



Regular Council Meeting Agenda

November 16, 2020, 6:00 pm
County of Essex Council Chamber
360 Fairview Avenue West, Essex, Ontario

Accessible formats or communication supports are available upon request. Please contact the Clerk's Office at clerks@essex.ca or 519-776-7336 extension 1100 or 1101.

This meeting will be hosted and chaired from the Essex County Civic Centre Council Chambers. Due to the ongoing COVID-19 pandemic and the Essex County Civic Centre building not being open to the public at this time, this meeting can only be viewed by the public electronically via livestream on YouTube at www.youtube.com/EssexOntario

Pages

1. **Call to Order**
2. **Closed Meeting Report**
3. **Declarations of Conflict of Interest**
4. **Adoption of Published Agenda**
 - 4.1. **Regular Council Meeting Agenda for November 16, 2020**

Moved by _____
Seconded by _____
That the published agenda for the November 16, 2020 Regular Council Meeting be adopted as presented / amended.
5. **Adoption of Minutes**
 - 5.1. **Regular Council Meeting Minutes for November 2, 2020** 1

Moved by _____
Seconded by _____
That the minutes of the Regular Council Meeting held November 2, 2020 be adopted as circulated.
 - 5.2. **Special Council Meeting - October 13, 2020** 13
 - Town of Essex Service Delivery Review - Current State Assessment

Moved by _____
Seconded by _____
That the minutes of the Special Council Meeting held on October 13, 2020 for the presentation entitled "Current State Assessment Report on the Town of Essex Service Delivery Review", presented by Strategy Corp, be adopted as circulated.
 - 5.3. **Special Council Meeting - October 19, 2020** 124
 - Windsor-Essex Regional Community Safety and Well-Being Plan, dated October 19, 2020

Moved by _____

Seconded by _____

That the minutes of the Special Council Meeting held on October 19, 2020 for the presentation entitled "Community Safety and Well-Being Plan", presented by Leonardo Gil, Project Manager, Social Policy and Planning, City of Windsor, be adopted as circulated.

6. Public Presentations

6.1. St. Vincent de Paul Parking Update Request

150

Tim O'Hagan, Essex Chapter Member

- Parking Spaces on Centre Street (Ward One) Map

Moved by _____

Seconded by _____

That the presentation on behalf of St. Vincent de Paul, Tim O'Hagan Essex Chapter Member asking that Council consider changing the existing parking spaces on Centre Street in Ward One, to be made available for quick merchandise drop offs and for volunteers during store hours and days, be received.

7. Unfinished Business

8. Reports from Administration

8.1. Economic Development Report 2020-19

153

RE: Building Development Overview October 2020

- Building Report
- Development Overview

Moved by _____

Seconded by _____

That Economic Development Report 2020-19, entitled "Building Report and Development Overview October 2020", prepared by Nelson Silveira, Economic Development Officer, dated November 16, 2020, be received.

8.2. Parks and Facilities Report 2020-09

161

RE: DaSilva's Martial Arts Lease at Harrow Arena

- By-Law 1899
Being a by-law to authorize the execution of a Lease Agreement between The Corporation of the Town of Essex as Lessor and Josh DaSilva operating as DaSilva's Academy of Martial Arts as Lessee with respect to the lease of a certain portion of the building located at 243 McAfee Street, Harrow, Ontario and as further identified and described in the Lease Agreement attached hereto as Schedule "A" to this by-law.

Moved by _____

Seconded by _____

That Parks and Facilities Report 2020-09, entitled "DaSilva's Academy of Martial Arts Lease at Harrow Arena", prepared by Doug Sweet,

Director of Community Services, dated November 16, 2020, be received; and

That Council approves entering into an agreement with DaSilva's Academy of Martial Arts Lease at Harrow Arena for leased space at the Harrow Arena located at 243 McAfee for one (1) year commencing on the first day of December, 2020 and concluding on November 30, 2021 with an option to renew for an additional two (2) years beginning on December 1, 2021, subject to the general terms and conditions as outlined in By-Law 1899; and

That By-Law 1899, being a by-law to authorize the execution of a Lease Agreement between The Corporation of the Town of Essex as Lessor and Josh DaSilva operating as DaSilva's Academy of Martial Arts as Lessee with respect to the lease of a certain portion of the building located at 243 McAfee Street, Harrow, Ontario, be read a first, a second and a third time and finally passed on November 16, 2020.

