommended approach being proposed to County Council on this matter. A summary report from the public consultation process will be compiled for presentation to County Council and Councils of the Township of Malahide and Town of Aylmer as EECC stakeholders. The results would also be made public through this process, after which County Council will have an opportunity to deliberate on the feedback received.

Communication Requirements:

The community consultation process will be widely advertised through local media, the County’s social media accounts and within library branches.

Conclusion:

Staff are recommending that a community consultation process take place based on County Council’s direction in principle to relocate the Aymer branch of the Elgin County Library to EECC. The results of this process will then be communicated back to County Council, Councils of both Aylmer and Malahide and the public before the end of May of 2025 which will then inform next steps in the process to relocate the branch.

All of which is Respectfully Submitted

Approved for Submission

Brian Masschaele
 Director of Community and
 Cultural Services

Blaine Parkin
 Chief Administrative Officer/Clerk

February 7, 2025

Warden Grant Jones and Elgin County Council

Via email: CAO@elgin.ca; kthompson@elgin.ca

Re: Relocation of the Aylmer Library Branch to the East Elgin Community Complex

Warden Grant Jones and Elgin County Council,

At their Regular Meeting held on February 5, 2025, Town of Aylmer Council passed the following resolution:

Resolution No. 36-25

Moved by Deputy Mayor Barbour and seconded by Councillor Oslach:

Whereas the Town of Aylmer desires for full consideration of all viable locations for the Aylmer library with consideration for public engagement and input on options before the Town of Aylmer, the Township of Malahide, and Elgin County;

That Report CAO 09-25 entitled Elgin County Council Correspondence – Relocation of the Aylmer Library be received for information; and,

That Aylmer Council express their appreciation to Elgin County Council for reviewing and advancing the issue of a new location for the library; and,

That Aylmer Council recommend to Elgin County Council that they establish a Committee to undertake public engagement from residents of Malahide and Aylmer on the library, their proposal to move the library to the East Elgin Community Complex and other possible options for the library's location; and,

That this recommendation be provided to Elgin County Council and the Township of Malahide for consideration.

The motion is Carried.

A copy of the report titled "Elgin County Council Correspondence – Relocation of the Aylmer Library" from the Chief Administrative Officer is attached as information.

Thank you for your consideration,

Owen Jaggard
Owen Jaggard

Director of Legislative Services/Clerk | Town of Aylmer

46 Talbot Street West, Aylmer, ON N5H 1J7

519-773-3164 Ext. 4913 | Fax 519-765-1446

ojaggard@town.aylmer.on.ca | www.aylmer.ca

CC:

Blaine Parkin, Chief Administrative Officer (CAO)

Katherine Thompson, Manager of Administrative Services/Deputy Clerk

Attached: Report CAO 09-25 Elgin County Council Correspondence – Relocation of the
Aylmer Library



Alternative formats and communication support available upon request. Please contact clerks@town.aylmer.on.ca or 519-773-3164 for assistance.

Date	January 30, 2024
To	Council – February 5, 2025
From	Andy Grozelle, Chief Administrative Officer
Report No.	CAO 09-25
Report Title	Elgin County Council Correspondence – Relocation of the Aylmer Library

Recommendation

That Report CAO 09-25 entitled Elgin County Council correspondence – Relocation of the Aylmer Library be received for information;

And, That Aylmer Council express their appreciation to Elgin County Council for reviewing and advancing the issue of a new location for the library;

And That Aylmer Council recommend to Elgin County Council that they establish a Committee to undertake public engagement from residents of Malahide and Aylmer on the library and their proposal to move the library to the East Elgin Community Complex;

And That this recommendation be provided to Elgin County Council and the Township of Malahide for consideration.

Executive Summary

The Town is highly appreciative of Elgin County Council for advancing the issue an improved library services for the communities of Malahide and Aylmer. Public engagement and input are essential to any change of this nature. The Town is also aware that a private business location would like to be considered as well for a new

library location and in fairness to all it is important to consider this to avoid favouritism of existing publicly owned infrastructure. Staff believe it is an appropriate request that Elgin County Council establish a Committee to work through the public input phase and consider any other proposals for library relocation that may be submitted prior to making recommendations to Elgin County Council upon next steps.

Background

The Town is again appreciative of Elgin County Council of advancing this matter. This issue has a long history, and it is not the intention of staff to rehash what has been relayed to Council in previous reports. This issue most recently came forward on September 18, 2024, when Aylmer Council heard a report from the Dalene van Zyl, local branch supervisor outlining Elgin County's concerns and complaints with the Old Town Hall library location. Direction was provided to staff to investigate and report back to Council. The subsequent staff report included a request to the County serving as the Library Board to establish a Committee to bring stakeholders together and work upon a strategy to advance this matter.

The attached correspondence from the County Council suggesting the advancement of the EECC as a library location is the outcome of this effort.

Analysis

Establishing a committee will provide a forum for stakeholders to gather and provide independent advice, based on public input and engagement, on the Aylmer library to Elgin County Council and its partner municipalities. Given the extensive history of the library in Aylmer, staff maintain public input and engagement in the form of a dedicated committee is required. The Town of Aylmer does not provide library services, and the relationship is simply that of a landlord/tenant. Despite this, the Town does have a vested interest in the advancement of culture, education and access to services within our community.

Stakeholders in this issue go beyond the Town. Given the high utilization of library services by residents in Malahide Township, they also have a large role to play. Town staff believe this makes it critical for Malahide residents to have input and engagement upon this issue, and that such efforts are not directly managed by the Town of Aylmer. Leadership from the County in their role as the Library Board is important to assessing input and making recommendations to Elgin County and the member municipalities.

The Town of Aylmer did not intend any offence by referencing governance as a potential issue with local library services. It is a fact that in the 1980's the local library board was dissolved and that same legislation established Elgin County Council as the Library Board. This conferred all the obligations and responsibilities of a library board directly on Elgin County Council. Such legislative changes occurred throughout the 1980's to early 2000's and were commonly associated with council's serving as boards

of health. In most instances municipalities would establish separate terms of reference and conduct separate meetings. This highlights the ability for a board to make decisions that may later be reviewed and not supported by the municipality.

Although not applicable to Elgin County, the province has established a preference for library boards with a large degree of independence. This is evident in the *Public Libraries Act R.S.O. 1990, Chapter P.44* which limits the amount of council members appointed to library boards to less than a majority. In the context of Aylmer's request to Elgin County Council, the establishment of a committee is not a large request, but represents a small step to allow for some review and analysis to occur independently prior to recommendations coming forward to County Council. The Town does not believe the issue of a new library location necessarily requires such a review and apologize if that was the sentiment that County Council was left with from the Town's request.

It is important to highlight that the Town of Aylmer has no capital funds assigned to any library redevelopment. 2024 and 2025 also represent record years of capital investment in growth and replacement of existing infrastructure by the Town. As a result, our reserves are depleted and we have limited capacity to entertain new projects.

As the County's largest urban settlement area, it is important that Elgin County invest in the Town of Aylmer to support broader regional growth and development. Common-sense economic development logic establishes that investing in urban communities serves as a catalyst to support growth with broad benefits to an entire region. Supporting urban communities helps everyone through increasing the available assessment base at both tiers and improves regional service provision.

Aylmer is unique in the low amount of funds transferred back to the community because of the limited County infrastructure in the Town. It is important for the Town to continue to apply consistent pressure on County Council to step outside of policies that are focused on providing support to rural roads, culverts, and bridges. County Council is ultimately the body charged with addressing unique circumstances where policies fall short, and exemptions are merited. It is important for Aylmer Council to continue to advocate for the County to come forward with some form of a new deal for our community and/or investments beyond what has historically been considered. Aylmer is a thriving urban community, however we do still require support and investment that are similar in value to those provided to the surrounding rural areas. Aylmer should not become a have not community because we are placed in a position where we have to either go it alone or not proceed with projects.

Conclusion

Town staff are highly appreciative of Elgin County Council advancing this issue. Staff believe it is important to undertake engagement and diligence on potential locations for any library move. We are recommending that Elgin County Council establish a committee to begin this process.

Attachments

Attachment A – Letter -Re: Relocation of the Aylmer Library Branch to the East Elgin Community Complex

Respectfully submitted,

Andy Grozelle
Chief Administrative Officer



February 24, 2025

Warden Jones & Elgin County Council
c/o Katherine Thompson - Manager of Administrative Services/Deputy Clerk
& Brian Masschaele – Director of Community and Cultural Services
(sent via email: kthompson@elgin.ca and bmasschaele@elgin.ca)

RE: Relocation of the Aylmer Library Branch to the East Elgin Community Complex

Please be informed that the Township of Malahide Council, during its meeting on February 20, 2025, approved the following resolution:

“Moved By: Sarah Leitch
Seconded By: Mark Widner

WHEREAS the Township has received correspondence from the County of Elgin and the Town of Aylmer regarding the relocation of the Aylmer Library Branch to the East Elgin Community Complex;

THEREFORE BE IT RESOLVED the Township of Malahide receives the correspondence and supports the opportunity to participate in discussions regarding the relocation, suggesting that these discussions occur in an open, public forum rather than through the establishment of a committee.

Carried”

Please do not hesitate to contact me if you require any further information.

Respectfully,

A handwritten signature in black ink that reads "A Adams". The signature is written in a cursive, flowing style.

Allison Adams,
Manager of Legislative Services/Clerk



Report to Growth Planning Steering Committee

From: Warden Grant Jones, Chair of the Growth Planning Steering Committee
Mat Vaughan, Director of Planning and Development

Date: March 11, 2025

Subject: Updated growth forecasts and land needs assessment for County of Elgin

Recommendation(s):

THAT the report titled “Updated growth forecasts and land needs assessment for County of Elgin” from the Chair of the Growth Planning Steering Committee and Director of Planning and Development dated March 11, 2025, be received and filed.

AND THAT County Council direct planning staff to update the County’s adopted Official Plan with the new population and employment projections by requesting that the Ministry of Municipal Affairs and Housing incorporate the changes as part of their Elgin County Official Plan approval process.

Introduction:

As the County continues to work towards finalizing its Official Plan approval process with the Ministry of Municipal Affairs and Housing, several factors influencing population and employment growth have recently changed which have caused the need to revisit the County’s 2022 Population and Employment forecasts. Hemson Consulting has been retained to update the forecasts and has recently shared the update with planning staff. The results and conclusions of Hemson’s update is included herein, along with staff’s recommendations for next steps with the County’s adopted Official Plan.

Background and Discussion:

As part of the Elgin County Official Plan Review Background Analysis, along with other studies, the completion of population and employment projections were completed by Hemson Consulting Ltd. to determine how and where Elgin County would grow.

On November 15, 2023, as part of an update to the Hemson Growth Forecasts and Land Needs Analysis Report, Hemson Consulting Ltd provided a memorandum analyzes on the effect of the Volkswagen EV batter plant in St. Thomas on the long-term growth prospects including population, employment and associated land needs. The overall conclusions of the memorandum were that planned housing growth in Elgin,

as well as planned employment areas, remain an appropriate basis for the County Official Plan and need not be revised.

In a memorandum dated August 30, 2024, Hemson Consulting Ltd provided comments on the proposed expansion of the Norman-Lyndale Tier I settlement area in the Municipality of Central Elgin, which at the time, was based on an increase of 3,000 homes, or 10,000 new residents. The comments were included in a report entitled “Norman-Lyndale Settlement Boundary Expansion” which was presented to Council on September 10, 2024. The memorandum was provided to address the need for additional residential land uses in Central Elgin, and more broadly in the County of Elgin and City of St. Thomas. The outlook on the long-term growth prospects for the County and Central Elgin remained consistent with the conclusions of Hemson’s two previous reports *Population, Housing and Employment Forecasts and Associated Land Needs Analysis* (2022), and an *Update to Hemson Growth Forecasts and Land Needs Analysis Report* (2023).

Based on new information, population projections for the area changed and now estimated at 7,500 - 15,000 residents (2,000 – 7,000 homes). These new projections tipped the scale in reference to current population and employment projections and required an update to the County’s 2023 Population and Employment projections. On October 8, 2024 County Council approved to contract Hemson Consulting Ltd., to update the County’s Population and Employment Projections.

Hemson’s updated growth forecast and land needs assessment examines population, housing, and employment forecasts and incorporates recent developments such as the Fall 2024 Ministry of Finance (MOF) Ontario Population Projections, Volkswagen’s proposed EV battery plant in St. Thomas, and the proposed expansion of the Norman-Lyndale Tier I settlement area.

Key points from Hemson’s assessment include:

1. **Population Projections:** The 2024 MOF Projections estimate a population of 141,600 permanent residents in the Elgin Census Division by 2051, an increase of 9,500 residents compared to previous forecasts.
2. **Volkswagen EV Battery Plant:** Expected to create 2,000 to 3,000 on-site jobs and additional spin-off jobs, significantly impacting regional employment and growth.
3. **Norman-Lyndale Expansion:** Proposed expansion involves 270 acres for residential or mixed uses, potentially increasing Central Elgin’s population growth.
4. **Growth Distribution:** Most additional population and housing growth will occur in Central Elgin, while employment growth will be concentrated in Central Elgin and Southwold.

The projected population growth for Central Elgin from 2021 to 2051 is an additional 3,910 people. This increase is attributed to the potential expansion

of the Norman-Lyndale settlement area and its proximity to the Volkswagen EV battery plant.

Aylmer is projected to grow by 1,480 housing units from 2021 to 2051. This growth is distributed across intensification within the built-up area, development in designated growth areas (DGA), and rural areas.

5. **Land Needs Assessment:** Elgin County has sufficient designated residential land to meet growth projections to 2051, except for Aylmer and Central Elgin, which face land deficiencies.

Based on the housing unit allocations and density assumptions, Aylmer requires 43.9 hectares of net land for the DGA, which translates to 73.1 hectares of gross land when accounting for public lands and infrastructure needs.

The County's employment area land supply is adequate to meet forecast employment growth.

6. **Caution with MOF Projections:** These projections should be interpreted with caution due to their variability and sensitivity to changing Federal policies.
7. **Recommendations:** The assessment suggests that the proposed expansion area in Norman-Lyndale is suitable for urban development, provided municipal services can be extended cost-effectively.

The current analysis indicates that Aylmer faces a land deficiency and will need additional land to meet its long-term residential needs. Aylmer faces a land deficiency of 35.6 hectares to accommodate its projected housing growth by 2051

The memorandum concludes that the updated forecasts align with Provincial planning requirements and provide a framework for addressing the County's evolving land use and growth management needs.

The effects of the VW Plant on Central Elgin

The memorandum indicates that Central Elgin is projected to run out of vacant land before 2051. Specifically, the updated analysis shows that Central Elgin will have a land deficiency of 19.9 hectares by 2051. This is a change from the previous study, which had projected a surplus of 36.7 hectares. Despite having enough vacant land within its Tier 1 and Tier 2 settlement areas to accommodate near-term and long-term housing growth, the vacant residential land in Central Elgin's Tier 1 settlement areas is insufficient to meet long-term residential land needs to 2051.

Therefore, the proposed expansion of the Norman-Lyndale settlement area is considered a suitable solution to address this deficiency, provided that municipal water and wastewater services can be extended to the area cost-effectively.

Financial Implications:

N/A

Alignment with Strategic Priorities:

Serving Elgin	Growing Elgin	Investing in Elgin
<input type="checkbox"/> Ensuring alignment of current programs and services with community need. <input checked="" type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input checked="" type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input checked="" type="checkbox"/> Fostering a healthy environment. <input type="checkbox"/> Enhancing quality of place.	<input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

Local Municipal Partner Impact:

Two LMPs with notable changes in the latest Population and employment lands needs assessment are Central Elgin and Aylmer.

Communication Requirements:

This information should be circulated to all of the local municipalities.

Conclusion:

Hemson’s updated analysis aligns with Provincial planning requirements and provides a framework for addressing the County’s land use and growth management needs. Based on this analysis, staff are seeking direction from Council to accept Hemson’s updated analysis and update the County’s adopted new Official Plan with the information contained in the memorandum and bring the Official Plan to a future Council meeting for their review and consideration.

All of which is Respectfully Submitted

Approved for Submission

Mat Vaughan
Director of Planning and Development

Blaine Parkin
Chief Administrative Officer/Clerk



Hemson Consulting Ltd

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MEMORANDUM

To: Mat Vaughan, Director of Planning and Development, County of Elgin
From: Stefan Krzeczunowicz, Patrick Barbieri
Date: February 4, 2025
Re: Updated Growth Forecasts and Land Needs Assessment for County of Elgin

This memorandum provides updates to the population, housing, and employment forecasts for the County of Elgin, originally set out in the *Population, Housing and Employment Forecasts and Associated Land Needs Analysis* (County LNA) prepared by Hemson Consulting in June 2022 and amended on November 23, 2022. These updates incorporate analyses of recent developments—including the release of Fall 2024 Ministry of Finance Ontario Population Projections, Volkswagen’s proposed electric vehicle (EV) battery plant in St. Thomas, and the proposed expansion of the Norman-Lyndale Tier I settlement area in the Municipality of Central Elgin—as well as recent growth trends. The objective is to assess the impact of these developments on the County’s long-term growth prospects and associated land needs.

A. PURPOSE AND CONTEXT OF THE FORECAST UPDATE

The forecast update addresses significant developments that have occurred since the completion of the County LNA, including:

1. **Release of Fall 2024 Ministry of Finance Ontario Population Projections (MOF Projections):** The MOF Projections estimate a population of 141,600 permanent residents in the Elgin Census Division by 2051, an increase of 9,500 residents compared to the County LNA forecast. The Elgin Census Division, as defined by Statistics Canada, includes the County of Elgin and the City of St. Thomas.

The *Provincial Planning Statement 2024* (PPS 2024) which came into force on October 20, 2024, requires the County to base its population and employment forecasts on the MOF Projections, or a modified version of the projections as appropriate.

2. **Volkswagen EV Battery Plant:** The plan by Volkswagen to construct a major electric vehicle (EV) battery plant on a 1,500 acre site in St. Thomas, which is expected to transform the regional economy. The plant is projected to create 2,000 to 3,000 on-site jobs, with thousands of additional spin-off jobs. In 2023, the Provincial Government passed Bill 63, the *St. Thomas-Central Elgin Boundary Adjustment Act*, which transferred 700 acres of land from the Municipality of Central Elgin to the City of St. Thomas. This is in addition to 800 acres purchased by St. Thomas in 2022.
3. **Proposed Expansion of Norman-Lyndale Tier I Settlement Area:** The expansion involves approximately 270 acres of land located at 467 Sunset Drive, in the Municipality of Central Elgin. These lands, previously part of the site of the St. Thomas Psychiatric Hospital, are currently owned by the Province of Ontario. Redevelopment plans are underway to convert the area, which is currently cultivated farmland, for residential or mixed uses.

The main purpose of the updated forecasts is to translate the higher MOF Projections into a revised housing unit forecast, an associated employment growth forecast, and an assessment of the sufficiency of the County's remaining vacant land supply across local municipalities. It is noted that the 2021 vacant supply data used for the County LNA has not been updated as part of the analysis.

B. APPROPRIATE USE OF 2024 MOF PROJECTIONS

The PPS 2024 now requires the County to base its population and employment forecasts on MOF projections, or a modified version of the projections as appropriate. As such, the forecasts set out in this memo are based on population growth contained in the 2024 MOF Projections. However, care should be taken if these forecasts are to be used to make substantive changes to the County OP for the following reasons:

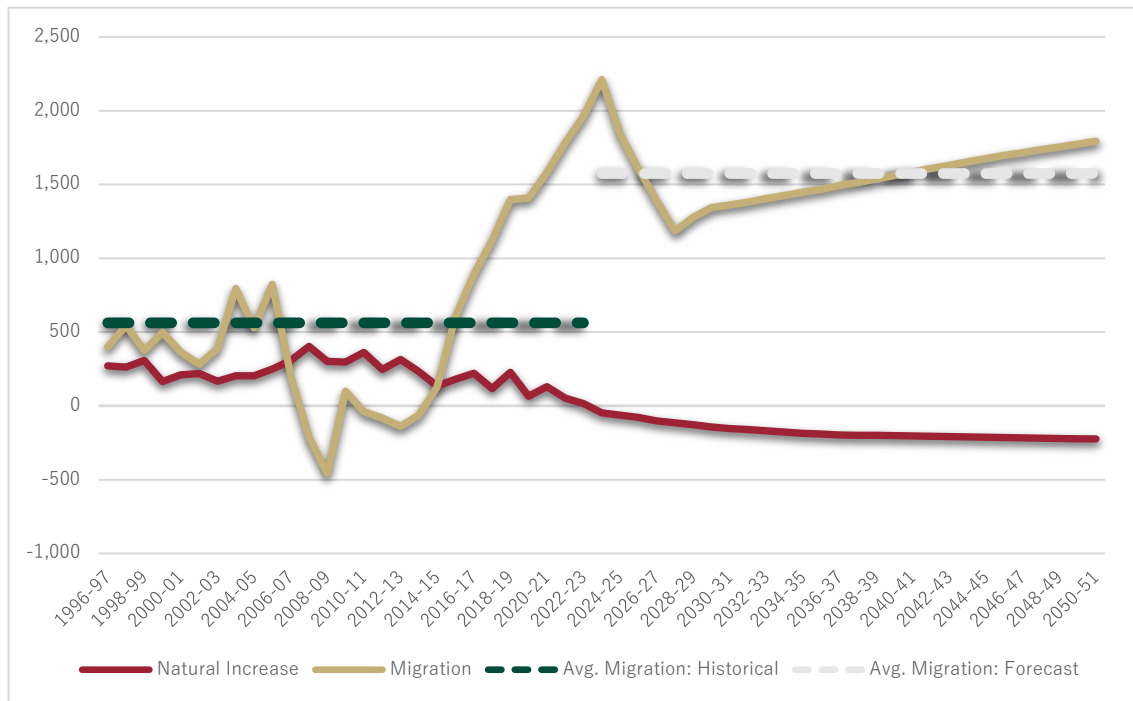
- First, the MOF Projections are annual projections of population not employment, whereas the most significant changes to growth forecasts in the County LNA are related to employment.
- Second, the MOF Projections are produced annually for Ontario and its 49 Census Divisions. As noted above, the Elgin Census Division includes both the County and St. Thomas.

- Third, the MOF Projections assume that population growth will reflect recent migration trends and the continuing evolution of long-term fertility and mortality patterns. To that extent, they are not “forecasts” that explicitly account for changes in future Federal immigration policies, and local housing demand, land use plans, infrastructure investments, or the availability of land for development. As such, projections for Census Divisions with limited land for development may overstate the growth potential. And projections for areas with significant planned infrastructure investment may understate growth potential.
- Of particular relevance to the County of Elgin is that the MOF Projections are highly variable and are particularly sensitive to shifts in Federal immigration and non-permanent resident (NPR) policies. While immigration and NPRs contribute minimally to Elgin County’s growth (10% and 6%, respectively, between 2018/19 and 2022/23), broader immigration and NPR trends influence intra-provincial migration to the County. Early in 2024, some changes to NPR targets were carried out, particularly to reduce the numbers of international students. Other changes through that year have sought to tighten eligibility for employers to hire temporary foreign workers. In September of 2024, following a Federal Cabinet retreat, the government announced a review of the targets for permanent immigration. And more recently, it cut permanent resident targets 20% from 500,000 to 395,000 in 2025 and plans to keep it on a downtrend after that with 380,000 in 2026 and 365,000 in 2027. The new targets for permanent residents will still be well above historical levels. However, they will be much more in line with immigration levels assumed under the original County LNA. Future MOF projections may therefore be expected to decrease as the reduced immigration targets take full effect.

In short, while the MOF Projections can provide valuable insights, they must be interpreted with caution, considering their variability, sensitivity to changing Federal policies, and limited capacity to reflect local development opportunities and constraints.

Figure 1 outlines the components of growth for the Elgin Census Division based on the MOF Projections.

Figure 1: Components of Population Growth, MOF Population Projections



Source: Hemson Consulting, based on MOF Projections, Fall 2024

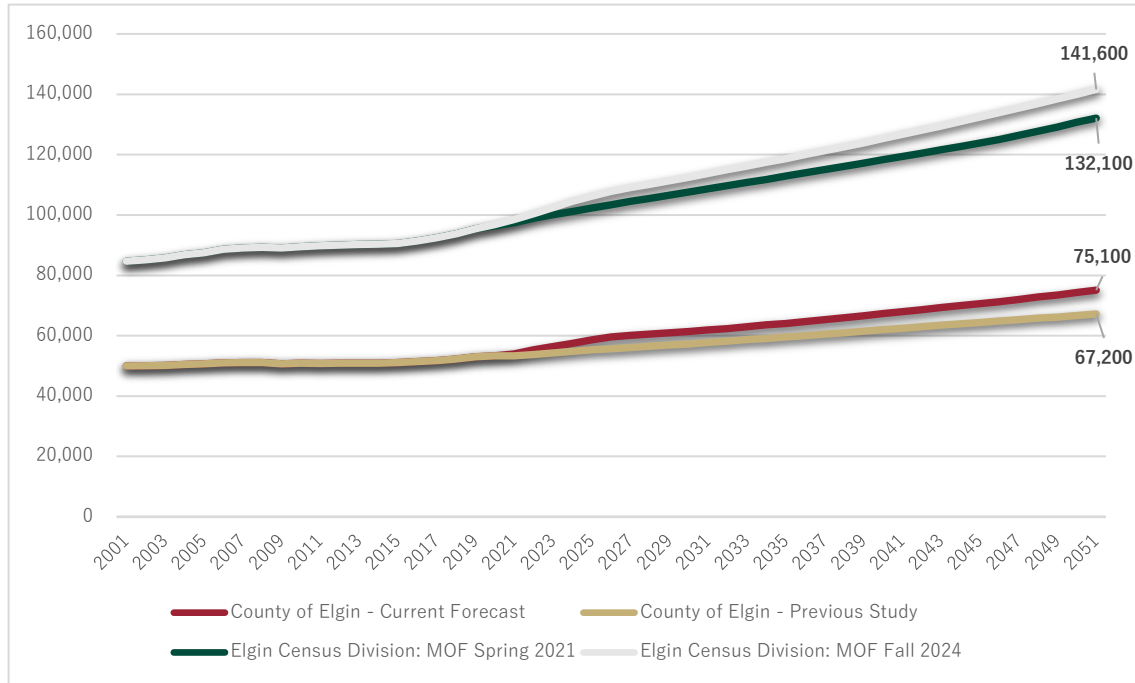
C. GROWTH FORECAST UPDATE

The 2024 MOF Projections, which serve as the basis for this update, provide population projections only and are limited to the Census Division level, encompassing both the County and City of St. Thomas. To develop a revised forecast for the County, the following steps were undertaken:

- **Census Division Population Allocation:** The growth distribution between the County and City remains consistent with the assumptions in the County LNA. This means that approximately 50% of the projected population growth from 2021 to 2051 is allocated to each. The MOF Projections estimate a total growth of 43,000 people for the Elgin Census Division, with 21,080 allocated to the County. Figure 2 illustrates the difference between the County LNA and MOF Projections to 2051.¹

¹ It is noted that in April 2024, the City of St. Thomas released an updated 2051 population growth forecast of 79,500 by 2051. These forecasts rightly note that the then most recent (2023) MOF Projections do not account for the impact of the EV battery plant on the City's growth (see Watson and Associates, *Growth Analysis Study*, April 2024).

Figure 2: Comparison of County LNA Forecast and MOF Projections to 2051



Source: Hemson Consulting, based on MOF Projections, Fall 2024.

- **Allocation of County Growth to Local Municipalities:** Revisions to the allocation of population, housing, and employment throughout the County reflect recent developments, including:

 - population and housing growth trends as identified in Statistics Canada’s *2024 Annual Demographic Estimates* and recent CMHC housing market data;
 - employment expectations for the County associated with the EV battery plant as set out in Hemson’s memorandum *Update to Hemson Growth Forecasts and Land Needs*, dated November 23, 2023; and
 - observations on County growth expectations set out in Hemson’s memorandum *Comments on Possible Expansion to Norman-Lyndale Settlement Area*, dated August 30, 2024.

Additional employment growth in the County resulting from the EV battery plant, as well as employment arising from increased population growth, have been allocated based on the same methodology used for the County LNA. Population-related employment is generally allocated on the basis the location of population growth. Employment land employment is allocated to local municipalities with existing vacant employment lands, such as Southwold and Central Elgin.

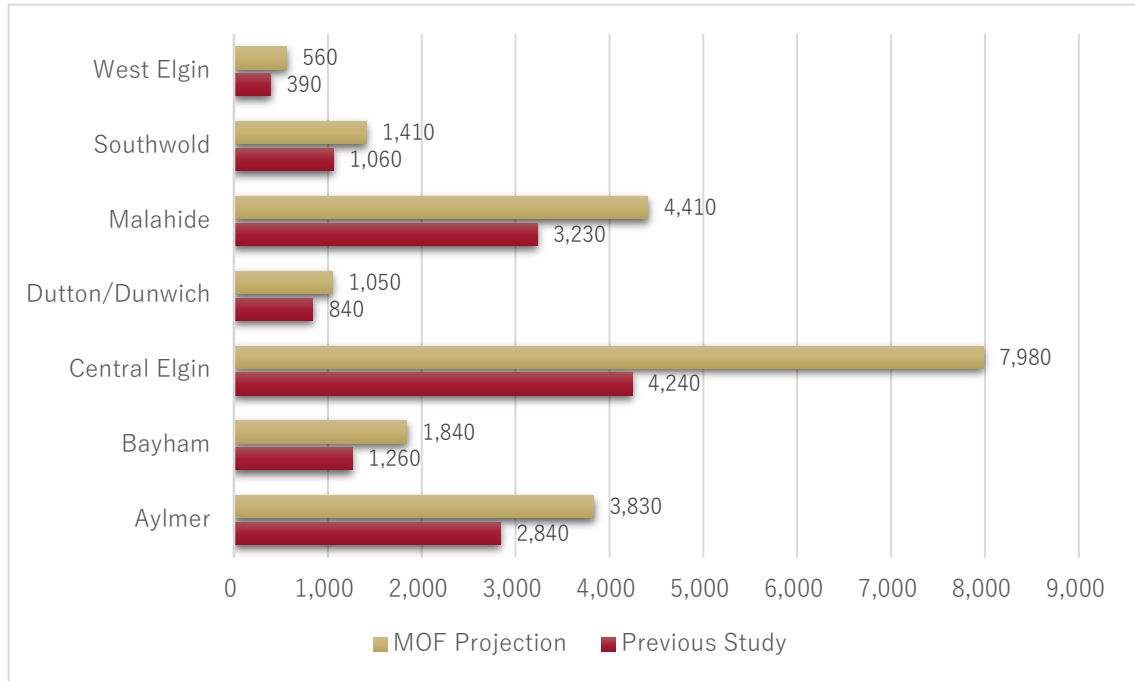
i. Revised Population Allocations

As shown above in Figure 2, the 2024 MOF Projections estimate higher population growth for the Elgin Census Division to 2051 compared to the earlier County LNA. The updated population forecasts for the County assume that this higher growth will incorporate additional population and housing arising from the new battery plant for the following reasons:

- The long-term demand for housing in the County is unlikely to be significantly impacted by the plant. The housing forecasts in the County LNA implicitly assume that a small portion of workers employed in the County's employment areas will reside in newly constructed housing within the County.
- The battery plant, expected to create up to 3,000 on-site jobs in St. Thomas, could result in approximately 15% of these workers (about 450 individuals) choosing to live in the County. This would generate an estimated demand for 225 additional housing units, accounting for the likelihood that some workers may transition from existing jobs within the County to positions at the plant. This represents only 3% of the 30-year housing demand forecast of 7,220 units in the County LNA.

As shown in Figure 3, Central Elgin has been allocated a greater share of updated population growth due to the potential expansion of the Norman-Lyndale settlement area and its proximity to the battery plant. Central Elgin's annual growth rate has increased by 1%, resulting in an additional 3,910 people by 2051. All other local municipalities in the County also exhibit increased growth rates to 2051.

Figure 3: Updated Local Population Forecasts, 2021-2051



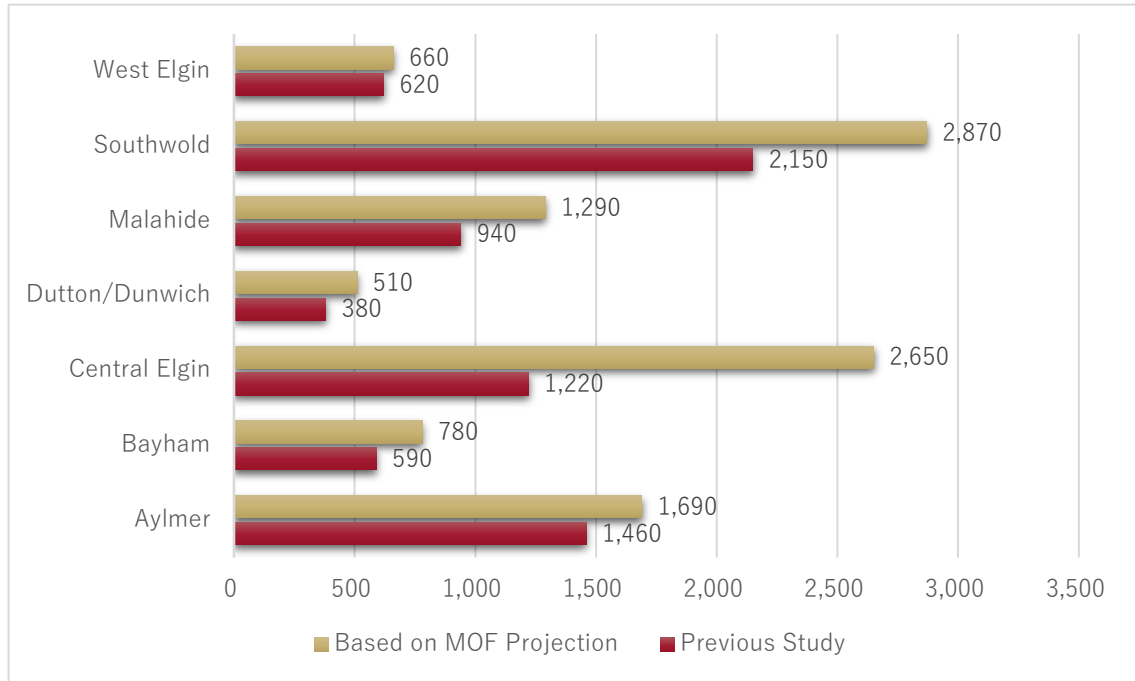
Source: Hemson Consulting

ii. Employment Growth Impacts

Although development of the battery plant is still in its early stages, construction and initial production at the plant will likely occur prior to the next County Official Plan review in 5 to 10 years. Nevertheless, the employment forecasts in the County LNA remain a reasonable basis on which to plan for employment on both designated employment land and other community-related and rural employment activities.

As a result of incorporating the higher population growth associated with the 2024 MOF Projections, total employment in the County is also expected to grow correspondingly. All local municipalities are forecast to see an increase in employment by 2051, particularly those with available employment lands, such as Central Elgin and Southwold. Figure 4 illustrates the revised employment growth for the County’s local municipalities.

Figure 4: Updated Total Employment Forecasts, 2021-2051



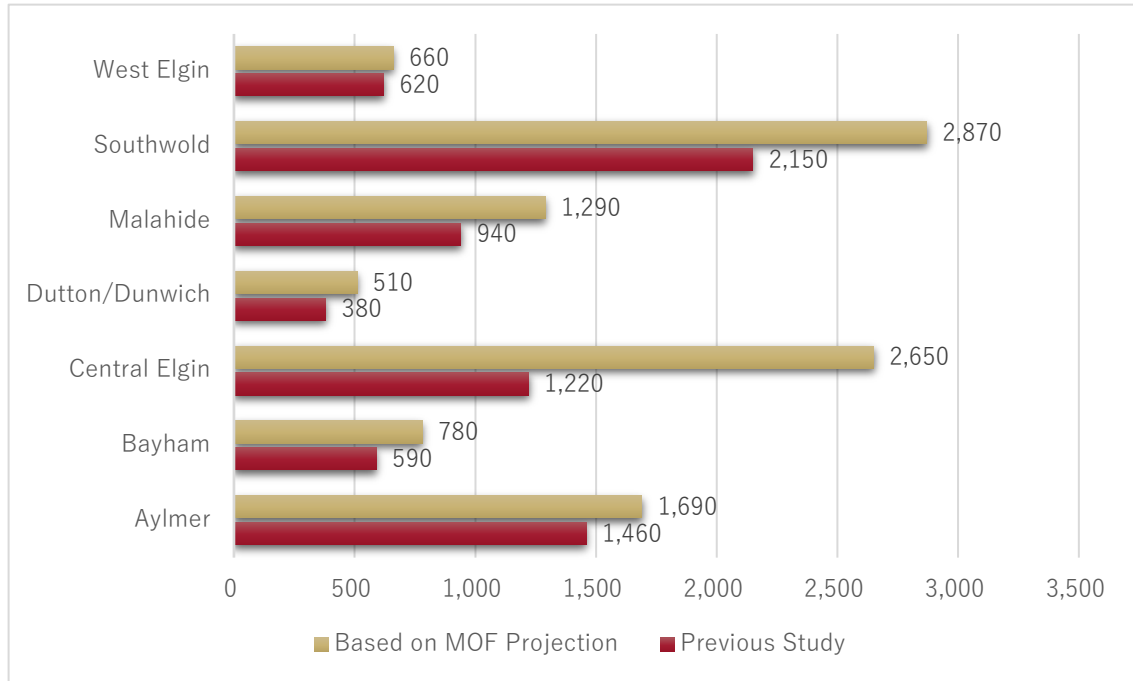
Source: Hemson Consulting

a) Employment Land Employment Impacts

Volkswagen’s EV battery plant is expected to create up to 3,000 on-site jobs in St. Thomas. Employment land job growth associated with this development within the County is anticipated to be concentrated in Southwold and Central Elgin, reflecting their existing vacant employment lands and the potential spin-off effects of the plant (see Figure 5).²

² For a detailed discussion of the job multipliers, and timing and location of job growth associated with the battery plant, including implications for County growth and land needs, see Hemson Consulting, *Update to Hemson Growth Forecasts and Land Needs*, November 23, 2023.