8.3.

Office of the CAO

176

RE: Corporate Strategic Plan: 2020 Progress Report

- 2020 Strategic Plan Progress Report

Moved by _____

Seconded by _____

That Report CAO 2020-09, entitled "Corporate Strategic Plan: 2020 Progress Report", prepared by Chris Nepszy CAO, dated November 16, 2020, be received.

9.

Reports from Youth Members

10.

County Council Update

11.

Correspondence

11.1.

Correspondence to be received

Moved by _____

Seconded by _____

That correspondence listed in Agenda Item 11.1 be received and, where indicated, to further share such information with the community using suitable methods of communication.

11.1.1.

Southwestern Integrated Fibre Technology (SWIFT)

186

RE: SWIFT Announces \$19M in Broadband Improvements for Essex County

- Map

11.1.2.

City of Belleville

189

RE: Accessibility for Ontarians with Disabilities Act - Web-site Support for New Business

Correspondence dated October 28, 2020 advising of their correspondence to the Premier of Ontario requesting that the Province of Ontario consider providing funding support and training resources to municipalities to meet accessibility compliance standards.

11.1.3.	Prince Edward County	191
	RE: Bill 218, Supporting Ontario's Recovery and Municipal Elections Act, 2020	
	Correspondence dated November 3, 2020 advising Council of their correspondence to the Government of Ontario bringing forward their concerns with Bill 218 and the difficulties to implement the provinces' alternatives with the proposed shorter period between Nomination day and the October 24, 2022 Election day.	
11.1.4.	Association of Municipalities of Ontario (AMO)	193
	RE: Additional Funding for Broadband	
	Correspondence from AMO, dated November 4, 2020 advising that Ontario has announced \$680 million in more funding for broadband.	
11.1.5.	Heritage Essex Citizen of the Year	194
	Correspondence advising that the 2020 Essex Citizen of Year is Gerry Belanger and that a celebration will be held on November 15, 2020 as a walk through from 4:30 - 6:30 PM at the Essex Legion Branch 201.	
11.1.6.	Town of Essex Media Releases	195
	<ul style="list-style-type: none"> November 4, 2020 - Walking Track at Essex Centre Sports Complex to re-open on November 9, 2020 November 6, 2020 - Ribbon Cutting in Essex Centre (Tony's Joint, 20 Talbot Street South, Essex) 	
11.1.7.	Essex Region Conservation Authority	198
	Correspondence from the Essex Region Conservation Authority, dated November 6, 2020 providing Council with an update on phishing scam at the Board office.	

11.2. Correspondence to be considered for receipt and support

12. Committee Meeting Minutes

Moved by _____

Seconded by _____

That the minutes listed in Agenda item 12 be received, and where indicated, to further share such information with the community using suitable methods of communication.

12.1.	Essex Climate Adaptation Team (ECAT) - August 19, 2020	199
12.2.	Essex Municipal Heritage Committee (EMHC) - September 24, 2020	204
12.3.	Essex Police Services Board (EPSB) - October 1, 2020	210
12.4.	Essex Accessibility Advisory Committee - October 28, 2020	214

13. Financial

14. New Business

15. Notices of Motion

15.1. The following Notices of Motions were presented at the November 2, 2020 Regular Council Meeting and are being brought forward this evening for Council's consideration: 219

15.1.1. Councillor Bondy

RE: Kingsville Odour By-Law

Moved by Councillor Bondy

Seconded by _____

That Administration review for implementation of a by-law prohibiting and regulating lights and odours, similar to that recently passed by the Town of Kingsville.

15.1.2. Deputy Mayor Meloche

RE: Town of Essex 2021 Tax Rate Increase

Moved by Deputy Mayor Meloche

Seconded by _____

That being the current calendar year of 2020 has been a financial stress to many Essex residents with the special circumstances regarding COVID-19, and being that it is likely these stresses will continue into 2021, that Administration come to Council with a 0% increase in the general tax levy for our initial budget discussions, in the hope that Essex Council can keep the general tax levy at a zero percent increase for a second year in a row.