Figure 5: Updated Employment Land Employment Forecasts, 2021-2051



Source: Hemson Consulting

The updated employment land employment forecasts consider the following factors:

- Large manufacturing investments, like the EV battery plant, do not necessarily generate significant growth in their immediate vicinity. Much of the construction labour and permanent operating employment will consist of commuters from London, St. Thomas, and urban areas beyond the County.
- The original County LNA forecasts already accounted for similar levels of economic, employment, and housing growth over a 30-year horizon, even though the concentrated nature of growth resulting from this single major investment was not specifically anticipated.
- Official plans are regularly reviewed. If growth exceeds forecast targets—whether or not driven by the EV battery plant—the County’s Official Plan can be revised during scheduled reviews or at any other time, as needed.

b) Non-Employment Land Impacts

Employment growth outside designated employment areas is divided into two categories: “population-related employment” and “rural employment”:

- **Population-related employment** is employment in Elgin that primarily serves the resident population and includes sectors such as retail, education, health care, local government, and urban work-at-home employment. The distribution of population-related employment across the County is largely tied to population growth and the community area (i.e. residential) land needs assessment accounts for urban land needs associated with this type of employment. To the extent that the County's population and housing forecasts remain unaffected by the battery plant (see below), the plant's impact on population-related employment in urban communities is expected to be minimal.
- **Rural Employment** encompasses jobs in rural areas, including primary industries and agriculture, as well as some uses typically found in urban employment areas, but not located on urban land designated for industrial or commercial use. These are typically small-scale manufacturing or construction businesses as well as tourism (including agri-tourism) and recreation activities which play an important role in Elgin. Also important in the Elgin context is the role of agricultural labour, particularly in Bayham and Malahide. While the battery plant is unlikely to directly impact most of these activities, additional retail or service demands may arise from workers on their way to work from London through Southwold and Central Elgin along Highways 4 and 30, and Wonderland Rd South and Wellington Rd South.

Commuters to the battery plant could provide increased trade to gas stations on these major routes (though it is unclear whether there are any stations currently in the County at these locations). Of note is that, by 2051, the vast majority of passenger vehicles will be electrically powered. Convenience retail demand from commuters may also grow slightly, but it is unlikely to warrant significant retail space or employment lands.

Food services are another commercial use potentially affected by commuter traffic from London. However, large manufacturing employers often provide on-site food services, reducing external demand. Additionally, St. Thomas already hosts numerous coffee shops and fast food outlets, including a Tim Hortons very near the battery plant site at Highways 52 and 30. Given the existing and planned commercial developments in London, along the Highway 401 corridor (e.g. ON Routes), and in St. Thomas, any additional demand from commuters is expected to be adequately met over time.

D. UPDATED LAND NEEDS ASSESSMENT: COMMUNITY AREA

The methodology for calculating the Community Area Land Needs based on the 2024 MOF Projections remains consistent with the approach outline in the County LNA. Key factors include:

- a net-to-gross land need assumption of 60% to 70%, accounting for land required for municipal infrastructure, local retail, and institutional requirements;
- an expected density of 25-27 residential units per net hectare for future residential development;
- housing-type propensities consistent with the County LNA; and
- vacant land supply data that aligns with the County LNA.

This update incorporates the newly available 2021 Census net undercoverage rates for each municipality and revises the assumption for expected community area jobs, reducing it from 1 job per 12 people to 1 job per 10 people to reflect latest trends.

i. Housing Allocations and Growth

Table 1 summarizes the distribution of total housing in the County between 2021 and 2051. In keeping with PPS and County Official Plan policies, most growth will be directed to Tier 1 settlement areas, either through intensification within built-up areas or development on vacant land in designated growth areas (DGA). A smaller share of housing growth is allocated to rural settlements and scattered lots in rural areas.

Table 1: Housing Allocations, 2021-2051

	2021	2051	Total Unit Growth
Aylmer	3,070	4,550	1,480
Bayham	2,260	3,050	790
Central Elgin	5,460	9,220	3,760
Dutton/Dunwich	1,600	2,100	500
Malahide	3,010	4,510	1,500
Southwold	1,710	2,520	810
West Elgin	2,100	2,490	390
Elgin County	19,210	28,440	9,230

Source: Hemson based on MOF Projections, Fall 2024.

Table 2 shows the amount of housing growth forecast to occur in each lower-tier municipality as intensification within the existing built-up area between 2021 and 2051. About 16% of new units are expected to be built as intensification within the built-up area, requiring no additional land.

Table 2: Housing Growth Through Intensification, 2021 - 2051

	Total Unit Growth	Intensification Rate	Intensification Units
Aylmer	1,480	20%	296
Bayham	790	15%	119
Central Elgin	3,760	20%	752
Dutton/Dunwich	500	15%	75
Malahide	1,500	10%	150
Southwold	810	15%	122
West Elgin	390	0%	0
Elgin County	9,230	16%	1,513

Source: Hemson Consulting

Table 3 sets out the share of housing growth—about 8% across the County—that is forecast to be accommodated in rural areas, both within unserved Tier 3 settlement areas as well as on scattered vacant lots of record outside settlement areas. As with the intensification units, development in the Tier 3 settlement areas and rural areas is assumed to not require any additional land as there is sufficient vacant land already available in those areas. No rural area growth is assigned to Alymer.

Table 3: New Housing in Tier 3 Settlements & Rural Areas, 2021 - 2051

	Total Unit Growth	Tier 3 Share	Tier 3 Units
Aylmer	1,480	0%	0
Bayham	790	10%	79
Central Elgin	3,760	10%	376
Dutton/Dunwich	500	10%	50
Malahide	1,500	10%	150
Southwold	810	10%	81
West Elgin	390	10%	39
Elgin County	9,230	8%	775

Source: Hemson Consulting

The remaining 75% of housing growth—6,942 units—will take place in the DGA (see Table 4).

Table 4: Housing Growth in Designated Growth Areas, 2021 - 2051

	Total Unit Growth	Designated Growth Area Share	Designated Growth Area Units
Aylmer	1,480	80%	1,184
Bayham	790	75%	593
Central Elgin	3,760	70%	2,632
Dutton/Dunwich	500	75%	375
Malahide	1,500	80%	1,200
Southwold	810	75%	608
West Elgin	390	90%	351
Elgin County	9,230	75%	6,942

Source: Hemson Consulting

ii. Density and Land Requirements

A survey of recently constructed housing densities across Elgin’s settlement areas undertaken as part of the County LNA informed the analysis, with density assumptions for future development being slightly higher than current trends to align with Provincial and

Official Plan policies promoting a more compact urban form and transit-supportive settlement areas:

- **Central Elgin and Aylmer:** 27 units per hectare
- **Other DGA:** 25 units per hectare

Based on the housing unit allocations and density assumptions, a “net” community area land need for the DGA is calculated for each municipality. Net land needs are then translated into gross (developable) land needs to accommodate public lands (e.g. local parks, local roadways, stormwater management facilities, and local schools) and population-related employment (e.g. local retail). Table 5 summarizes the net and gross land requirements for each municipality.

Table 5: Land Required in Designated Growth Areas (DGA) to 2051

	DGA Units	Unit Density	Net Land Need (ha)	Net to Gross Assumption	Gross Land Need (ha)
Aylmer	1,184	27	43.9	60%	73.1
Bayham	593	25	23.7	70%	33.9
Central Elgin	2,632	27	97.5	60%	162.5
Dutton/Dunwich	375	25	15.0	70%	21.4
Malahide	1,200	25	48.0	70%	68.6
Southwold	608	25	24.3	70%	34.7
West Elgin	351	25	14.0	70%	20.1
Elgin County	6,942	26	267.7	65%	412.2

Source: Hemson Consulting

iii. Sufficiency of Supply

This land need is then compared to the availability of vacant land in Tier 1 and Tier 2 settlement areas to determine the sufficiency of supply. Table 6 displays the results of this comparison.

Table 6: Sufficiency of DGA Residential Vacant Land to 2051 (gross ha)

	Gross Land Need (ha)	Vacant Land: Tier 1 Settlements	Vacant Land: Tier 2 Settlements	Vacant Land	Sufficiency of Vacant Land to Accommodate Allocation
Aylmer	73.1	37.5	0.0	37.5	(35.6)
Bayham	33.9	122.8	0.0	122.8	89.0
Central Elgin	162.5	61.3	81.3	142.6	(19.9)
Dutton/Dunwich	21.4	68.1	0.0	68.1	46.7
Malahide	68.6	0.0	87.5	87.5	18.9
Southwold	34.7	0.0	108.8	108.8	74.1
West Elgin	20.1	100.8	0.0	100.8	80.8
Elgin County	412.2	390.5	277.6	668.2	256.0

Source: Hemson Consulting

As seen above, Elgin County as a whole has sufficient designated residential land to meet growth projections to 2051. However, Aylmer continues to face a land deficiency, as it did under the County LNA, and Central Elgin is now projected to run out of vacant land before 2051 (see Table 7).

Table 7: Sufficiency of DGA, County LNA vs. 2024 Update

	2021 Report	2024 Update
Aylmer	(20.8)	(35.6)
Bayham	93.2	89.0
Central Elgin	36.7	(19.9)
Dutton/Dunwich	47.5	46.7
Malahide	29.4	18.9
Southwold	75.8	74.1
West Elgin	81.3	80.8
Elgin County	343.3	256.0

Source: Hemson Consulting

E. UPDATED LAND NEEDS ASSESSMENT: EMPLOYMENT AREA

This section presents the results of the updated employment area land needs assessment. Employment area is generally required to accommodate employment land employment growth.³ Table 8 provides details on employment land employment growth forecasts to 2051.

³ Both the *Planning Act* (in 2023) and the Provincial Planning Statement (in 2024) introduced updated definitions of an “area of employment”, excluding institutional and commercial uses, except for retail and office uses

The County requires sufficient employment land to support the addition of about 5,200 new jobs, which represents an increase of 1,300 jobs compared to the earlier forecasts for 2051 in the County LNA (see Table 8). A small portion of these new jobs can be accommodated as intensification on existing sites in the Town of Aylmer and Township of Southwold. The land needs assessment assumes that approximately 6% of all employment land employment job growth will occur through intensification.

Table 8: Employment Land Employment Growth 2021 – 2051

	2021	2051	Total ELE Growth
Aylmer	1,600	2,455	855
Bayham	350	432	82
Central Elgin	1,530	2,706	1,176
Dutton/Dunwich	110	110	0
Malahide	670	670	0
Southwold	650	3,230	2,580
West Elgin	340	837	497
Elgin County	5,250	10,440	5,190

Source: Hemson Consulting

The land needs assessment assumes an employment land density of 20 jobs per net hectare in municipalities where lands are generally serviced and between 12 and 15 jobs per net hectare in municipalities where lands are generally unserved. Table 9 presents the net land need required to accommodate the employment land jobs in Tier 1 and Tier 2 settlement areas.

associated with manufacturing, warehousing, and other permitted uses. This change is expected to have minimal impact on the County's land needs assessment, as most employment areas in Elgin lack the now-excluded uses.

Table 9: Employment Area Land Need 2021 – 2051

	Job Growth on Employment Lands	Density Assumed (Jobs per Net ha)	Land Need to Accommodate Job Growth (ha)	Net to Gross Assumption	Gross Developable Land Need (ha)
Aylmer	684	20	34.2	80%	42.8
Bayham	41	12	3.4	85%	4.0
Central Elgin	847	20	42.3	80%	52.9
Dutton/Dunwich	0	n/a	n/a	n/a	n/a
Malahide	0	n/a	n/a	n/a	n/a
Southwold	2,245	20	112.2	80%	140.3
West Elgin	248	15	16.6	85%	19.5
Elgin County	4,065	19	208.7	80%	259.5

Source: Hemson Consulting

The net land need shown in Table 9 is translated into a gross land need using net-to-gross factors. This accounts for long-term site vacancy due to topographical and locational constraints and provides for public land needs, such as local roads, stormwater management facilities, and other utilities in employment areas.

Based on this analysis, the County will need approximately 260 gross developable hectares of designated employment land to meet the forecast employment land employment growth to 2051.

The sufficiency of the currently designated employment lands in Elgin is summarized in Table 10. This table demonstrates that the County’s employment area land supply is adequate to meet the forecast employment growth, both at the County level and locally. The Township of Southwold, in particular, has a significant long-term supply of vacant employment land. These findings are not materially different from those set out in the earlier County LNA (see Table 11).

Table 10: Sufficiency of Employment Area to 2051 (Gross Ha)

	Gross Land Need (ha)	Vacant Land within Tier 1 & 2 Settlements	Sufficiency of Vacant Land to Accommodate Allocation
Aylmer	42.8	42.8	0.0
Bayham	4.0	4.0	0.0
Central Elgin	52.9	107.0	54.1
Dutton/Dunwich	n/a	n/a	n/a
Malahide	n/a	n/a	n/a
Southwold	140.3	198.4	58.1
West Elgin	19.5	19.5	0.0
Elgin County	259.5	371.7	112.2

Source: Hemson Consulting

Table 11: Sufficiency of Employment Area, County LNA vs. 2024 Update

	2023 Supplemental Report	2024 Update
Aylmer	0.0	0.0
Bayham	0.0	0.0
Central Elgin	62.0	54.1
Dutton/Dunwich	n/a	n/a
Malahide	n/a	n/a
Southwold	93.5	58.1
West Elgin	0.0	0.0
Elgin County	155.6	112.2

Source: Hemson Consulting

F. CONCLUSIONS

The updated analysis above aligns with Provincial planning requirements and provides a framework for addressing the County's evolving land use and growth management needs. Based on this analysis, the following conclusions are made:

- **Updated Population Projections:** The 2024 MOF Projections estimate a population of 141,600 permanent residents in the Elgin Census Division by 2051, representing an increase of 9,500 residents compared to the County LNA forecast.
- **Caution in Using MOF Projections:** While the PPS 2024 requires the County to base its population and employment forecasts on the MOF Projections, these projections should be interpreted with caution, considering their variability, sensitivity to changing Federal policies, and limited capacity to reflect local development opportunities and constraints. Future MOF Projections may be expected to decrease as reduced Federal immigration targets are implemented over the coming years.
- **County-Wide Planned Growth Remains Valid:** In general, planned housing growth in Elgin and designated employment areas remain an appropriate basis for the County Official Plan. These do not require wholesale revisions due to the announcement of the new EV battery plant or the municipal boundary adjustments made in 2023 to accommodate the plant. If growth accelerates in the County beyond the updated forecasts set out in this memo, whether attributable to the plant or other factors, the County Official Plan can be reviewed and updated during a regular review or as needed.
- **Growth Distribution:** Most additional population and housing growth from the 2024 MOF Projections will take place in Central Elgin. Most additional employment growth will occur in Central Elgin and Southwold.
- **County-Wide Residential Land Needs:** Elgin County as a whole has sufficient designated residential land to meet the updated growth forecasts to 2051. However, Aylmer continues to face a land deficiency, as it did under the County LNA, and Central Elgin is now projected to run out of vacant land before 2051.
- **Residential Land Needs in Central Elgin:** As noted in Hemson’s memorandum *Comments on Possible Expansion to Norman-Lyndale Settlement Area*, 30 August 2024, in planning for additional residential land needs in Central Elgin:
 - Norman-Lyndale is situated directly adjacent to St. Thomas, with the proposed expansion area adjoining an existing residential area of the city. As such, the proposed expansion area represents the logical extension of the urban communities of both Norman-Lyndale and St. Thomas. The area

is appropriate location for growth and development and offers opportunities to provide a full mix and range of housing, including affordable housing.

- Although Central Elgin has enough vacant land within its Tier 1 and 2 settlement areas to accommodate near-term and long-term housing growth, the vacant residential land in the Municipality's Tier 1 settlement areas is insufficient to meet long-term residential land needs to 2051. Therefore, provided that full municipal water and wastewater services can be extended to the proposed expansion area in a cost-effective manner, the expansion area is more suitable for urban development than lands located in Tier 2 settlement areas.
- **Employment Land Needs:** Finally, the County's employment area land supply is adequate to meet forecast employment growth, both at the County level and locally. Southwold, in particular, has a significant long-term supply of vacant employment land. These findings are consistent with those outlined in the earlier County LNA.

COUNTY OF ELGIN: FORECAST UPDATE & LAND NEEDS ASSESSMENT



Context

- Hemson Consulting, *Population, Housing and Employment Forecasts and Associated Land Needs Analysis* (Nov 2022)
- Key recent developments
 - Volkswagen EV battery plant
 - Proposed expansion of Norman-Lyndale
 - Provincial Planning Statement (PPS) 2024
- Updated forecasts to 2051 (County-wide and local)
 - Population, households, housing by type, employment by type
 - Land needs assessment

Growth Forecast Update

- Ministry of Finance (MOF) Population Projections (Fall 2024) are basis of forecast update and are
 - of entire Elgin Census Division (County and St. Thomas)
 - of population only (not employment)

- County forecast update based on:
 1. Shares of population and household growth between the County and City consistent with 2022 Hemson Report
 2. Population and household growth allocations to area municipalities revised based on recent growth trends
 3. Additional employment land employment growth allocated primarily to Southwold, where most supply of land to accommodate such growth is located

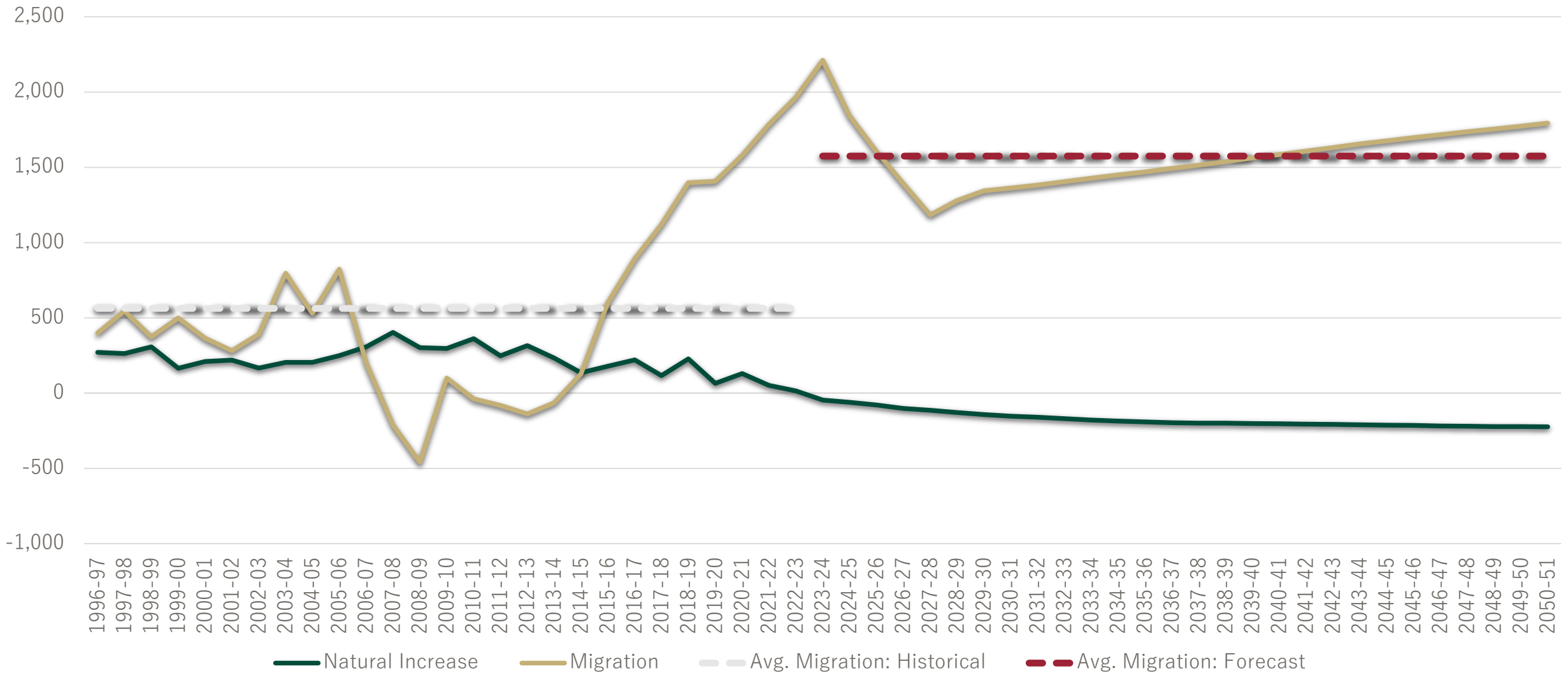
- 2022 vacant land supply data have not been updated

Population Growth Since 2022 Hemson Report



County of Elgin - Current Forecast County of Elgin - Previous Study
 Elgin Census Division: MOF Spring 2021 Elgin Census Division: MOF Fall 2024

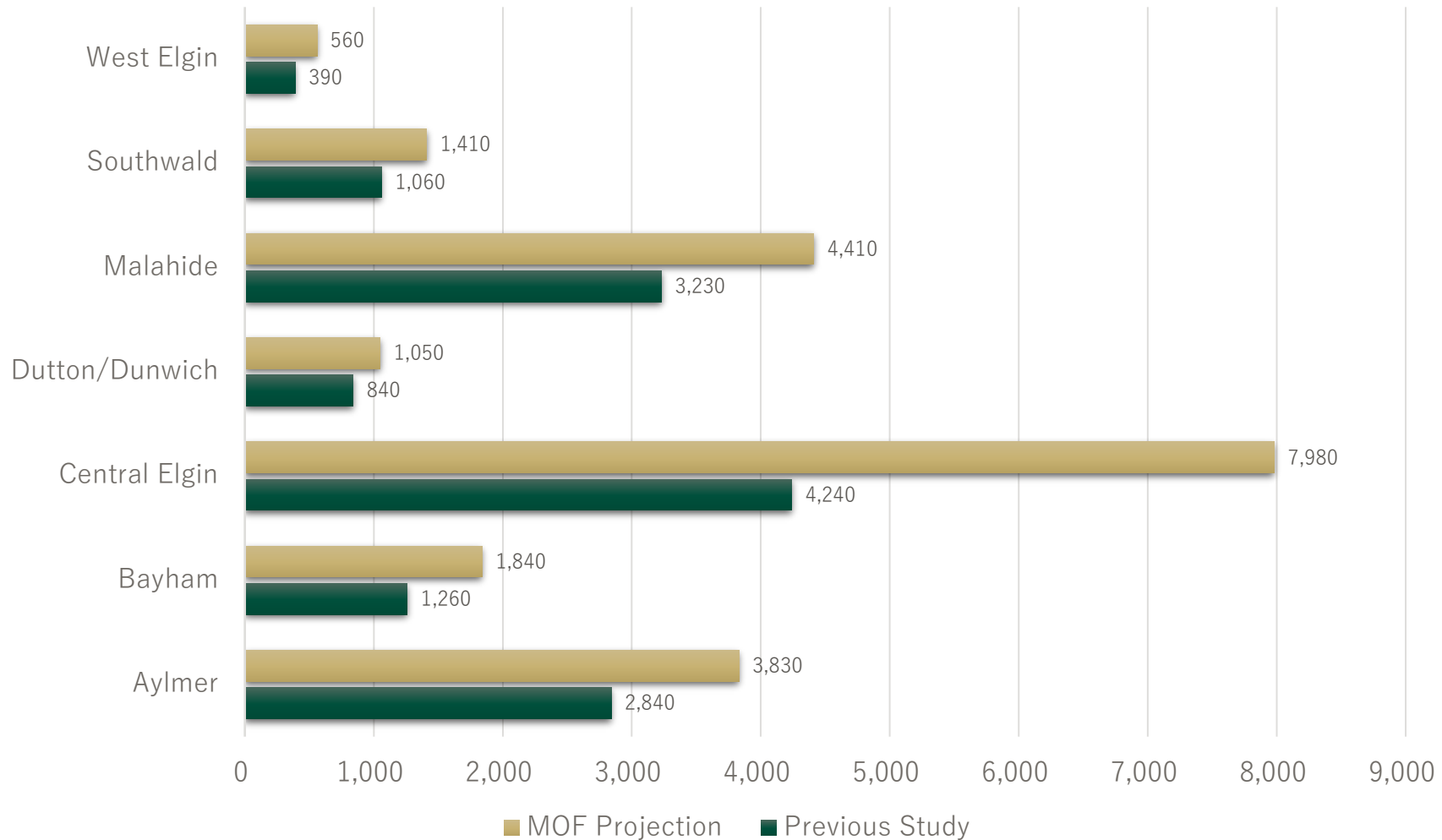
MOF Components of Growth in Elgin Census Division



Risks Associated with 2024 MOF Projections

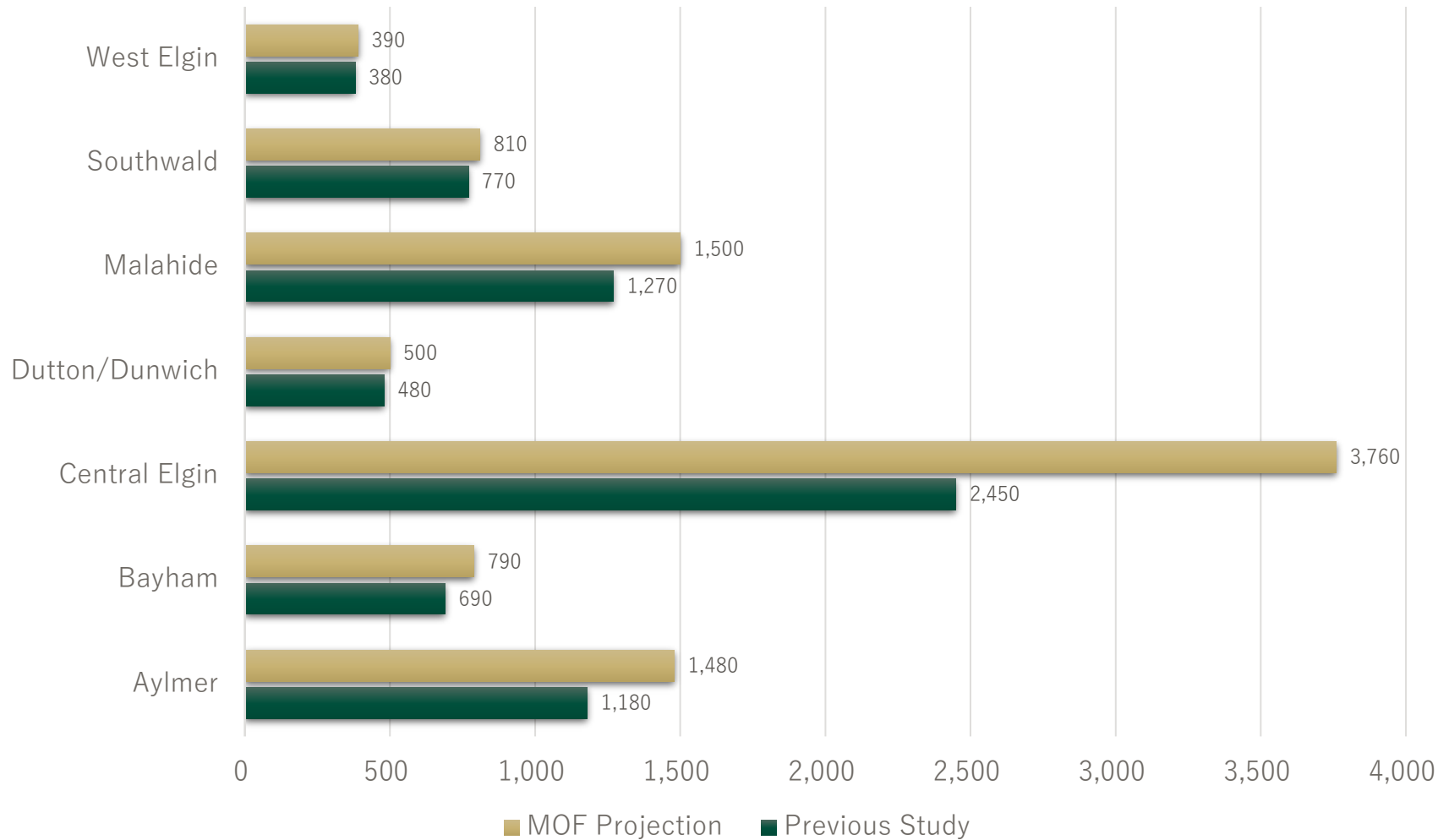
- Projections are based on continuation of current demographic trends
 - Incorporates new caps on international student enrollment and restrictions on temporary foreign workers (minimal impact in County)
 - Does **not** account for
 - recent announcements to lower national immigration targets for 2025-2027
 - Volkswagen
- Projections reflect a high rate of immigration over full forecast period—new immigration targets are more aligned with 2022 Hemson Report than 2024 MOF Projections
- PPS 2024 requires that County base population and employment forecasts on MOF Projections, or a modified version. Projections provide valuable insights, but must be interpreted with caution due to their variability, sensitivity to changing federal policies, and limited ability to account for local development constraints

2024 MOF Population Growth Allocations



Total Population Growth 2021-2051		
Municipality	Difference	% Difference
Aylmer	990	35%
Bayham	580	46%
Central Elgin	3,740	88%
Dutton/Dunwich	210	25%
Malahide	1,180	37%
Southwald	350	33%
West Elgin	170	44%
Elgin County	7,220	52%

Translating the MOF Population Projections to Households



Total Household Growth 2021-2051		
Municipality	Difference	% Difference
Aylmer	300	25%
Bayham	100	14%
Central Elgin	1,310	53%
Dutton/Dunwich	20	4%
Malahide	230	18%
Southwald	40	5%
West Elgin	10	3%
Elgin County	2,010	28%

Approach to Calculating Community Area Lands

- Net to gross ratio of 60-70% based on area municipal-specific characteristics to account for land required for municipal infrastructure and local retail and institutions
- Density assumptions remain consistent with the 2022 Report
- New 2021 Census net-undercoverage rates have been applied
- Propensities by housing type consistent with 2022 Report
- Jobs calculated as a ratio of 1 job per 12 people rather than 1 job per 10 people as per latest data

Updated Community Area Land Needs

Community Area Land Needs Assessment: Need for Additional Community Area Land (Surplus/ Deficit)		
Municipality	2022 Study	MOF Projections
Aylmer	(20.8)	(35.6)
Bayham	93.2	89.0
Central Elgin	36.7	(19.9)
Dutton/Dunwich	47.5	46.7
Malahide	29.4	18.9
Southwald	75.8	74.1
West Elgin	81.3	80.8
Elgin County	343.3	254.0



Employment Area Land Needs

- Increased employment land employment growth as a direct results of
 - Higher population growth
 - Impact of VW plant
- Assumed that significant portion of additional employment land employment growth (i.e. over and above the 2022 Report) will occur in Southwold, where most vacant supply is
- Even with additional growth, Southwold has 30+ hectares of gross vacant land post-2051

Summary of Findings

- Forecast update includes higher population, household and employment growth
- Forecasts are based on 2024 MOF Projections, which do not incorporate reduced national immigration targets or VW plant
- Additional Community Area lands needed in Aylmer and Central Elgin to accommodate long-term growth
- No need for immediate Employment Area expansion



Report to County Council

From: Mat Vaughan, Director of Planning and Development

Date: March 11, 2025

Subject: Update on County Planning Service

Recommendation(s):

THAT the report titled “Update on County Planning Service” from the Director of Planning and Development, dated March 11, 2025 be received and filed.

AND THAT County Council direct planning staff to continue working with the County’s Local Municipal Partners through a by-the-hour fee structure to help implement the County’s planning service.

Introduction:

On September 10, 2024 County staff presented a report to Elgin County Council to discuss the formation of a centralized county planning service. In that report, staff requested direction to proceed with a phased centralized planning services plan where staffing is increased as additional LMP’s planning responsibilities are added and to adopt the tax levy form of compensation to administer the centralized planning services team. Council directed staff to further engage with the County’s local municipalities to gauge interest in how the centralized planning service could be implemented.

Since that time, planning staff have been actively discussing the implementation of a county planning service with several of the County’s local municipalities.

Background and Discussion:

Through discussions with local municipal senior staff, it was understood that administrating a centralized planning service through the tax levy would not be a fair approach unless the majority of local municipal partners were engaged with the county’s planning service. An alternative approach using a flat-fee system was developed, where the estimated annual fee was derived by reviewing the municipalities 2023 development activity, and forecasting a similar workload for 2025. This approach included a review of each type of planning application, the amount of time spent processing each

application, and utilized specific planning technical experience for each type of planning application. For example, a minor variance would be largely reviewed by a junior planner, whereas a draft plan of subdivision, or official plan amendment would be reviewed by a senior planner. Likewise, policy planning was included for specific projects required by each LMP.

While the flat-fee approach was based on sound background estimations, it led to a request by some LMPs for the County to consider an alternative fee structure. Of primary concern was the thought that the flat fee was overestimating the amount of planning applications that would be reviewed in 2025, leading to a higher than estimated annual fee.

As a result, planning staff are requesting direction from Council to proceed with implementing a county planning service using a by-the-hour planning fee structure. Such a fee structure would in practical terms be no more challenging to implement as both a flat-fee and by-the-hour fee structure require detailed application, resource and time tracking. Billing such a service would also be similar, as a flat-fee service and by-the-hour service can be invoiced in many possible formats (ie. Monthly, quarterly, annually, etc.). The primary negative aspect of using a by-the-hour fee structure is that it makes predicting county staffing resources more challenging. To help alleviate this challenge, the county’s planning department may need to utilize planning consulting services more than expected. Consulting planning services has been considered as part of the 2025 planning and development department budget.

Financial Implications:

The by-the-hour fee structure should not have any significant impact on the planning and development budget projections for 2025.

Alignment with Strategic Priorities:

Serving Elgin	Growing Elgin	Investing in Elgin
<input type="checkbox"/> Ensuring alignment of current programs and services with community need. <input checked="" type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input checked="" type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input type="checkbox"/> Fostering a healthy environment. <input type="checkbox"/> Enhancing quality of place.	<input checked="" type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

Local Municipal Partner Impact:

A county planning service by-the-hour fee structure will help our local municipal partners ensure that fees will only be charged for work rendered, which may help bring down the overall cost of implementing the county planning service if the number of planning applications is lower than predicted.

Communication Requirements:

The direction of County Council regarding the planning fee structure will be communicated to the local municipalities who are engaged in negotiations with the county's planning and development department.

Conclusion:

In an effort to help possibly reduce the county planning service fees for our local municipal partners, planning staff are seeking direction from County Council to utilize a by-the-hour planning service fee. As previously stated in earlier reports, the planning and development department will track and measure several metrics related to the county's planning services to ensure county resources are being adequately compensated and that planning fees are being fairly apportioned to the participating LMPs.

All of which is Respectfully Submitted

Approved for Submission

Mat Vaughan
Director of Planning and Development

Blaine Parkin
Chief Administrative Officer/Clerk



Report to County Council

From: Katherine Thompson, Manager of Administrative Services/Deputy Clerk

Date: March 11, 2025

Subject: Committee By-Law Update

Recommendation(s):

THAT the report titled “Committee By-Law Update” from the Manager of Administrative Services/Deputy Clerk, dated March 11, 2025 be received and filed; and

THAT County Council approve the proposed updates to the Committee By-Law and direct staff to prepare the By-Law for consideration at the March 25, 2025, meeting.

Introduction:

The Committee By-Law was last updated in 2023. Council has since adopted a new Procedural By-Law (25-06). The Committee By-Law requires several minor updates to ensure its consistency with the Procedural By-Law and accommodate changes to Committee Terms of Reference that have been approved by Council since the last update.

Background and Discussion:

Elgin County Council approved a new Procedural By-Law (25-06) on February 11, 2025. This By-Law will come into effect on April 1, 2025. Staff have reviewed the Committee By-Law and proposed changes to ensure that it is consistent with the new Procedural By-Law.

Proposed Changes:

The format of the By-Law was updated to be consistent with the formatting used for all Elgin County By-Laws.

The By-Law contained references to several previous by-laws that have since been updated. References to these outdated by-laws were replaced with accurate information.

Under Section 4 (b) it has been made clear that Committees must conform to the rules governing the procedures of a meeting of Committee of the Whole as outlined in Council's procedural By-Law 25-06, as may be amended or replaced.

Section 6 (Suspension of Rules) was changed to require a two-thirds majority vote in accordance with the Procedural By-Law (25-06).

Section 24 (d) was added to indicated that should the Warden be an appointed member of a Committee, they will automatically serve as Chair, and the annual election of a Chair will not be required; however, a Vice Chair will still be elected for the year.

The Delegations and Pecuniary Interest Sections were updated to mirror the procedures in By-Law 25-06.

Staff are currently contemplating changes to the form and content of several Committee Terms of Reference which will be brought forward to Council at a future meeting.

Financial Implications:

None.

Alignment with Strategic Priorities:

Serving Elgin	Growing Elgin	Investing in Elgin
<input type="checkbox"/> Ensuring alignment of current programs and services with community need. <input type="checkbox"/> Exploring different ways of addressing community need. <input type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input type="checkbox"/> Fostering a healthy environment. <input type="checkbox"/> Enhancing quality of place.	<input checked="" type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

Local Municipal Partner Impact:

None.

Communication Requirements:

None.

Conclusion:

Staff have made minor updates to the Committee By-Law to ensure that it is consistent with the newly updated Procedural By-Law (25-06). Staff are seeking Council feedback on these proposed updates and seeking approval to prepare the By-Law for adoption on March 25, 2025.

All of which is Respectfully Submitted

Approved for Submission

Katherine Thompson
Manager of Administrative Services/Deputy Clerk

Blaine Parkin
Chief Administrative Officer/Clerk

COUNTY OF ELGIN

By-Law 25-XX

“TO DEFINE THE MANDATE AND MEETING PROCEDURES FOR COMMITTEES

ESTABLISHED BY THE CORPORATION OF THE COUNTY OF ELGIN

WHEREAS pursuant to Section 238 of the *Municipal Act, 2001*, S.O. 2001, c. 25 as amended, every municipality and local board shall pass a procedure by-law for governing the calling, place and proceedings of meetings;

AND WHEREAS the Council of the Corporation of the County of Elgin did pass By-Law 25-06, being a procedure by-law governing the calling, place and proceedings of meetings of Council;

AND WHEREAS the Council of the Corporation of the County of Elgin deemed it expedient to pass a separate by-law, being By-Law 23-01, as amended by By-Law 25-01, in order to make and establish rules and regulations for the mandate and meeting procedures under which local boards and committees of council are to operate;

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

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

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

1. This By-Law will come into force and take effect on the date of its passing.
2. By-Laws No. 23-01 and 25-01 are hereby repealed.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 25th DAY OF MARCH 2025.

Blaine Parkin,
Chief Administrative Officer/Clerk.

Grant Jones,
Warden.

Appendix "A"

By-Law No. 25-XX

1. Definitions

(a) In this By-Law:

"Act" means the *Municipal Act, 2001* S.O. 2001, Chapter 25, as amended.

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

"Advisory Committee" means a committee established by Council to advise on matters which Council has deemed appropriate for the Committee to consider.

"CAO" means the Chief Administrative Officer of the County or his or her designate.

"Clerk" means the person duly appointed, by By-Law, pursuant to Section 228 of the Act, as a Clerk, or Deputy Clerk of the County.

"Chair" means the position of the person appointed to preside, or presiding at, a Meeting, whether that person is the regular Chair or not.

"Closed Session" means a Meeting, or any portion thereof, of Council or Committee that is not open to the public, pursuant to Section 239 of the Act or any successor provision thereto.

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

"Council" means the elected Mayors and/or Deputy Mayors or alternate(s) of the County's constituent municipalities when they sit in a deliberative assembly.

"County" means the Corporation of the County of Elgin.