15.2. That the following Notice of Motion is being presented this evening and will be brought forward at the December 7, 2020 Regular Council Meeting for Council's consideration:

15.2.1. Councillor Garon

RE: Adoption of a new by-law with respect to surveillance cameras

That Administration be directed to come back to Council with a by-law that protects the rights of all residents with respect to surveillance cameras installed on private property; and

That the Town of Essex prohibits homeowners from pointing security cameras at neighbouring properties or public property, and that any surveillance camera can only be used to monitor and/or record a homeowner's land and nothing beyond its borders.

16. Reports and Announcements from Council Members

17. By-Laws

17.1. By-Laws that require a third and final reading

17.1.1. By-Law 1963 220

Being a by-law to confirm the proceedings of the November 2,

2020 Regular Meeting of the Council of The Corporation of the
Town of Essex

Moved by _____

Seconded by _____

That By-Law 1963, being a by-law to confirm the proceedings
of the November 2, 2020 Regular Meeting of the Council of
The Corporation of the Town of Essex, be read a third time and
finally adopted on November 16, 2020.

17.2. By-Laws that require a first, second, third and final reading

17.3. By-Laws that require a first and second reading

17.3.1. By-Law 1967

222

Being a by-law to confirm the proceedings of the November 16,
2020, Regular Meeting of the Council of The Corporation of the
Town of Essex

Moved by _____

Seconded by _____

That By-Law 1967 being a by-law to confirm the proceedings
of the November 16, 2020, Regular Meeting of the Council of
The Corporation of the Town of Essex, be read a first and a
second time and provisionally adopted on November 16, 2020

18. Adjournment

Moved by _____

Seconded by _____

That the meeting be adjourned at [TIME].

19. Future Meetings

19.1. Monday, November 23, 2020 - 5:00 - 7:00 PM Special Council Meeting

RE: Proposed Plan of Subdivision - Park Land Estates

Location: Electronic Meeting (Zoom)

19.2. Monday, November 30, 2020 - 6:00 - 9:00 PM Special Council Meeting

RE: 2021 Budget Introduction and Walkthrough

Location: Electronic Meeting (Zoom)

19.3. Monday, December 7, 2020 - 6:00 - 9:00 PM Regular Council Meeting

Location: Electronic Meeting (Zoom)



The Corporation of the Town of Essex
Regular Council Meeting Minutes

November 2, 2020, 6:00 PM
County of Essex Council Chamber
360 Fairview Avenue West, Essex, Ontario

This meeting was hosted and chaired from the Essex County Civic Centre Council Chambers, 360 Fairview Avenue West, Essex. Due to the ongoing COVID-19 pandemic and the Essex County Civic Centre building not being open to the public at this time, this meeting was only available electronically to the public via livestream on YouTube with delegates as well being able to participate electronically.

Present:

- Mayor Larry Snively
- Deputy Mayor Richard Meloche
- Councillor Joe Garon
- Councillor Morley Bowman
- Councillor Kim Verbeek
- Councillor Steve Bjorkman
- Councillor Chris Vander Doelen
- Councillor Sherry Bondy

Also Present

- Robert Auger, Town Solicitor, Legal and Legislative Services/Clerk
- Shelley Brown, Deputy Clerk, Legal and Legislative Services
- Chris Nepszy, Chief Administrative Officer
- Doug Sweet, Director, Community Services/Deputy CAO
- Jeffrey Morrison, Director, Corporate Services/Treasurer
- Lori Chadwick, Director, Development Services
- Kevin Girard, Director, Infrastructure Services
- Katelynn Guirissevich, Manager, Finance and Business Services/Deputy Treasurer
- Jack Barron, Manager, Information Technology
- Ehva Hoffman, Youth Council Member

1. Call to Order

Mayor Snively called the meeting to order at approximately 6:05 PM.

2. Closed Meeting Report

3. Declarations of Conflict of Interest

There were no declarations of conflict of interest noted at this time.