"Delegation" means to address Council or Committee at the request of the person wishing to speak.

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

"Legislated Committee" means a statutory committee established under legislation.

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

"Member" means a person that is a member of Council for the County of Elgin; or a person appointed by Council to a Committee.

“Minutes” means a written Record of Meetings of a Committee, and the Minutes are to include the events of the Meeting, a list of attendees, a statement of the issues considered by the Members, and related responses and decisions on issues.

“Open Meeting” means a Meeting, or portion thereof, that is not held in Closed Session.

“Pecuniary Interest” means an interest, whether direct or indirect, that meets the criteria set out in the *Municipal Conflict of Interest Act*, RSO 1990, c. M.50, ss. 2, ss. 3.

“Quasi-Judicial Board” means a local board or committee that has been delegated Council’s decision-making powers and makes quasi-judicial decisions.

“Quorum” means a majority of the whole number of Members of the Committee, including the Chair.

“Secretary” means the person responsible for recording the Minutes, the preparation of the agenda and the preparation of any resulting correspondence.

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

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

“Terms of Reference” means the document that defines the establishment, mandate/objectives, composition, reporting requirements, term of appointment, and meeting frequency of each Committee of Council.

“Warden” means the Warden of the Corporation of the County of Elgin, in accordance with the Act.

2. Purpose

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

3. Principles of the Council Committee By-Law

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

- (iii) All Members have the right to information to help make decisions, unless otherwise prevented by law;
- (iv) All Members have a right to an efficient Meeting;
- (v) All Members have the right to be treated with respect and courtesy; and
- (vi) All Members have equal rights, privileges and obligations.

4. Application

- (a) The rules and regulations contained in this By-Law set out the rules of order for the dispatch of business in Committee Meetings and shall be observed in all proceedings of Committees appointed by Council.
- (b) Except as otherwise provided for in this By-Law, all Committees must conform to the rules governing the procedures of a meeting of Committee of the Whole as outlined in Council's procedural By-Law 25-06, as may be amended or replaced.
- (c) Where an applicable procedure prescribed by the Council's Procedural By-Law refers to a Councillor, that reference is deemed to refer to any Member of a Council Committee.

5. Interpreting the Council Committee By-Law

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

6. Suspension of Rules

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

7. Pecuniary Interest

- (a) As required by the *Municipal Conflict of Interest Act*, RSO 1990, c. M.50, ss. 2, ss. 3, a member who has any pecuniary interest, direct or indirect, in any matter and is present at a meeting of the council or local board at which the matter is subject to consideration, the member,
 - i. Shall, prior to any consideration of the matter at the meeting, disclose the interest and the general nature thereof;
 - ii. Shall not take part in the discussion of, or vote on any question in respect to the matter; and

- iii. Shall not attempt in any way whether before, during or after the meeting to influence the voting on any such question.
- (b) Where the interest of a member has not been disclosed as required in Section 7 (a) by reason of the member's absence from the meeting referred to therein, the member shall disclose the interest and otherwise comply with Section 7 (a) at the first meeting of the Council or local board, attended by the member after the meeting where the matter was considered.
- (c) A member shall file with the Clerk a written statement of any interest declared by the Member in accordance with the *Municipal Conflict of Interest Act, RSO 1990 Act* and its general nature, and the Clerk will make the disclosure publicly available and will maintain a registry of written statements of disclosure.
- (d) In the case of items to be discussed in a Closed Session Meeting, the Member declaring a pecuniary or other conflict of interest shall leave the Meeting and shall take no action to participate in, or influence, the vote of the other Members when said item is to be resolved by Council.

8. Majority Vote

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

9. Creating, Amending or Dissolving a Committee

- (a) Council may, at any time on Motion of a Member duly considered and agreed to by a Majority vote, strike a Committee, Ad Hoc Committee and/or Steering Committee, as the case may be, which shall consider and report on any matter or perform any special service within the spheres of jurisdiction of Elgin County, pursuant to the Act.
- (b) Council may create a new Committee in response to any of the following:
 - (i) Requirements of applicable legislation or regulation (Federal, Provincial or Municipal By-Law);
 - (ii) Changing priorities;
 - (iii) To address significant public issues or trends;
 - (iv) Where public input is deemed desirable;
 - (v) Recommendation and report by staff; and
 - (vi) Any other reason deemed appropriate by Council.
- (c) In creating a new Committee, Council shall have regard for the following:
 - (i) Establishing a clearly defined mandate and terms of reference;
 - (ii) Membership and quorum requirements/qualifications;
 - (iii) Composition of the Committee;
 - (iv) Alignment with the Council's strategic plan and other departmental goals and objectives;
 - (v) The reporting relationship and frequency of progress reports;
 - (vi) Public and financial considerations;
 - (vii) Staff resources to be made available and the impacts on County departments;
 - (viii) The need for any sub-Committees/working groups; and
 - (ix) Defined timeline for completion of the assigned tasks.
- (d) Amendments to the mandate/terms of reference of a Committee may be initiated by Council, by recommendation of a Committee or by a report and recommendation from staff. All amendments to mandate/terms of reference must be approved by Council.

- (e) The following factors may be considered by Council when amending a Committee's mandate/terms of reference:
 - (i) Results of the Committee's annual report which measures progress against fulfilling the mandate;
 - (ii) Impact of the change on the mandate/terms of reference;
 - (iii) Continued relevance of the Committee's purpose/function;
 - (iv) The degree of public interest;
 - (v) Changes to the applicable legislation or regulations;
 - (vi) Changing Council priorities or new issues at Council;
 - (vii) Cost analysis and required resources; or
 - (viii) Committee term.

- (f) The dissolution of a Committee may be triggered by any one of the following, provided that such trigger is provided for in the terms of reference for the committee or otherwise contained in a by-law approved by Council:
 - (i) Expiration of the Committee term;
 - (ii) Completion of the Committee's task or mandate;
 - (iii) Effectiveness of the Committee's operations (e.g. frequency of meetings, amount of Committee business, number of cancelled meetings);
 - (iv) Resolution of the issues that led to the creation of the Committee;
 - (v) The legislative requirement for the Committee no longer exists;
 - (vi) Merger with another Committee;
 - (vii) Results of the Committee's annual report which measures progress against fulfilling the mandate;
 - (viii) Changing Council priorities;
 - (ix) Recommendations by the Committee by resolution; or
 - (x) Report and recommendation by staff.

- (g) Committees created by Council will be formally dissolved by a Council resolution that is implemented through amendments to this By-Law as necessary, unless otherwise defined in the Committee Terms of Reference.

10. Accountability

- (a) Pursuant to the Act, except in the case of a Quasi-Judicial Board, or as otherwise provided for in the Terms of Reference, Committees shall provide recommendations and advice to Council.
- (b) All Committees are accountable to County Council.
- (c) All Committees will report to County Council at least annually.
- (d) A Committee may provide reports or seek direction from Council at any time other than the annual report.
- (e) Unless otherwise provided for in the Terms of Reference establishing a Committee or otherwise contained in a by-law approved by Council, all decisions of Committees shall be in the form of recommendations to Council. Recommendations of a Committee shall be forwarded by the Secretary to the CAO/Clerk for inclusion in the County Council Meeting Agenda.

11. Duties of Committees

- (a) The general duties of Committees of Council shall be:
 - (i) To report to Council from time to time, whenever desired by Council and as often as the interest of the County may require, on all matters concerned with the duties imposed on them respectfully, and to recommend such action by Council in relation thereto as may be deemed necessary;

- (ii) To forward recommendations of the Committee to Council as set out in Section 10 (e);
- (iii) To consider and report on any and all matters referred to them by Council and every such report shall be signed by the Chair submitting the same;
- (iv) To comply strictly with the transaction of all business to the rules prescribed in this By-Law.

12. Committee Terms of Reference

- (a) For every Committee, Ad Hoc Committee and/or Steering Committee established by Council, Council shall adopt Terms of Reference, and these terms of reference shall be reviewed with each term of Council.
- (b) Terms of Reference approved by Council shall constitute the constating document of the Committee.
- (c) The terms of reference adopted by Council must include the following:
 - (i) Identification of Members as appointed including term of office for citizen appointments if the term does not coincide with the term of Council;
 - (ii) The mandate of such Committee, Ad Hoc Committee and/or Steering Committee;
 - (iii) Specific duties, including delegated powers (if any); and
 - (iv) Requirement for a term report to provide a status update on the activities and accomplishments of the Committee, Ad Hoc Committee and/or Steering Committee.

13. Annual Report

- (a) The mandate/terms of reference for a new or existing Committee shall include the requirement that the Committee report to Council annually by the end of each calendar year, either directly or through the appropriate Standing Committee, respecting the following matters:
 - (i) A concise summary of the activities and accomplishments of the Committee during the current year;
 - (ii) A summary of the Committee's focus areas for the following year; said focus areas to be aligned with Council's Strategic Plan and objectives;
 - (iii) Any recommendations respecting proposed changes to the Committee's structure, composition or mandate/terms of reference.
- (b) The Annual Report shall provide a clear and concise summary of the Committee's activities and future focus areas and shall be limited to a maximum of three (3) pages.

14. Committee Composition

- (a) Members of Committees will be appointed by Council by resolution.
- (b) Committee Composition is determined by County Council as established by approved Terms of Reference for each of Committee.
- (c) The Warden shall recommend and Council shall appoint representatives from within their membership to various Committees/Boards/Agencies at their first Meeting in January of each year, in order to fulfill the number of positions required to be fulfilled by Members of Council pursuant to the Terms of Reference for each Committee.
- (d) All members of Council shall be appointed to at least one position on a Committee, Local Board or Agency.

- (e) All Members of Council are equally eligible to serve on any Committee, Local Board or Agency.
- (f) Any Member of Council or Committee may be placed on a Committee notwithstanding the absence of such Member at the time of being named on such Committee.

15. Standing Committee Composition – Schedule “A”

- (a) The composition and terms of reference for Standing Committees are hereby established by the County of Elgin in accordance with Schedule “A”, attached hereto and forming a part of this By-Law.
- (b) It is the responsibility of the Standing Committees to report to Council and all matters connected with their duties referred to them by Council and recommend such action as they deem necessary.

16. Advisory Committee Composition – Schedule “B”

- (a) The composition and terms of reference for Advisory Committees are hereby established by the County of Elgin in accordance with Schedule “B”, attached hereto and forming a part of this By-Law.

17. Legislated Committees – Schedule “C”

- (a) The composition and terms of reference for Legislated Committees are hereby established by the County of Elgin in accordance with Schedule “C”, attached hereto and forming a part of this By-Law.

18. Agencies and Boards with Council Appointees – Schedule “D”

- (a) The Committees to which Council makes appointments, but are not Committees of Council, is included in Schedule “D”. These Committees are bound by the rules established by their governing body.

19. Ad Hoc Committees – Schedule “E”

- (a) Council may establish Ad Hoc Committees for special projects, upon the recommendation of Council, Committee of the Whole, or staff. Establishment of Ad Hoc Committees does not require an amendment to this By-Law.
- (b) An Ad Hoc Committee must have a clear mandate and well-defined terms of reference that must include:
 - (i) The Committee’s mandate/terms of reference;
 - (ii) The number of members;
 - (iii) The composition of membership, including members of staff, if applicable;
 - (iv) Reporting relationships;
 - (v) Staff and other resources to be made available; and
 - (vi) A start and finish date.

20. Citizen Appointments

- (a) When determined by Council statute or legislation, as established by Terms of Reference for a Committee approved by Council, members of the public will be eligible to serve on a Committee as citizen appointees
- (b) When Council decides to include members of the public on an Ad Hoc Committee, the Clerk will advertise in the local newspaper and on the County’s website inviting members of the public to apply to be a member of the Committee.

21. Citizen Appointments – Criteria to Serve on Committee

- (a) Citizen appointments to Committees listed in this By-Law must be at least 18 years or older, a resident of the County of Elgin, and be one of the following:
- (i) A Canadian Citizen; or
 - (ii) Permanent Resident, a person who has been given permanent resident status by immigrating to Canada but is not a Canadian Citizen, and has resided in Elgin County for at least one year;
 - (iii) Appointees must maintain residence in the County of Elgin for the duration of their term on the Committee.

22. Retention of Applications to Serve on Committees

- (a) Applications from Members of the Public who are not appointed during the regular appointment process will be kept on file in the office of the CAO/Clerk for a period of one (1) year from the date of submission.
- (b) If a vacancy occurs on a Council Committee within one (1) year, the applicants who applied to serve on that Committee and were not appointed will be contacted and asked if they are still interested in serving.
- (c) The County CAO/Clerk will also re-advertise vacancy in the newspaper and on the County's website.

23. Duration of Citizen Appointments

- (a) Members of the public will be eligible to serve for a maximum time established by the approved Terms of Reference.
- (b) Renewed membership on a Committee is not automatic and any member of the public who wishes to serve for an additional term must submit an additional application form or provide a letter which includes the necessary information in order to be considered for reappointment.

24. Chair and Vice Chair

- (a) Each Council Committee must, at its first meeting each year, appoint a Chair and Vice Chair from Members of Council appointed to the Committee.
- (b) For the purposes of clarity, a Member of the Committee who served as Committee Chair or Vice Chair may be reappointed as Committee Chair or Vice Chair.
- (c) If a Committee is unable to appoint a Chair or Vice-Chair, Council will appoint the Chair or Vice-Chair.
- (d) If the Warden is appointed to a Committee, they will serve as Chair, and only an election for Vice Chair will occur at the first meeting each year.

25. Role of the Chair

- (a) In addition to duties prescribed by the Council Procedural By-Law 25-06, as may be amended or replaced, the Chair will perform the following duties for a Committee:
- (i) If requested by Council, provide recommendations regarding the reappointment of Members of a Council Committee; and
 - (ii) Assist the County CAO/Clerk to prepare any reports required by Council including the Annual Report.

26. Role of the Warden

- (a) The Warden shall be a Member Ex-Officio of all Committees as required and may vote on all questions before the Committee and the Ex-Officio Member shall not be counted in the formation of Quorum. If the Warden is included as a Committee Member in the Committee Terms of Reference, the Warden shall be counted in the formation of Quorum.

27. Role of Councillors Not Appointed to Committee

- (a) Members of Council or Committee may attend the Meetings of any of its Committees but shall not be allowed to vote.
- (b) Non-Members shall be allowed to take part in discussion or debate, with the permission of the Majority of Members of the Committee.

28. Term of Appointment

- (a) Terms of Appointment are included in Committee Terms of Reference, as approved by Council annually through review of this By-Law.
- (b) Unless specifically provided for in this By-Law or By-Law 25-06, as may be amended or replaced, such Committee, Ad Hoc Committee and/or Steering Committee shall dissolve as soon as the services for which that Committee was appointed are performed.
- (c) Unless Council specifically sets out in this By-Law, or unless legislation provides otherwise, the term of office for citizen appointments to Committees, Ad Hoc Committees and/or Steering Committees shall coincide with the term of Council.
- (d) Unless otherwise prescribed by law, Council and citizen memberships on all Committees end on November 14th of a municipal election year.
- (e) A non-statutory Council Committee shall not extend beyond the term of Council unless the newly elected Council confirms by resolution the continuance of the Committee.
- (f) Terms of Office and Memberships on external Boards/Commissions/Authorities or Quasi-Judicial Committees must be in accordance with this By-Law unless the term of office is established under statute or legislation.

29. Attendance and Absenteeism

- (a) The Committee Clerk will record the attendance of the Members in the minutes of the meeting.
- (b) Any member who is absent from three (3) consecutive regular meetings, or fifty percent (50%) of the meetings held within a year, without leave of absence by resolution from the Committee will cease to be a member of the Committee, and Council shall be advised by the Committee via correspondence to Council that will appear on the next available Council agenda.
- (c) Any member of a committee who is absent, without cause acceptable to the Committee, for more than three (3) consecutive regular meetings, or fifty percent (50%) of the meetings held within a year will not be eligible for reappointment.
- (d) A member of a Committee of Council who intends to leave a meeting before the meeting is adjourned must inform the Chair of this intention either at the start of the meeting or prior to leaving.

- (e) Council may appoint a Member thereof to act on any Committee or at a Meeting thereof in lieu and during the absence of any Member thereof who is absent from the municipality or unable from illness to attend the Meeting(s) of such Committee, and the Member so appointed shall be deemed a Member of the Committee and entitled to act thereon, only during such absence or illness.

30. Location and Schedule of Meetings of Committees

- (a) Meetings of Council Committees are held at the County of Elgin Administration Building (450 Sunset Drive) unless otherwise determined by the Committee Members.
- (b) The Meeting schedule of all Committees is determined by its Members, in accordance with each Committee's terms of reference and/or prescribed mandate.

31. Public Participation at Committee Meetings

- (a) During all Council Committee Meetings that are open to the public, Members of the public, if deemed appropriate by the Chair, may be invited to share their comments, views, suggestions and opinions. This will occur following the introduction of an agenda item and receiving comments from staff with questions from the Committee Members.
- (b) Any person or groups of persons wishing to address the Committee is required to make the necessary arrangements through the CAO/Clerk, prior to the date of the Committee Meeting. Written delegation briefs shall be provided so that sufficient time will permit distribution to the Members of the Committee, prior to the said meeting.
- (c) Once a delegation has addressed the Committee, no further request on the same issue will be entertained until written information is produced to Members and there is agreement that another delegation is warranted.
- (d) No person or delegation shall be permitted to address the Committee on a subject not on the agenda, unless permission is granted on the consent of the Chair and on two-thirds majority of Members in support of such presentation.
- (e) A delegation shall be limited to a maximum of fifteen (15) minutes. Council or Committee may, by Motion, and with the support of the majority of its members lengthen the time for hearing of delegations.
- (f) No more than three (3) persons shall be permitted to speak to a delegation, unless otherwise permitted by the Chair.
- (g) No more than four (4) delegations shall be scheduled to address the Committee at any Meeting, unless permitted by the Chair.
- (h) Members of the Committee may ask questions of a delegation but shall not enter into debate with any representatives of such delegation. All questions to delegations shall be addressed through the Chair. No other person may ask any questions of the delegations, unless directed to do so by the Chair.
- (i) Should an individual wish to be provided with further Notice related to a matter addressed by a delegation before the committee, he or she is required to indicate this wish to the CAO/Clerk or recording secretary as part of his or her delegation request originally delivered.
- (j) Section 19.2.10 of By-Law 25-06 (Procedural By-Law) outlines delegation topics that shall not be permitted at Elgin County Council. In accordance with By-Law 25-06, these delegation topics shall not be permitted at Committees.

32. County CAO/Clerk Support

- (a) The County CAO/Clerk or his or her delegate will provide administrative and other support, including meeting facilities and equipment, to allow a Committee to fulfil its mandate in a non-voting capacity.
- (b) The County CAO/Clerk may appoint County employees to perform liaison functions between the County and a Council Committee.

33. Compensation

- (a) Any Council Member attending at any Meeting of a Committee as an appointed member, local Board or agency shall not be entitled to additional compensation but shall be entitled to reimbursement of travel expenses.
- (b) Councillors appointed to a Council Committee shall be paid mileage at the same rate established for the use of personal vehicles for County business and any other eligible “out of pocket” expenses that may occur.
- (c) Members of the Committee shall serve without remuneration, unless otherwise provided for in the Committee Terms of Reference, and no member shall directly or indirectly receive any profit from his/her position.

34. Meetings

- (a) A Meeting of any Committee may be called by the Chair thereof whenever a Meeting is considered necessary by at least a majority of the Members of such Committee and it shall be their duty to call such meeting in writing.