4. Adoption of Published Agenda

4.1 Regular Council Meeting Agenda for November 2, 2020

R20-11-401

Moved By Councillor Bondy

Seconded By Councillor Bowman

That the published agenda for the November 2, 2020 Regular Council Meeting be adopted with the following changes and additions:

1. Councillor Bondy has a Notice of Motion to be presented this evening as Agenda item 15.2.2 to be brought back for Council's consideration at the next Regular Meeting of Council;
2. Deputy Mayor Meloche has a Notice of Motion to be presented this evening as Agenda item 15.2.3 to be brought back for Council's consideration at the next Regular Meeting of Council; and
3. At the request of Tim O'Hagan on behalf of St. Vincent de Paul Essex Chapter that the delegation, listed on this evening's as Agenda item 6.1, be deferred until the next Regular Council Meeting on November 16, 2020.

Carried

5. Adoption of Minutes

5.1 Regular Council Meeting Minutes for October 19, 2020

R20-11-402

Moved By Deputy Mayor Meloche

Seconded By Councillor Bjorkman

That the minutes of the Regular Council Meeting held October 19, 2020, be adopted as circulated.

Carried

5.2 Special Council Meeting Minutes for September 21, 2020

R20-11-403

Moved By Councillor Verbeek

Seconded By Councillor Garon

That the minutes of the Special Council Meeting held September 21, 2020 to receive an update on the Climate Change Adaptation Plan, be adopted as circulated.

Carried

6. Public Presentations

6.1 St. Vincent de Paul Essex Chapter

RE: Centre Street Parking Signage Request

- Map - Parking Request

At the request of Tim O'Hagan on behalf of St. Vincent de Paul Essex Chapter, their presentation was deferred to the next Regular Council Meeting, scheduled for November 16, 2020.

7. Unfinished Business

8. Reports from Administration

8.1 Parks and Facilities Report 2020-08

RE: Results of Request for Tender - Supply and Install Roof Access Ladders at Harrow OPP Station

R20-11-404

Moved By Councillor Bowman

Seconded By Councillor Bjorkman

That Parks and Facilities Report 2020-12, entitled "Results of Request for Tender - Supply and Install Roof Access Ladders at Harrow OPP Station", prepared by John Olsen, Manager, Parks and Facilities, dated November 2, 2020 be received; and

That Council awards the Request for Tender - Supply and Install Roof Access Ladders at Harrow OPP Station to Gillett Roofing Inc. in the amount of \$36,521.66 including non-refundable harmonized sales tax; and

That Council approves the additional funding of \$6,521.66 above the allocated 2020 Roof Access Ladder Harrow OPP Station capital budget of \$30,000 with the additional funds coming from 2020 OPP Capital Contingency budget which currently has a \$25,000 balance.

Carried

8.2 Legal and Legislative Services Report 2020-14

RE: Animal Control By-Law 1606 Revisions to Dog Tag Requirements

Shelley Brown, Deputy Clerk, Legal and Legislative Services, provided Council with a summary of the report.

R20-11-405

Moved By Councillor Bowman

Seconded By Councillor Verbeek

That Legal and Legislative Services Report 2020-14, entitled "Animal Control By-Law 1606 Revisions to Dog Tag Requirements", prepared by Shelley Brown, Deputy Clerk, Legal and Legislative Services, dated November 2, 2020, be received; and

That Part 3 of By-Law 1606 - Licensing and Control of Dog, be amended to reflect the recommendations noted as follows:

- That one tag be issued for the lifetime of the dog;
- That there be one annual rate for all dogs whether they are spayed/neutered;
- That there be a flat-rate fee of \$20 for any tags purchased between January 1 and March 31 and a fee of \$40 for any dog tags purchased between April 1 and December 31, to be implemented in 2021;
- That an online electronic application be created and offered; and
- That Administration bring back for Council's consideration an amended and consolidated Animal Control by-law to reflect the items and

changes noted and recommended in this report.

Carried

8.3 Legal and Legislative Services Report 2020-15

RE: 2021 Regular Council Meeting Dates

R20-11-406

Moved By Councillor Verbeek

Seconded By Councillor Garon

That Legal and Legislative Services Report 2020-15, entitled "2021 Regular Council Meeting Dates", prepared by Shelley Brown, Deputy Clerk, Legal and Legislative Services, dated November 2, 2020, be received; and

That the Regular Meeting dates proposed therein, be approved.

Carried

8.4 Legal and Legislative Services Report 2020-16

RE: Cemetery By-Law Approval from the Bereavement Authority of Ontario (BAO)

- BAO Letter of Approval to Proposed Cemetery By-Law
- By-Law 1812
Being a by-law respecting the maintenance, management, regulation and control of any cemetery owned or operated by The Corporation of the Town of Essex

R20-11-407

Moved By Councillor Bjorkman

Seconded By Councillor Garon

That Legal and Legislative Services Report 2020-16, entitled "Cemetery By-Law Approval from the Bereavement Authority of Ontario (BAO)", prepared by Shelley Brown, Deputy Clerk, dated November 2, 2020, be received; and

That By-Law 1812, being the "Cemetery By-Law" for the Town of Essex with the minor amendments required by the Bereavement Authority of Ontario (BAO), be read a third time and finally passed on November 2, 2020.

Carried

8.5 Legal and Legislative Services Report 2020-17

RE: Extension of Municipal Waste Collection Services Contract

R20-11-408

Moved By Councillor Bowman

Seconded By Deputy Mayor Meloche

That Legal and Legislative Services Report 2020-17, entitled "Extension of Municipal Waste Collection Services Contract", prepared by Robert

Auger, Town Solicitor, Legal and Legislative Services/Clerk, dated November 2, 2020, be received; and

That Council agrees to extending the existing contract with Windsor Disposal Services Ltd. to December 31, 2021.

Carried

8.6 Legal and Legislative Services Report 2020-18

RE: Court of Revision for North Rear Road Drain South Side (New Bridge for Grondin), Geographic Township of Colchester North, Town of Essex, County of Essex, Project REI2020D010

- By-Law 1964
Being a by-law to provide for the North Rear Road Drain South Side (New Bridge for Grondin), Geographic Township of Colchester North, Project REI2020D010, Town of Essex, County of Essex

R20-11-409

Moved By Councillor Verbeek
Seconded By Deputy Mayor Meloche

That Legal and Legislative Services Report 2020-18, entitled "Court of Revision for North Rear Road Drain South Side (New Bridge for Grondin), Geographic Township of Colchester North, Town of Essex, County of Essex, Project REI2020D010", dated November 2, 2020, be received; and

That the following three (3) members of the Drainage Board: Kirk Carter, Percy Dufour and Felix Weigt-Bienzle be appointed to sit as members of the Court of Revision to be convened for the North Rear Road Drain South Side (New Bridge for Grondin) Geographic Township of Colchester North, Project REI2020D010, pursuant to the Report prepared by Gerard Rood, Professional Engineer, Rood Engineering Limited, dated September 24, 2020 (hereinafter the "Report"), and such Court of Revision be scheduled for 5:00 PM on November 25, 2020, via electronic meeting; and

That By-Law 1964 being a by-law to provide for the North Rear Road Drain South Side (New Bridge for Grondin), Geographic Township of Colchester North, Project REI2020D010, Town of Essex, County of Essex be read a first and a second time and provisionally adopted on November 2, 2020.

Carried

8.7 Finance and Business Services Report 2020-04

RE: COVID-19 Financial Impact as of September 30, 2020

- 2020 Operating Budget Summary Including only COVID-19 Related Groupings

Katelynn Guirissevich, Manager, Finance and Business Services/Deputy Treasurer provided an overview of the report.

R20-11-410

Moved By Councillor Bowman
Seconded By Councillor Garon

That Finance and Business Services Report 2020-04, entitled "COVID-19 Financial Impact as of September 30, 2020", prepared by Katelynn Giurissevich, Manager, Finance and Business Services, dated November 2, 2020 be received.

Carried

9. Reports from Youth Members

10. County Council Update

11. Correspondence

11.1 Correspondence to be received

R20-11-411

Moved By Councillor Bjorkman

Seconded By Councillor Bowman

That correspondence listed in Agenda Item 11.1 be received and, where indicated, to further share such information with the community using suitable methods of communication.

Carried

11.1.1 DWQMS Management Review - Meeting Minutes - July 28, 2020

RE: Essex Water Distribution System

11.1.2 Ministry of the Environment, Conservation and Parks

RE: Essex Drinking Water System - Essex (Union) DS
Inspection Report, dated August 20, 2020

11.1.3 Dog Pound Committee Meeting Agenda

October 28, 2020

11.1.4 Union Water Supply System - Board of Management

RE: Minutes - September 16, 2020

11.1.5 Windsor Parade Corporation

RE: Cancellation of 2020 Santa Claus Parade

Correspondence from the Windsor Parade Corporation, dated October 17, 2020 advising Council that they are unable to provide a COVID acceptable Santa Clause Parade in our community for 2020.