35. Motions/Clauses Lost at Committee Meetings

- (a) Items rejected by any Committee must be reported to Council with a “negative recommendation”, allowing Council the opportunity to discuss the item.

36. Notice of Meetings of Committees

- (a) The agenda shall be considered as Notice of regular Meetings of Committees, and By-Law 24-15, being a By-Law to establish a policy respecting the manner in which Notice will be provided, as amended, shall be utilized in respect thereof.
- (b) The CAO/Clerk gives notice of a Meeting of Committee by:
 - (i) Providing the Committee with an agenda, and when required, a Closed Session Agenda, at least four (4) business days prior to a Committee meeting;
 - (ii) Posting a Notice on the County’s website.

37. Preparation of Council Committees Agendas

- (a) The CAO/Clerk and his or her staff are charged with providing guidance and recommendations to Council Committees related to municipal business.
- (b) The CAO/Clerk or his or her delegate, together with the Committee Chair, will prepare Committee Agendas.

38. Council Committee Agenda

- (a) The Agenda of every Committee will be structured as follows:
 - (i) Meeting Called to Order;
 - (ii) Approval of the Agenda;
 - (iii) Adoption of Minutes;

- (iv) Disclosure of Pecuniary Interest;
- (v) Delegations;
- (vi) Reports/Briefings;
- (vii) Other Business;
- (viii) Correspondence;
- (ix) Closed Meeting Items
- (x) Rise and Report
- (xii) Date of Next Meeting; and
- (xii) Adjournment

39. Open/Closed Meetings

- (a) Except as provided in Section 27.2 of By-Law 25-06, as may be amended or replaced, all meetings of Council Committees shall be open to the public pursuant to the Municipal Act, S. 239 (1).
- (b) Persons may be excluded when Council or Committee is in Closed Meeting in accordance with Section 239 of the Act. As provided for in the Act, Council or a Committee may resolve to move into a session closed to the public in order to discuss matters related to one or more of the Closed Meeting Provisions detailed in the Act.
- (c) The provisions of Section 239 of the Act and Sections 27.2 and 27.3 of By-Law 25-06 (Procedural By-Law) apply to any and all Committees, despite Section 238 of the Act.

40. Improper Conduct

- (a) The Chair may expel any person for improper conduct at a Meeting, pursuant to the Act, 241 (2).

41. Council Committees Minutes

- (a) The CAO/Clerk or their designate shall ensure that a copy of the Minutes of each Meeting is delivered to each Member of Committee at least forty-eight (48) hours prior to the commencement of the next Meeting of Committee.
- (b) The CAO/Clerk shall keep a permanent copy of all Committee Minutes for public inspection.

Elgin County Council
450 Sunset Drive
St. Thomas ON, N5R 5V1

Warden Jones and County Council,

Re: Appointment of County Representative to Green Lane Landfill Public Liaison Committee

The composition of the Green Lane Landfill PLC includes a representative from the County of Elgin. This position has remained vacant since the passing of Elsie Hutchings.

Jack Vanderkooy is currently completing eight consecutive years as a Public Member, and he is interested in continuing on the PLC as the representative for the County of Elgin. Jack has attended regularly, and he actively engages in discussions and asks questions on behalf of his community and neighbours of the landfill Site. We would welcome his continued involvement in this new capacity.

There is no specified term for this position, but an annual letter from the County to confirm his appointment would be helpful for our records.

Many thanks,

Joanne Beaton
Secretary of the Green Lane Landfill Public Liaison Committee



January 27, 2025

South Central Ontario Region Economic Development Corporation (SCOR EDC) met with several ministers and members of opposition parties at the annual Rural Ontario Municipal Association (ROMA) conference.

SCOR EDC Chair, Ed Ketchabaw led a regional team in addressing issues facing the region.

Delegations included:

1. Delegate Attendees Ontario Ministry of Agriculture, Food and Agribusiness.

- Ed Ketchabaw- Elgin County
- David Bailey- County of Brant
- Jennifer Kyle-County of Brant
- Deb Gilvesy-Oxford County
- Phil Schaefer-Oxford County
- Lukas Oakley-County of Brant
- Sharron McMillan-Middlesex County
- Tom Heeman- Thames Centre

Minister Rob Flack, Deputy Minister Dr. John Kelly, Staff

Discussion Points:

several key issues impacting local agricultural zoning, land use, and development were raised

a. Local Lens for Agricultural Zoning and Severances

One of the critical issues discussed was the importance of applying a local lens when considering agricultural zoned properties and severances. Advocating for a more nuanced approach to land use will allow for more flexible and sustainable development that aligns with the needs of our local communities.

- **Response and Action:** follow up with ministry staff to discuss critical issues around land use planning, growth and agriculture
- Connect with OFA to further discuss land use planning in agricultural zones including issues around Surplus Farm Dwelling, severances and agricultural land protection. Continued collaboration with the OFA is critical to ensure that agricultural land is being responsibly managed

b. Recognition of Land Classes 2, 3, and 4

South Central Ontario Region Economic Development Corporation (SCOR EDC)

4 Elm Street, Tillsonburg, ON N4G 0C4

do@scorregion.com | www.scorregion.com



Update on recognition of land classes 2, 3, and 4, which refer to soil types and their suitability for agricultural production. This is important for understanding agricultural productivity.

- Different soil classes have varying capacities for supporting crops and agricultural activities. Soil characteristics such as texture, fertility, pH, and drainage determine the types of crops that can thrive.
- Identifying prime agricultural land (often Class 1 soils) helps protect high-quality farmland from being converted to non-agricultural uses.
- Protecting high-quality soils supports long-term food security and the agricultural economy. Ensuring that we have the most up to date information on soil class will support environmental sustainability as poor soil management can lead to erosion, loss of biodiversity, and water quality issues.
- Soil classes affect natural drainage patterns and flood risks, critical factors in planning infrastructure and developments.
- Recognizing soil limitations can guide investment in drainage improvements for agricultural productivity or inform where development may face water challenges.
- Land valuation and investment strategies in rural and urban settings often depend on soil quality and its potential productivity.
- Protecting high-quality soils supports the competitiveness of Ontario's agricultural sector.
- By emphasizing the importance of properly classifying and assessing the land, we can ensure that local land use policies are better aligned with the realities of agricultural capacity and development potential.

Response and Action: Soil Mapping Updates (CLIS)

- Follow up with staff regarding the potential to update the soil mapping through the Canada Land Inventory Soil (CLIS) database. This update will help us better understand local soil conditions and better inform land-use decisions. Improved soil mapping is essential for identifying the most suitable land for agriculture and guiding long-term planning in a way that maximizes the region's potential for agricultural production and other uses.
- Connect with Ontario Federation of Agriculture Partners to discuss common messaging

c. Investment in Simcoe Research Station

- This facility plays a key role in agricultural innovation and research in the region, particularly as it relates to crop development, pest management, and sustainable farming practices. Ensuring continued investment in the Simcoe Research Station is vital to maintaining our agricultural sector's competitiveness and supporting local farmers.

Response and Action:

- The minister recognized the importance of the Simcoe Research Station
- Send advocacy information to OFA and University of Guelph
- Discuss common interests and strategies for encouraging investment in this agricultural asset to the region

d. Support for Ginseng Growers

The minister informed the delegation that his ministry continues to support ginseng growers.



As a unique and important crop in Ontario, it is crucial to continue supporting the needs of ginseng producers, who face challenges related to land use, regulatory frameworks, and environmental conditions.

Response and Action:

Our ongoing advocacy efforts will help ensure the viability of this industry in the region.

- Send correspondence to the following stakeholders so they are aware of our support:
 - Ontario Ginseng Growers Association
 - Manager of Simcoe Research Station
 - University of Guelph
 - OFA
- Send Thank you Letters to Minister and ADM

2. Ontario Ministry of Rural Affairs

The South Central Ontario Region Economic Development Corporation (SCOR EDC) met with Minister of Rural Affairs, Lisa Thompson during the recent ROMA conference, where we discussed several important topics that directly affect our municipality and rural Ontario as a whole. Here you can find a summary of the meeting.

- Ed Ketchabaw- Elgin County
- Jennifer Kyle- County of Brant
- David Bailey- County of Brant
- Todd Noble-Elgin County
- Kezia Cowtan- Rural Ontario Institute

Minister Lisa Thompson, Parliamentary Assistant to Ministry of Rural Affairs Steve Pinsonneault

Discussion Points

- a. Key points of discussion was the Rural Ontario Development Program (RODP). The Chair and present members thanked the Minister for the additional funding allocated to this program, which is a vital resource for supporting economic development initiatives in rural Ontario. This funding can be used to enhance local infrastructure, support business growth, and promote economic diversification in rural communities. We are optimistic that this funding will help improve our community's economic prospects and ensure support for local and regional projects.
- b. Also discussed was the importance of community transit as a catalyst for rural economic development. As transportation is often a barrier to access for rural residents, improving transit options is key to enhancing mobility, facilitating access to job opportunities, and supporting local businesses. The Minister expressed support for rural transit initiatives and indicated that she would be engaging with the Minister of Transportation (MTO) to discuss transit through a rural lens. This advocacy at the provincial level could lead to increased support for rural transit funding and policy adjustments, which would benefit our municipality and surrounding areas.

Southwest Community Transit (SCT) Fast Facts



- Southwest Community Transit is composed of 9 member systems: Brant Transit (Brant), Grey Transit Route (Grey), Huron Shores Area Transit (Lambton Shores), Middlesex Connect (Middlesex), Ride Norfolk (Norfolk), PC Connect (Perth), Strathroy-Caradoc, T:Go (Tillsonburg), RIDE WELL (Wellington)
- Member systems represent a population of 1M+ and connect geographies to serve a greater population of 2M+ and a land area of 21,000 km²
- Of the 2M+ in the SCT's service area, 375,000+ are over the age of 65 and nearly 200,000 are low-income
- In 2021, the SCT had 33,494 riders. In 2023, the SCT had 110,145 riders – an increase of 229% between 2021 and 2023.
- Between 2021 and 2023, all SCT members have experienced significant growth in ridership, ranging from an increase of 41% (T:Go) to 1299% (Huron Shores)
- 2024, ridership 124,119
- Benefits of Rural Transit
 - SCT as a means for students to access post-secondary education
 - Economic impact of rural transit- calculated at approximately \$748,800,000 across the region
 - SCT also as a means to offset housing and household costs. Average cost of a car ownership is around \$15,000

Key points

- modification of Gas Tax Program to support rural transit systems
- Creation of a dedicated rural stream that would support reasonable cost sharing
- Investment in SCT as a provincial pilot for rural transit that could be replicated throughout the province

Response and Action:

- Send the minister updated ridership information
- Send minister and staff economic impact information calculations related to rural transit
- Send minister and staff business and job seeker information and testimonies that support need for rural transit

c. Rural Housing Information Systems (RHIS)

- Another critical topic raised during the meeting was the Rural Housing Information System (RHIS) developed by Rural Ontario Institute. We discussed the necessity of having housing development tools tailored specifically for rural Ontario, as the unique needs and challenges in these areas are not always adequately addressed by urban-focused systems. SCOR EDC delegates provided the Minister with background information on the number of municipalities already using the RHIS, as well as the benefits of the system in helping municipalities plan and track housing development more effectively. This system allows for better data collection, supports informed decision-making, and helps rural municipalities manage housing growth while considering local characteristics and infrastructure capacity. The Minister was receptive to the idea and acknowledged the importance of expanding access to such tools to further support rural housing development.



- Our “ask” was that the minister continue to invest in RHIS to support rural housing opportunities.

Response and Action:

- Send the updated ridership information/farebox information
- Send regarding RHIS
- Send Thank you letters to Minister, and ROI

3. Ontario Ministry of Colleges and Universities

- Ed Ketchabaw
- Sharron McMillan
- Todd Noble
- Tom Heeman

Minister Nolan Quinn

Discussion points:

- Importance of regional campuses that support economic development. Investors doing site selection consider positive criteria like workforce but also nearby post-secondary institutions as a means for continued workforce training.
- Support for Regional Industry Needs: Satellite campuses align academic programming with the needs of regional industries, providing targeted training and workforce development to fill local labor gaps in key sectors such as manufacturing, healthcare, tourism and agriculture.
- Workforce Retention: By offering accessible post-secondary education and specialized training close to home, regional campuses help retain local talent and reduce outmigration to urban centers, ensuring a stable workforce for the community.
- Economic Catalyst: Satellite campuses drive local economic growth by attracting students, creating jobs, and fostering partnerships with businesses. These institutions support entrepreneurship and innovation hubs, contributing to regional economic diversification.
- Accessibility and Equity in Education: Regional campuses provide opportunities for rural and residents to access high-quality education without the financial and logistical barriers of relocating to larger urban centers.
 - Minister Quinn commented that he also was a grad of a regional campus
 - Ontario Learn and Stay Program
 - Ontario Student Opportunity Grant ([OSLG](#))
- Southwest Community Transit (SCT)
 - Southwest Community Transit is composed of 9 member systems: Brant Transit (Brant), Grey Transit Route (Grey), Huron Shores Area Transit (Lambton Shores), Middlesex Connect (Middlesex), Ride Norfolk (Norfolk), PC Connect (Perth), Strathroy-Caradoc, T:Go (Tillsonburg), RIDE WELL (Wellington)
 - Member systems represent a population of 1M+ and connect geographies to serve a greater population of 2M+ and a land area of 21,000 km²



- Of the 2M+ in the SCT's service area, 375,000+ are over the age of 65 and nearly 200,000 are low-income
- In 2021, the SCT had 33,494 riders. In 2023, the SCT had 110,145 riders – an increase of 229% between 2021 and 2023.
- Between 2021 and 2023, all SCT members have experienced significant growth in ridership, ranging from an increase of 41% (T:Go) to 1299% (Huron Shores)
- 2024, ridership 124,119
- Benefits of Rural Transit
 - SCT as a means for students to access post-secondary education
 - Economic impact of rural transit- calculated at approximately \$748,800,000 across the region
 - SCT also as a means to offset housing and household costs. Average cost of a car ownership is around \$15,000

Response and Action:

- Send the minister updated ridership information
- Connect with regional satellite campuses to compile information on programs and impact

4. Ontario NDP delegation:

- Ed Ketchabaw
- Jennifer Kyle
- David Bailey
- Lukas Oakley

Marit Stiles, Jennifer French, Teresa Armstrong, Catherine Fife, Lise Vaugeois, John Vanthof
Erika email: elougheed@ontariondp.ca

Discussion Points:

- Southwest Community Transit (SCT)
 - Southwest Community Transit is composed of 9 member systems: Brant Transit (Brant), Grey Transit Route (Grey), Huron Shores Area Transit (Lambton Shores), Middlesex Connect (Middlesex), Ride Norfolk (Norfolk), PC Connect (Perth), Strathroy-Caradoc, T:Go (Tillsonburg), RIDE WELL (Wellington)
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 - 2024, ridership 124,119
 - Benefits of Rural Transit
 - SCT as a means for students to access post-secondary education



- Economic impact of rural transit- calculated at approximately \$748,800,000 across the region
 - SCT also as a means to offset housing and household costs. Average cost of a car ownership is around \$15,000
- Regional Satellite Campuses for Colleges and Universities
 - Importance of regional campuses that support economic development. Investors doing site selection consider positive criteria like workforce but also nearby post-secondary institutions as a means for continued workforce training.
 - Support for Regional Industry Needs: Satellite campuses align academic programming with the needs of regional industries, providing targeted training and workforce development to fill local labor gaps in key sectors such as manufacturing, healthcare, tourism and agriculture.
 - Workforce Retention: By offering accessible post-secondary education and specialized training close to home, regional campuses help retain local talent and reduce outmigration to urban centers, ensuring a stable workforce for the community.
 - Accessibility and Equity in Education: Regional campuses provide opportunities for rural and residents to access high-quality education without the financial and logistical barriers of relocating to larger urban centers.
 - Rural Housing Information Systems (RHIS)
 - Another critical topic raised during the meeting was the Rural Housing Information System (RHIS) developed by Rural Ontario Institute. We discussed the necessity of having housing development tools tailored specifically for rural Ontario, as the unique needs and challenges in these areas are not always adequately addressed by urban-focused systems. SCOR EDC delegates provided the Minister with background information on the number of municipalities already using the RHIS, as well as the benefits of the system in helping municipalities plan and track housing development more effectively. This system allows for better data collection, supports informed decision-making, and helps rural municipalities manage housing growth while considering local characteristics and infrastructure capacity. The Minister was receptive to the idea and acknowledged the importance of expanding access to such tools to further support rural housing development.

Response and Action:

- Send the updated ridership information
- Send thank you letters

5. Ontario Liberal Delegation

- Ed Ketchabaw
- Bernia Martin
- David Bailey

Bonnie Crombie, Mary-Margaret McMahon, Ted Hsu, Stephen Blais, Lucille Collard



Discussion Points

- Southwest Community Transit (SCT)
 - Southwest Community Transit is composed of 9 member systems: Brant Transit (Brant), Grey Transit Route (Grey), Huron Shores Area Transit (Lambton Shores), Middlesex Connect (Middlesex), Ride Norfolk (Norfolk), PC Connect (Perth), Strathroy-Caradoc, T:Go (Tillsonburg), RIDE WELL (Wellington)
 - Member systems represent a population of 1M+ and connect geographies to serve a greater population of 2M+ and a land area of 21,000 km²
 - Of the 2M+ in the SCT's service area, 375,000+ are over the age of 65 and nearly 200,000 are low-income
 - In 2021, the SCT had 33,494 riders. In 2023, the SCT had 110,145 riders – an increase of 229% between 2021 and 2023.
 - Between 2021 and 2023, all SCT members have experienced significant growth in ridership, ranging from an increase of 41% (T:Go) to 1299% (Huron Shores)
 - 2024, ridership 124,119
 - Benefits of Rural Transit
 - SCT as a means for students to access post-secondary education
 - Economic impact of rural transit- calculated at approximately \$748,800,000 across the region
 - SCT also as a means to offset housing and household costs. Average cost of a car ownership is around \$15,000

- Regional Satellite Campuses for Colleges and Universities
 - Importance of regional campuses that support economic development. Investors doing site selection consider positive criteria like workforce but also nearby post-secondary institutions as a means for continued workforce training.
 - Support for Regional Industry Needs: Satellite campuses align academic programming with the needs of regional industries, providing targeted training and workforce development to fill local labor gaps in key sectors such as manufacturing, healthcare, tourism and agriculture.
 - Workforce Retention: By offering accessible post-secondary education and specialized training close to home, regional campuses help retain local talent and reduce outmigration to urban centers, ensuring a stable workforce for the community.
 - Accessibility and Equity in Education: Regional campuses provide opportunities for rural and residents to access high-quality education without the financial and logistical barriers of relocating to larger urban centers.

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Response and Action:

- Send the updated ridership information/farebox information
- Send information regarding satellite campus impact
- Send thank you letters

6. Ontario Green Party

- Ed Ketchabaw
- Jennifer Kyle
- Lukas Oakley
- Sharron McMillan
- Tom Heeman
- Todd Noble

Mike Schreiner, Staff

Discussion Points

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Response and Action:

- Mr. Schreiner Offered to Send a Letter of Support regarding the importance of transit in rural communities- follow up with staff
- Send the updated ridership information
- Send information on accessing Gas Tax Funding
- Send information regarding satellite campus impact
- Send thank you letters

Why continued advocacy and government relations building is important.



SCOR EDC member municipalities are responsible for delivering essential services such as transit, infrastructure maintenance, housing, and social services. Regular engagement with provincial decision-makers allows municipalities to advocate for funding, legislative changes, and policy support. This advocacy ensures local priorities that align with broader provincial goals can be leveraged for best outcomes.

Through advocacy efforts and relationship building we ensure that we are top of mind for funding opportunities. The provincial government regularly consults with municipalities on legislative changes, regulations, and strategic policy directions. Engaging with ministers and staff allows SCOR EDC to provide input, share best practices, and influence decisions that impact local governance. The relationship building also helps us navigate complex issues that are inter-governmental in nature

Advocacy also supports trust and mutual understanding between the province, federal government and our municipal partners. This is invaluable when emergencies arise, or we are seeking support on strategic initiatives. It also provides a seat at the table when the provincial government priorities shift based on political and economic conditions. Regular interactions with ministers and their staff help our region stay informed and adapt local strategies to align with evolving provincial mandates.

Establishing strong government relations ensures that our region is well-positioned to secure the support and resources necessary for our communities.



Office of the City Clerk
Woodstock City Hall
P.O. Box 1539
500 Dundas Street
Woodstock, ON
N4S 0A7
Telephone 519-539-1291

February 25, 2025

The Honourable Doug Ford, Premier of Ontario
80 Wellington Street
Ottawa, ON K1A 0A2

Via email: premier@ontario.ca

At the regular meeting of Woodstock City Council held on February 20, 2025, the following resolution was passed:

“Whereas speeding, distracted driving, and impaired driving are among the leading causes of driving related collisions, injuries, and fatalities in Ontario; and,

Whereas municipalities are called upon to modify driver behaviour through expensive infrastructure and even more expensive policing; and,

Whereas infrastructure and policing are inherently limited in their effectiveness at reducing speed and distracted driving, and entirely ineffective at reducing impaired driving;

Therefore be it resolved that the City of Woodstock calls on the Provincial and Federal governments to do everything in their power to limit speeding, distracted driving, and impaired driving, and thereby reduce collisions, injuries, and fatalities in our communities; and,

That the City of Woodstock specifically requests that the Government of Ontario take action to implement the rural road safety program that Good Roads has committed to lead, which will allow Ontario's rural municipalities to make the critical investments needed to reduce the number of people being killed and seriously injured on Ontario's rural roads; and,

That City of Woodstock Staff work with Oxford County and all Oxford municipalities on the feasibility of implementing a long term Vision Zero Policy and the Good Roads Rural Road Safety strategy across all of Oxford; and,

That a copy of this resolution be forwarded to the Ontario Premier, Ontario Minister of Transportation, Ontario Minister of Infrastructure, Ontario Minister of Agriculture, Ontario Minister of Rural Affairs, Ontario Associate Minister of Emergency Preparedness and Response, and Ontario Minister of Health; and,

FURTHER THAT this resolution be circulated to all Oxford police services boards, Safe

and Well Oxford, Good Roads, and all municipalities in Ontario requesting their support.”

Yours Truly,

Jeff Bunn
Manager, Legislative Services/ Deputy City Clerk
City of Woodstock

Cc.

The Hon. Prabmeet Sarkaria, Minister of Transportation - prabmeet.sarkaria@pc.ola.org

The Hon. Kinga Surma, Minister of Infrastructure - kinga.surmaco@pc.ola.org

The Hon. Rob Flack, Minister of Agriculture - minister.omafra@ontario.ca

Trevor Jones, Associate Minister of Emergency Preparedness and Response - trevor.jones3@ontario.ca

The Hon. Sylvia Jones, Minister of Health - sylvia.jones@ontario.ca

Woodstock Police Services - nnovacich@woodstockpolice.ca

Police Services Board - oapsb@oapsb.ca;

Safe and Well Oxford – safewelloxford@gmail.com

Good Roads - info@goodroads.ca

Association of Municipalities Ontario - amo@amo.on.ca

Rural Ontario Municipal Association (ROMA) - roma@roma.on.ca

And all municipalities in Ontario

January 9, 2025

The Honorable Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
Toronto, ON M7A 1A1
premier@ontario.ca

Re: Motion regarding Opposition to Provincial Legislation on Cycling Lanes and Support for Municipal Authority in Transportation Planning

At their Regular Meeting of Council on January 8, 2025, the Council of the Town of Aylmer endorsed the following resolution:

WHEREAS the Government of Ontario has announced legislation requiring provincial approval for new cycling lanes;

AND WHEREAS this legislation would compel municipalities to demonstrate that proposed cycling lanes will not negatively impact vehicle traffic;

AND WHEREAS cycling infrastructure is crucial for environmental transportation, road safety, and public health, and provincial oversight in this matter represents an unwarranted intrusion into municipal authority;

AND WHEREAS the Town of Aylmer is evolving an active transportation plan to enhance walking and cycling infrastructure;

AND WHEREAS the Association of Municipalities of Ontario (AMO) has strongly criticized this proposed legislation as a "significant overreach" into municipal jurisdiction;

AND WHEREAS AMO has stated that none of its 444 member municipalities were consulted or shown evidence justifying the province's proposed veto power over new bike lanes;

THEREFORE, BE IT RESOLVED:

1. That the Town of Aylmer strongly opposes the proposed provincial legislation governing bicycle lanes and affirms its support for maintaining municipal jurisdiction over cycling infrastructure decisions.

2. That the Town of Aylmer endorses the AMO's position that municipalities are better positioned than the Ministry of Transportation to make decisions about local transportation matters based on local knowledge and community input.
3. That the Town of Aylmer calls on the Government of Ontario to withdraw the proposed legislation and respect the established authority of municipalities to make informed decisions about local transportation needs, including the implementation of cycling lanes.
4. That the Town of Aylmer reaffirms its commitment to its transportation plan and the continued development of safe, environmentally friendly, efficient cycling infrastructure for the benefit of all residents.
5. That the Town Clerk be directed to forward a copy of this resolution to the Premier of Ontario, the Minister of Transportation, the Member of Provincial Parliament representing constituencies within the Elgin-Middlesex-London region, to the Association of Municipalities of Ontario (amo@amo.on.ca) and all Municipalities in Ontario.
6. That the Town of Aylmer calls upon municipalities across Ontario to adopt similar resolutions in defense of local decision-making authority and sustainable, efficient and environmentally friendly transportation planning.

Thank you,

Owen Jaggard

Director of Legislative Services/Clerk | Town of Aylmer
46 Talbot Street West, Aylmer, ON N5H 1J7
519-773-3164 Ext. 4913 | Fax 519-765-1446
ojaggard@town.aylmer.on.ca | www.aylmer.ca

CC:

Hon. Prabmeet Singh Sarkaria prabmeet.sarkaria@pc.ola.org
Hon. Rob Flack rob.flack@pc.ola.org
Association of Municipalities of Ontario resolutions@amo.on.ca
All municipalities

Sent by email to: M.DiEmanuele@ontario.ca

February 10, 2025

Michelle DiEmanuele
Secretary of the Cabinet
Whitney Block, Room 6420
99 Wellesley Street West
Toronto, Ontario M7A 1A1

Dear Secretary DiEmanuele,

I am writing today to express ongoing support from Ontario's municipalities as the provincial government works to determine appropriate strategies to respond to tariffs from the United States.

Municipalities spend over \$22 billion annually procuring goods and services and are willing and eager to use this significant buying power to support the federal and provincial governments in protecting Ontario and Canada's economic well-being. Many Ontario municipalities are passing resolutions calling for a united, cross-Canada approach to supporting buy-Canadian initiatives, and collaboration to remove barriers that prevent municipalities from giving preference to Canadian suppliers during procurement.

We are aware, however, of the many factors and considerations that will inform the effective deployment of municipal procurement as a tool to support a broader trade and economic strategy, including:

- avoiding unintended negative consequences to local or regional economies;
- ensuring alignment with current trade agreements;
- contributing to broader inter-provincial trade and trade diversification efforts; and
- effectively targeting efforts to avoid unnecessary cost escalations for municipalities without proportional benefits.

We know that success will require coordination and leadership across all levels of government. Municipalities are keen for any guidance or direction from the provincial government as to the best deployment of procurement policies in support of broader Ontario and Canadian strategies. Decisions that many municipalities are facing in the coming weeks involve multi-year, high value contracts currently open to American vendors.

We know that the government of Ontario is working with governments across Canada to develop a strategic approach in the context of ongoing uncertainty. We respectfully request the opportunity for Ontario's municipalities to support these efforts through engagement with AMO at the appropriate time.

We look forward to helping protect and advance Canada's economic interests.

Sincerely,



Brian Rosborough
Executive Director
Association of Municipalities of Ontario

cc: Martha Greenberg, Deputy Minister, Ministry of Municipal Affairs and Housing
Sarah Harrison, Deputy Minister, Ministry of Public and Business Service
Delivery and Procurement
JP Cadeau, Deputy Minister, Ministry of Economic Development, Job Creation
and Trade
Ali Veshkini, Deputy Minister, Ministry of Infrastructure

March 3, 2025

Sent via e-mail to: premier@ontario.ca

The Honourable Doug Ford
Premier of Ontario
Legislative Building, Room 281
Queen's Park
Toronto, ON
M7A 1A1

On behalf of the Association of Municipalities of Ontario (AMO) and municipal governments across Ontario, I want to offer my congratulations on your election for a third term as Premier of Ontario.

As you know, AMO is the collective voice for all of Ontario's 444 municipalities. We act exclusively in the public interest and have worked tirelessly in collaboration with your government since you first formed government in 2018.

AMO and Ontario's municipalities commend you for your strong and decisive leadership regarding the threat of tariffs and related measures that could have devastating impacts on Ontario's economy, residents and communities. As a sector that invests \$68 billion annually in Ontario, municipalities are critical economic partners and have significant tools to contribute towards a provincial response to tariffs. Ontario municipalities are eager to leverage the \$22 billion in annual procurement to support a broader provincial response to the US. Local economic development infrastructure can be deployed to support businesses across the province to weather the tariff storm and build future diversification opportunities.

Most importantly, investments in municipal infrastructure have proven time and again to be the most effective way of deploying stimulus funds quickly and effectively across all parts of the province in times of economic downturn. There is significant opportunity to accelerate the more than \$250 billion of capital works that municipalities have planned over the next decade to protect jobs and investment while driving future productivity. Municipal infrastructure projects make best use of available labour at all skill levels and are less likely to contribute to inflationary pressures than mega-projects. AMO is currently working with partners in both the residential and civil construction sectors as well as economic consultants to develop stimulus proposals focused on both social housing and municipal infrastructure aligned with your government's Protect Ontario Plan.

The important role municipalities play in Ontario's economy and the uncertainty that the US political landscape continues to create reinforces the need for provincial action to put Ontario's municipalities on solid fiscal footing. AMO has worked with economic experts to estimate the impact of tariffs on the almost \$50 billion in municipal capital investments planned for the next two years. Anticipated cost escalation for these projects alone is over \$1 billion. This does not include the broader impact on municipal budgets of an economic downturn, additional inflation, or currency fluctuations. Without progress on the fundamentals, municipalities will not be in a position to continue to levels of investment needed to support businesses and communities through an economic downturn and will not be able to make progress on the important infrastructure needed to spur productivity going forward.

For more than a year, municipalities have been calling for the provincial government to engage in a comprehensive discussion of the provincial-municipal fiscal arrangements. We look forward to working with your government on a Social and Economic Prosperity Review that examines roles and responsibilities, with a focus on three key priorities:

- Ensuring municipalities have stable and predictable infrastructure funding needed to build housing and support growth
- Reducing municipal property tax subsidies to areas of provincial responsibility which are more appropriately funded through provincial revenue.
- Tackling the root causes of homelessness so we avoid the dramatic growth in homelessness predicted in our [recent report](#).

We look forward to continuing to work closely with your government over the next four years to build strong and sustainable communities, innovative public services, and new economic opportunity for everyone in Ontario.

Sincerely,



Robin Jones
AMO President
Mayor of the Village of Westport

cc: Michelle DiEmanuele, Secretary of the Cabinet
Martha Greenberg, Deputy Minister, Ministry of Municipal Affairs and Housing
Ali Veshkini, Deputy Minister, Ministry of Infrastructure
Jason Fitzsimmons, Deputy Minister, Ministry of Finance

COUNTY OF ELGIN

By-Law No. 25-11

**"BEING A BY-LAW TO PROVIDE FOR THE ADOPTION OF THE 2025 BUDGET OF
THE CORPORATION OF THE COUNTY OF ELGIN AND TO ESTABLISH THE 2025
TAX RATIOS, AND 2025 TAX RATES FOR THE SAID THE CORPORATION OF THE
COUNTY OF ELGIN AND ITS CONSTITUENT LOWER TIER MUNICIPALITIES"**

WHEREAS, for purposes of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, (hereinafter "Act"), the Corporation of the County of Elgin is an upper-tier municipality; and,

WHEREAS Section 289 of the Act provides that the Council of each upper-tier municipality shall in each year prepare and adopt a budget including estimates of all sums required during the year for the purposes of the upper-tier municipality; and,

WHEREAS Section 308(5) of the Act provides that the Council of an upper-tier municipality shall in each year establish tax ratios for that year for the upper-tier municipality and its lower-tier municipalities; and,

WHEREAS Section 308(7) of the Act provides that the Council of each upper-tier municipality shall in each year establish, for each property class, a single tax ratio for the upper-tier municipality and its lower-tier municipalities; and,

WHEREAS Section 308(15) through Section 308(18) of the Act provides that the Council of each municipality may in each year opt to have certain optional property classes apply within the County; and,

WHEREAS Section 308.1(5) of the Act provides that an upper-tier municipality that intends to apply a tax ratio of less than 0.25 to the farm property class for a tax year shall pass a by-law in the year to establish the tax ratio for that year for the farm property class.

WHEREAS Section 22 of Regulation 282/98 made under the *Assessment Act*, R.S.O. 1990, c. A.31, as amended, has given municipalities the option to reduce the property tax rate on qualifying value-added activities that occur on farms as part of the farming business to 75 per cent lower than the industrial or commercial tax rates that would otherwise apply; and,

WHEREAS the local municipally owned landfill sites in the Municipalities of Dutton Dunwich and West Elgin did not previously pay property tax in respect of those properties to the Corporation of the County of Elgin, as their associated upper-tier municipality until an amendment to the taxation regulations created such an obligation, and, further thereto, the Corporation of the County of Elgin finds that the landfill tax ratio, when applied, unfairly penalizes the said local municipalities; and,

WHEREAS, notwithstanding that set forth immediately above, it is necessary to apply the revenue neutral landfill ratio/tax rate; and,

WHEREAS Section 107 (1) of the Act provides that Council may make grants to any person, group or body Council deems in the interest of the municipality.

NOW, THEREFORE, the Municipal Council ("Council") of the Corporation of the County of Elgin enacts as follows:

1. THAT the large industrial class remain as an optional property class.
2. THAT the optional 75% reduction in the Small-Scale On-Farm Business Sub-Class tax ratio be maintained for the first subclass for the commercial and industrial property classes to a total of \$50,000 per subclass.

3. THAT The Corporation of the Municipality of Dutton Dunwich and The Corporation of the Municipality of West Elgin each receive a grant in an amount that is equal to the full portion of the County property taxes on the landfill portion of the assessment of property that these municipalities use for the disposal of waste collected from local residents.
4. THAT the 2025 tax ratios for the Corporation of the County of Elgin as set out on Schedule "A" attached hereto be approved and adopted by Council.
5. THAT the 2025 tax rates for the assessment in each property class for the Corporation of the County of Elgin as set out in Schedule "B" attached hereto be approved and adopted by Council.
6. THAT the 2025 budget for the Corporation of the County of Elgin as set out on Schedule "C" attached hereto, incorporating estimates for revenue and expenditures, be approved and adopted by Council.
7. THAT the 2025 ten-year capital plan for the Corporation of the County of Elgin as set out in Schedule "D" attached hereto be approved and adopted by Council.
8. THAT, for purposes of clarity, all Schedules hereto form part of this By-Law.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 11TH DAY OF MARCH 2025.

Blaine Parkin,
Chief Administrative Officer/Clerk.

Grant Jones,
Warden.

Schedule A



Property Class	2024	2025
Residential	1.000000	1.000000
Farmland Awaiting Dev.	0.500000	0.500000
New Multi-Residential	1.000000	1.000000
Multi-Residential	1.999900	1.999900
Commercial - Occupied	1.637600	1.637600
Commercial - Small Value Added Farm (1st 50K)	0.409400	0.409400
Commercial - Small Value Added Farm (2nd 50K)	0.409400	0.409400
Commercial - Vacant Land	1.637600	1.637600
Industrial - Occupied	2.225100	2.225100
Industrial - Small Value Added Farm (2nd 50K)	0.556300	0.556300
Industrial - Small Value Added Farm (1st 50K)	0.556300	0.556300
Industrial - Vacant Land	2.225100	2.225100
Large Industrial - Occupied	2.831800	2.831800
Large Industrial - Vacant	2.831800	2.831800
Aggregate Extraction	NA	1.810578
Pipelines	1.144600	1.144600
Farm	0.230000	0.230000
Managed Forests	0.250000	0.250000
Landfill	33.402646	33.402646

Schedule B



2025 Elgin County Tax Rates

Property Class	2024	2025	Increase
Residential	0.684347%	0.694535%	1.49%
Farmland Awaiting Dev.	0.342174%	0.347268%	1.49%
New Multi-Residential	0.684347%	0.694535%	1.49%
Multi-Residential	1.368626%	1.389001%	1.49%
Commercial - Occupied	1.120686%	1.137371%	1.49%
Commercial - Small Value Added Farm (1st Subclass)	0.280172%	0.284343%	1.49%
Commercial - Small Value Added Farm (2nd Subclass)	0.280172%	0.284343%	1.49%
Commercial - Vacant Land	1.120686%	1.137371%	1.49%
Industrial - Occupied	1.522742%	1.545410%	1.49%
Industrial - Small Value Added Farm (1st Subclass)	0.380686%	0.386353%	1.49%
Industrial - Small Value Added Farm (2nd Subclass)	0.380686%	0.386353%	1.49%
Industrial - Vacant Land	1.522742%	1.545410%	1.49%
Large Industrial - Occupied	1.937934%	1.966784%	1.49%
Large Industrial - Vacant	1.937934%	1.966784%	1.49%
Aggregate Extraction	NA	1.257510%	1.49%
Pipelines	0.783304%	0.794965%	1.49%
Farm	0.157400%	0.159743%	1.49%
Managed Forests	0.171087%	0.173634%	1.49%
Landfill	22.858996%	23.199301%	1.49%