11.1.6 Town of Essex Media Release - October 27, 2020

RE: Libro Rink at Essex Centre Sports Complex to Re-open on
October 28, 2020

11.2 Correspondence to be considered for receipt and support

11.2.1 City of Clarence - Rockland

Resolution - Cannabis Retail Stores

Correspondence from the City of Clarence - Rockland, dated
October 22, 2020 to the Ministry of Finance and the Ministry of the

Attorney General requesting a modification to the regulations governing the establishment of cannabis retail stores.

R20-11-412

Moved By Councillor Bondy

Seconded By Councillor Bowman

That correspondence from the City of Clarence - Rockland, dated October 22, 2020, to the Ministry of Finance and the Ministry of the Attorney General requesting a modification to the regulations governing the establishment of cannabis retail stores, be received and supported; and

That a letter of support be sent to the Honourable Rod Phillips, Minister of Finance of Ontario and to the Honourable Doug Downey, Attorney General of Ontario requesting the Ministry to modify the regulations governing the establishment of cannabis retail stores to instruct the Alcohol and Gaming Commission to consider over-concentration as an evaluation criteria and provide added weight to the comments of a municipality concerning matters in the public interest when considering the application of new stores; and further

That a copy of the letter of support be sent to the City of Clarence-Rockland.

Carried

11.2.2 Township of Blandford-Blenheim

RE: Unlicensed and Unmonitored Cannabis Grow Operations

Correspondence from the Township of Blandford-Blenheim, dated October 13, 2020 concerning loopholes in the Federal Cannabis legislation and regulations with respect to unlicensed and unmonitored cannabis grow operations.

R20-11-413

Moved By Deputy Mayor Meloche

Seconded By Councillor Verbeek

That the resolution from the Township of Blandford-Blenheim, dated October 13, 2020 urging the Federal Government to amend existing legislation that allows large scale cannabis grow operations to be established and operated without any of the regulations or protocol, to ensure the safety and rights of the local communities in which they are situated are respected, be received and supported; and

That a letter of support be sent to the Federal Minister of Health, the Federal Minister of Justice and Attorney General, the Federal Minister of Public Safety and Emergency Preparedness, Essex MP Chris Lewis, Essex MPP Taras Natyshak and a copy of the letter be sent to the Township of Blandford-Blenheim.

Carried

11.2.3 Cameron Soucie

RE: Resignation Youth Council Member

R20-11-414

Moved By Councillor Bowman

Seconded By Councillor Verbeek

That the message from Cameron Soucie, dated October 14, 2020 advising that he would no longer be able to continue as Youth Council Member for the Town of Essex, be received with regret; and

That a letter be sent to Cameron thanking him for his time spent on Council and wishing him the very best in the future.

Carried

12. Committee Meeting Minutes

R20-11-415

Moved By Councillor Verbeek

Seconded By Councillor Bjorkman

That the minutes listed in Agenda 12, together with any recommendations to Council noted therein, be received, approved and adopted as circulated.

Carried

12.1 Arts, Culture and Tourism Committee - October 14, 2020

12.2 Drainage Board Meeting - July 9, 2020

RE: Crystal Beach Drain: Repair and Improvement of Covered Drains

12.3 Committee of Adjustment - September 15, 2020

13. Financial

13.1 September 2020 Bank Payments Report

R20-11-416

Moved By Councillor Bowman

Seconded By Deputy Mayor Meloche

That the Bank Payments Report, including the September cheque register, cheque number 51855 to 52006 inclusive in the amount to \$5,667,144.23, the Preauthorized Payments for the month of September in the amount of \$333,527.86; and Payroll for month of September in the amount of \$468,441.24, be ratified as submitted.

Carried

14. New Business

15. Notices of Motion

15.1 That following Notices of Motions were presented at the October 19, 2020 Regular Council Meeting and are being presented this evening for Council's consideration:

15.1.1 Councillor Bondy

RE: Mileage for Committee of Adjustment Members

At Councillor Bondy's request her Notice of Motion regarding mileage for Committee of Adjustment members was withdrawn, but with a request to add as an item for discussion at the next Special Council Meeting held for Roundtable discussion.