Schedule C

Operating Summary												Used to Fund
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Capital & Debt
Administrative Building	727,057	1,106,666	1,075,328	1,093,831	1,111,850	1,134,515	1,151,643	1,171,700	1,193,746	1,228,895	1,267,517	12,262,747
Administrative Services	1,022,207	1,044,429	1,069,123	1,089,096	1,094,814	1,133,293	1,146,058	1,179,846	1,220,971	1,241,260	1,276,832	12,517,930
Adult Day	-	-	-	-	-	-	-	-	-	-	-	-
Agriculture	55,209	96,234	97,318	110,975	112,103	113,255	114,429	103,075	104,297	105,471	105,471	1,117,837
Ambulance	4,118,752	4,085,186	4,171,523	4,212,239	4,292,331	4,374,479	4,458,032	4,543,260	4,630,444	4,718,563	19,692,952	63,297,761
Archives	248,046	270,478	250,447	254,728	258,338	263,528	268,073	272,699	278,255	281,261	286,140	2,931,992
Bobier Villa Adult Day	2,366	(0)	(0)	0	(0)	(0)	0	0	0	(0)	(0)	2,366
Bobier Villa Building & Property	396,993	481,234	436,828	444,580	455,302	468,221	526,581	487,683	493,509	498,882	501,801	5,191,614
Bobier Villa Dietary	700,722	731,938	743,642	758,122	774,205	788,089	803,351	819,095	837,418	850,662	867,489	8,674,733
Bobier Villa General & Admin	(889,171)	(1,057,910)	(993,027)	(1,005,072)	(1,016,995)	(1,026,748)	(1,037,596)	(1,048,502)	(1,058,316)	(1,071,860)	(1,082,964)	(11,288,160)
Bobier Villa Housekeeping	321,027	336,266	337,413	343,643	350,870	356,551	368,108	369,877	377,718	383,494	390,584	3,935,551
Bobier Villa Laundry	191,222	194,620	196,633	198,673	201,041	202,902	205,049	207,266	209,834	211,725	214,047	2,233,011
Bobier Villa Nursing & Personal Care	29,580	4,909	(62,824)	(63,043)	(51,090)	(62,247)	(62,308)	(61,542)	(47,090)	(66,492)	(67,218)	(509,366)
Bobier Villa Program & Support	44,871	50,738	50,808	50,718	50,338	49,174	48,318	47,501	48,354	46,348	45,467	532,635
Collections	(17,654)	(17,654)	(17,654)	(17,654)	(17,654)	(17,654)	(17,654)	(17,654)	(17,654)	(17,654)	(17,654)	(194,192)
Corporate Activities	(42,573,684)	(43,630,957)	(46,481,824)	(48,491,015)	(50,587,184)	(52,772,965)	(54,396,315)	(56,861,777)	(59,165,245)	(61,732,246)	(64,405,303)	(581,098,515)
Corporate Services	1,169,176	1,218,226	1,250,171	1,283,517	1,318,271	1,354,130	1,391,544	1,430,583	1,471,318	1,513,055	1,556,644	14,956,636
Council	334,588	355,625	380,291	366,771	372,513	378,368	405,274	390,434	396,649	402,988	432,316	4,215,816
Economic Development	860,731	1,043,902	926,302	944,096	954,527	967,270	979,208	991,390	1,006,113	1,013,884	1,058,692	10,746,113
Elgin Manor Building & Property	584,102	688,801	641,066	655,578	670,675	687,740	763,250	715,442	731,046	745,837	760,763	7,644,299
Elgin Manor Dietary	854,231	894,392	909,391	926,752	946,241	962,681	980,956	999,808	1,021,716	1,037,416	1,057,234	10,590,818
Elgin Manor General & Admin	(1,369,132)	(1,815,554)	(1,723,582)	(1,765,333)	(1,808,070)	(1,848,961)	(1,891,964)	(1,935,817)	(1,978,865)	(2,027,777)	(2,074,398)	(20,239,453)
Elgin Manor Housekeeping	489,652	509,684	514,168	523,777	534,772	543,681	558,797	564,238	581,358	585,143	596,081	6,001,350
Elgin Manor Laundry	251,680	255,720	257,973	260,254	262,899	264,980	267,382	269,860	272,730	274,847	277,444	2,915,770
Elgin Manor Nursing & Personal Care	495,122	823,224	897,343	921,477	965,671	968,502	990,180	1,013,724	1,060,384	1,053,447	1,078,041	10,267,115
Elgin Manor Program & Support	(5,010)	469	(279)	(1,700)	(2,676)	(4,587)	(6,153)	(7,677)	(8,214)	(11,328)	(12,952)	(60,108)
Emergency Measures	307,981	288,426	308,285	320,191	327,280	334,030	338,208	342,571	349,053	349,704	359,555	3,625,283
Engineering Services	10,877,569	11,676,966	12,084,723	12,316,654	12,568,018	12,981,270	13,248,525	13,597,713	13,956,759	14,388,663	14,682,036	142,378,898
Financial Services	856,344	999,521	953,340	955,237	981,338	1,010,265	1,030,460	1,050,950	1,075,882	1,088,189	1,109,747	11,111,273
Human Resources	835,062	838,363	830,684	854,187	873,163	931,616	913,735	931,474	953,062	999,041	986,387	9,946,773
Information Technology	1,860,793	2,155,487	2,284,850	2,326,825	2,405,866	2,409,935	2,449,260	2,530,447	2,532,345	2,582,876	2,635,202	26,173,887
Land Division	35,364	(29,286)	22,923	(51,000)	(128,132)	(104,226)	(92,904)	(85,265)	(76,189)	(71,325)	(64,009)	(644,050)
Library Services	3,224,247	3,355,118	3,513,740	3,590,353	3,656,162	3,737,306	3,805,830	3,875,739	3,957,713	4,004,874	4,076,559	40,797,641
Museum	268,296	313,814	279,496	283,908	287,600	293,026	297,741	302,527	308,318	311,358	316,387	3,262,470
Planning	380,494	169,440	515,607	587,558	638,658	940,212	1,002,278	1,048,376	1,102,747	1,136,603	1,174,267	8,696,240
Police Services Board	0	(0)	0	(0)	(0)	0	0	0	0	(0)	(0)	(0)
Provincial Offenses Act	(124,117)	(136,742)	(142,576)	(144,278)	(146,826)	(148,872)	(151,464)	(155,204)	(158,079)	(160,421)	(161,420)	(1,630,000)
Terrace Lodge Adult Day	3,873	0	(0)	(0)	0	(0)	0	(0)	0	(0)	0	3,873
Terrace Lodge Building & Property	481,350	638,748	663,902	710,692	726,517	745,069	803,217	778,858	799,825	822,235	838,444	8,008,857
Terrace Lodge Dietary	1,087,122	1,144,743	1,163,877	1,186,221	1,211,441	1,232,470	1,255,988	1,280,252	1,308,469	1,328,718	1,354,364	13,553,667
Terrace Lodge General & Admin	(1,707,008)	(2,026,230)	(1,272,708)	(1,311,798)	(1,359,083)	(1,403,974)	(1,451,510)	(1,500,038)	(1,551,066)	(1,608,959)	(1,674,328)	(16,866,702)
Terrace Lodge Housekeeping	550,795	646,618	670,758	683,463	698,125	709,786	728,162	736,966	757,968	764,691	779,152	7,726,484
Terrace Lodge Laundry	284,239	282,250	284,564	287,055	289,942	292,213	294,835	297,540	300,673	302,983	305,817	3,222,111
Terrace Lodge Nursing & Personal Care	619,079	676,249	697,553	715,529	757,554	759,116	772,733	792,195	836,712	823,688	1,011,180	8,461,586
Terrace Lodge Program & Support	55,051	57,097	56,899	56,299	56,471	55,134	54,426	53,800	54,442	51,957	51,276	602,851
Warden	115,926	119,269	121,152	123,073	125,033	127,031	129,070	131,150	133,271	135,434	137,641	1,398,050
Used to Fund Capital & Debt	(11,944,859)	(11,159,484)	(12,036,353)	(13,414,821)	(14,787,779)	(15,820,395)	(16,557,168)	(18,345,438)	(19,697,619)	(21,483,871)	(8,276,721)	(163,524,508)

Schedule D

Capital Summary												
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Grand Total
Administrative Building	349,000	3,759,236	587,000	644,000	760,000	719,000	636,000	528,240	6,000	600,000	6,000	8,594,476
Agriculture			50,204								61,198	111,402
Ambulance	791,887	914,725	1,546,683	787,640	1,108,195	914,159	956,825	844,521	1,387,306	874,813	1,109,388	11,236,141
Archives	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	220,000
Bobier Villa Building & Property	397,798	190,765	2,042,765	501,765	90,765	144,415	102,909	110,765	494,765	200,765	90,765	4,368,242
Bobier Villa Dietary	11,000	17,050	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	118,050
Bobier Villa General & Admin	70,000	84,960										154,960
Bobier Villa Housekeeping									10,000			10,000
Bobier Villa Laundry	9,814								20,000			29,814
Bobier Villa Nursing & Personal Care	26,664	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	426,664
Corporate Activities	11,500	99,781	124,800	1,956,070	783,550		632,450			38,000	7,950	3,654,101
Economic Development										48,760		48,760
Elgin Manor Building & Property	771,997	210,997	775,997	168,199	352,500	232,287	313,052	427,663	628,630	367,443	135,997	4,384,762
Elgin Manor Dietary	25,000	22,194	13,000	14,000	16,000	20,000	20,000	20,000	20,000	20,000	20,000	210,194
Elgin Manor General & Admin	90,000	138,484										228,484
Elgin Manor Housekeeping									10,000			10,000
Elgin Manor Laundry	0								20,000			20,000
Elgin Manor Nursing & Personal Care	68,077	73,000	73,000	73,000	73,000	73,000	73,000	73,000	73,000	73,000	73,000	798,077
Emergency Measures	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
Engineering Services	19,586,211	17,043,066	24,981,884	24,232,519	21,530,085	15,779,277	21,500,934	16,543,843	19,564,399	15,143,265	14,524,948	210,430,431
Information Technology	394,366	541,120	676,652	704,697	894,866	927,160	945,703	1,030,862	983,910	1,102,120	1,122,192	9,323,649
Land Division				12,500				13,530				26,030
Library Services	414,454	420,017	437,017	399,157	406,440	413,869	421,447	484,176	437,059	437,059	437,059	4,707,754
Museum	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	220,000
Planning	0	15,000						16,561				31,561
Terrace Lodge Building & Property	403,830	456,248	463,783	10,000	70,000	524,000	35,000	180,000	6,000	5,000	5,000	2,158,860
Terrace Lodge Dietary							10,000	10,000	10,000			30,000
Terrace Lodge General & Admin		135,217										135,217
Terrace Lodge Housekeeping									10,000			10,000
Terrace Lodge Laundry									20,000			20,000
Terrace Lodge Nursing & Personal Care	55,770	61,244	61,244	61,244	61,244	61,244	61,244	61,244	61,244	61,244	61,244	668,210
Grand Total	23,527,368	24,273,103	31,934,029	29,664,790	26,246,645	19,908,412	25,808,564	20,444,405	23,862,314	19,071,468	17,754,742	262,495,840
Current Year Net Income used for Capital	(11,944,859)	(11,159,484)	(12,036,353)	(13,414,821)	(14,787,779)	(15,820,395)	(16,557,168)	(18,345,438)	(19,697,619)	(21,483,871)	(8,276,721)	(11,944,859)
Add Back: Amortization (Non Cash)	(12,376,828)	(14,540,705)	(14,907,928)	(15,142,597)	(15,369,158)	(15,600,250)	(15,835,964)	(16,063,841)	(16,309,078)	(16,559,219)	(16,814,363)	(169,519,932)
Amount to be raised/(available) for Debt	(794,319)	(1,427,085)	4,989,748	1,107,372	(3,910,292)	(11,512,234)	(6,584,568)	(13,964,874)	(12,144,383)	(18,971,622)	(7,336,342)	(70,548,600)
Debt Repayment	1,161,974	1,427,086	1,750,822	1,794,139	1,838,757	1,884,721	950,546	646,650	673,632	701,740	361,775	13,191,841
Available for TMP Results/Growth						8,000,000	5,600,000	13,000,000	11,000,000	18,000,000	7,387,792	62,987,792
(Decrease)/Increase of Reserves	(1,110)	(0)	(6,740,570)	(2,901,510)	2,071,536	1,627,513	34,022	318,224	470,751	269,882	(413,225)	(5,264,488)

COUNTY OF ELGIN

By-Law No. 25-11

**"BEING A BY-LAW TO ESTABLISH REMUNERATION RATES FOR EMPLOYEES
COVERED BY THE JOB EVALUATION SCALE"**

WHEREAS pursuant to Section 5(3) of the Municipal Act, 2001, S.O. 2001, c.25, a municipal power, including a municipality's capacity, rights, powers and privileges under Section 8, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS pursuant to Section 9 of the Municipal Act, 2001, S.O. 2001, c.25, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under the said Municipal Act, 2001 or any other Act;

AND WHEREAS pursuant to Section 8(1) of the Municipal Act, 2001, S.O. 2001, c.25, broad authority is conferred on a municipality to enable governance of its affairs as considered appropriate;

AND WHEREAS By-Law No. 24-03 has most recently established remuneration rates for positions not covered by a collective agreement or otherwise;

AND WHEREAS it is necessary to establish or to make changes to the remuneration rates set out in By-Law No. 24-03.

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

1. That the attached Schedule "A" is hereby adopted to establish the salary level for the positions referenced therein;
2. That the attached Schedule "B" is hereby adopted to establish the salary grid for the positions referenced in Schedule "A" and the remuneration rates for the persons holding the positions referenced therein;
3. That, notwithstanding the effective date of the enactment of this By-Law, the remuneration rates provided in Schedules to this By-Law shall become effective on and for the first pay period of and for the calendar year 2025.
4. That By-Law No. 24-03 is hereby repealed.
5. That this By-Law becomes effective upon the date of its enactment after third reading thereof.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 11TH DAY OF MARCH, 2025.

Blaine Parkin,
Chief Administrative Officer/Clerk.

Grant Jones,
Warden.

Schedule "A"

By-Law No. 25-11

POSITION LISTING

1) ADMINISTRATIVE SERVICES

Chief Administrative Officer/Clerk	Level 18
Director of Legal Services/Deputy Clerk	Level 16
Solicitor	Level 12
Prosecutor	Level 10
Prosecutor/Solicitor (Part Time)	Contract (<i>Out of Schedule</i>)
Manager of Administrative Services/Deputy Clerk	Level 9
Corporate Communications & Engagement Coordinator	Level 6
Legislative Services Coordinator	Level 5
Legal Assistant	Level 5

2) COMMUNITY & CULTURAL SERVICES

Director of Community & Cultural Services	Level 14
Manager of Library Services	Level 9
Curator	Level 6
Library Branch Supervisor	Level 6
Digital Services Librarian	Level 6
Archivist	Level 6
Assistant Archivist	Level 5
Museum Assistant	Level 3
Administrative Assistant	Level 3

3) EMERGENCY MEASURES

Manager of Emergency Management & Elgin-Middlesex Regional Fire School	Level 12
Emergency Management Program Coordinator	Level 6
Fire Training Coordinator	Level 6
Administrative Assistant	Level 3

4) FINANCIAL SERVICES

Director of Financial Services/Treasurer	Level 14
Manager of Financial Services/Deputy Treasurer	Level 10
Senior Financial Analyst	Level 8
Manager of Procurement & Risk	Level 9
Procurement Officer	Level 5
Payroll & Accounts Payable Coordinator	Level 5

6) HUMAN RESOURCES

Director of Human Resources	Level 14
Manager of Human Resources	Level 10
Human Resources Generalist	Level 6

7) <u>HOMES & SENIORS SERVICES</u>	
Director of Homes & Seniors Services	Level 15
Administrator	Level 14
Manager of Resident Care	Level 12
Nurse Practitioner	Contract (<i>Out of Schedule</i>)
Program Manager of Infection, Prevention and Control (IPAC)	Level 10
Manager of Program & Therapy Services	Level 8
Manager of Support Services	Level 8
Quality Improvement Coordinator	Level 7
Education Coordinator	Level 7
Resident Care Coordinator	Level 7
Administrative Assistant	Level 3
8) <u>ENGINEERING SERVICES</u>	
Director of Engineering Services	Level 14
Manager of Roads and Asset Management	Level 12
Manager of Corporate Facilities	Level 10
Road Operations Coordinator	Level 8
Building Sciences Technologist	Level 6
GIS & Asset Management Coordinator	Level 6
Administrative Assistant – Engineering, Planning	Level 3
8) <u>PLANNING AND DEVELOPMENT SERVICES</u>	
Director of Planning	Level 14
Senior Planner	Level 9
Junior Planner	Level 6
Administrative Assistant - Planning	Level 3
8) <u>ECONOMIC DEVELOPMENT AND TOURISM</u>	
Manager of Economic Development and Strategic Initiatives	Level 12
Business Enterprise Facilitator	Level 7
Tourism Officer	Level 6
Administrative Assistant – Reception, Economic Development & Tourism	Level 3
9) <u>PROVINCIAL OFFENCES ADMINISTRATION</u>	
Manager of Court Services	Level 8
Provincial Offences Administration Clerk	Level 5
Administrative Assistant	Level 3

Schedule "B"

By-Law No. 25-11

2025 Non-Union Salary Grid

Salary Level	Annual Salary at Base Rate	(Base) Step 1	Step 2	Step 3	Step 4	Step 5	Annual Salary at Job Rate
18	\$196,822.39	\$108.15	\$112.48	\$116.98	\$121.65	\$126.51	\$230,257.12
17	\$178,614.59	\$98.15	\$102.07	\$106.14	\$110.39	\$114.80	\$208,942.92
16	\$160,367.20	\$88.12	\$91.64	\$95.30	\$99.12	\$103.09	\$187,628.71
15	\$153,301.56	\$84.23	\$87.60	\$91.10	\$94.75	\$98.54	\$179,342.98
14	\$137,528.29	\$75.57	\$78.59	\$81.73	\$85.00	\$88.40	\$160,896.92
13	\$125,831.74	\$69.14	\$71.89	\$74.77	\$77.77	\$80.88	\$147,193.59
12	\$114,075.84	\$62.68	\$65.19	\$67.80	\$70.50	\$73.33	\$133,452.77
11	\$104,932.35	\$57.66	\$59.97	\$62.36	\$64.85	\$67.45	\$122,767.55
10	\$96,818.01	\$53.19	\$55.32	\$57.55	\$59.85	\$62.24	\$113,282.08
9	\$88,941.16	\$48.86	\$50.83	\$52.86	\$54.96	\$57.17	\$104,040.30
8	\$82,271.57	\$45.21	\$47.01	\$48.88	\$50.85	\$52.89	\$96,260.71
7	\$78,511.26	\$43.14	\$44.87	\$46.66	\$48.53	\$50.47	\$91,855.40
6	\$71,663.54	\$39.38	\$40.95	\$42.59	\$44.30	\$46.07	\$83,850.86
5	\$65,172.07	\$35.80	\$37.24	\$38.74	\$40.28	\$41.88	\$76,221.24
4	\$60,046.17	\$32.99	\$34.31	\$35.68	\$37.10	\$38.58	\$70,222.52
3	\$57,235.83	\$31.45	\$32.70	\$34.01	\$35.37	\$36.79	\$66,960.71

COUNTY OF ELGIN

By-Law No. 25-12

**“BEING A BY-LAW TO CONFIRM PROCEEDINGS OF THE MUNICIPAL COUNCIL OF
THE CORPORATION OF THE COUNTY OF ELGIN AT THE
MARCH 11, 2025 MEETING”**

WHEREAS, pursuant to Section 5.1 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, the powers of a municipality shall be exercised by its Council;

AND WHEREAS pursuant to Section 5.3 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, the powers of every Council shall be exercised by by-law;

AND WHEREAS it is deemed expedient that the proceedings of the Municipal Council of the Corporation of the County of Elgin at this meeting be confirmed and adopted by by-law.

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

1. THAT the actions of the Municipal Council of the Corporation of the County of Elgin, in respect of each recommendation contained in the reports and each motion and resolution passed and other action taken by the Municipal Council of the Corporation of the County of Elgin, at its meeting held on March 11, 2025 be hereby adopted and confirmed as if all such proceedings were expressly embodied in this by-law.
2. THAT the Warden and appropriate officials of the Corporation of the County of Elgin are hereby authorized and directed to do all things necessary to give effect to the actions of the Municipal Council of the Corporation of the County of Elgin referred to in the preceding section hereof.
3. THAT the Warden and the Chief Administrative Officer, or alternate, are authorized and directed to execute all documents necessary in that behalf and to affix thereto the seal of the Corporation of the County of Elgin.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 11TH DAY OF MARCH, 2025.

Blaine Parkin,
Chief Administrative Officer/Clerk.

Grant Jones,
Warden.