15.1.2 Councillor Bondy

RE: Opposition to further Amalgamation

R20-11-417

Moved By Councillor Bondy

Seconded By Councillor Garon

That the Town of Essex is strongly opposed to any further amalgamation at this time;

Whereas we feel our residents are best served now by the current model in terms of dollars and services; and

Whereas we appreciate the Municipal Modernization Grant and are working hard to ensure our municipal operations are more efficient internally and looking for possible efficiencies externally; and

Whereas we are opposed to further restructuring at this time, but we are not opposed to sharing some services where our service quality, safety and price to our residents is not comprised; and

That a letter be sent to the Honourable Doug Ford, Premier of Ontario and that a copy of the letter be sent to the County of Essex, all Essex County municipalities and the Association of Municipalities of Ontario (AMO) advising them of the Town of Essex's position with regards to any further amalgamation at this time.

	Support	Opposed
Mayor Snively	X	
Deputy Mayor Meloche	X	
Councillor Garon	X	
Councillor Bowman	X	
Councillor Verbeek	X	
Councillor Bjorkman		X
Councillor Vander Doelen		X
Councillor Bondy	X	
Results	6	2

Carried (6 to 2)

15.2 The following Notice of Motion is being presented this evening and will be brought forward at the November 16, 2020 Regular Council Meeting for Council's consideration:

15.2.1 Councillor Bondy

RE: Installation of a traffic light at the corner of Erie and King Street in 2021

That Council discuss the installation of a traffic light at the corner of Erie and King Street in 2021.

15.2.2 Councillor Bondy

RE: Kingsville Odour By-Law

That Administration review for implementation of a by-law prohibiting and regulating lights and odours, similar to that recently passed by the Town of Kingsville.

15.2.3 Deputy Mayor Meloche

RE: Town of Essex 2021 Tax Rate Increase

That being the current calendar year of 2020 has been a financial stress to many Essex residents with the special circumstances regarding COVID-19, and being that it is likely these stresses will continue into 2021, that Administration come to Council with a 0% increase in the general tax levy for our initial budget discussions, in the hope that Essex Council can keep the general tax levy at a zero percent increase for a second year in a row.

16. Reports and Announcements from Council Members

Each Council member was provided an opportunity to discuss their latest news and activities in the municipality.

17. By-Laws

17.1 By-Laws that require a third and final reading

17.1.1 By-Law 1960

Being a by-law to confirm the proceedings of the October 19, 2020, Regular Meeting of the Council of The Corporation of the Town of Essex

R20-11-418

Moved By Councillor Bowman

Seconded By Councillor Bjorkman

That By-Law 1960, being a by-law to confirm the proceedings of the October 19, 2020 Regular Meeting of the Council of The Corporation of the Town of Essex, be read a third time and finally adopted on November 2, 2020.

Carried

17.2 By-Laws that require a first, second, third and final reading

17.2.1 By-Law 1961

Being a by-law to provide for the issue of debentures in the amount of \$182,518.95 for works completed for drainage

R20-11-419

Moved By Deputy Mayor Meloche

Seconded By Councillor Verbeek

That By-Law 1961 being a by-law to provide for the issue of debentures in the amount of \$182,518.95 for works completed for drainage, be read a first, a second and a third time and finally passed on November 2, 2020.

Carried

17.2.2 By-Law 1962

A by-law of The Corporation of the Town of Essex to authorize the borrowing upon amortizing debentures in the principal amount of \$12,550.00 towards the cost of the Shoreline Loan Program

R20-11-420

Moved By Councillor Bowman

Seconded By Councillor Bjorkman

That By-Law 1962 being a by-law of The Corporation of the Town of Essex to authorize the borrowing upon amortizing debentures in the principal amount of \$12,550.00 towards the cost of the Shoreline Loan Program, be read a first, a second and a third time and finally passed November 2, 2020.

Carried

17.2.3 By-Law 1965

Being a by-law to authorize the execution of a lease assignment between the Town of Essex, Robbie Ross Klie carrying on business as South Shore Fitness and Mike Huston for rentable space within the Harrow and Colchester South Recreation Complex located at 243 McAfee Street, Harrow, Ontario

R20-11-421

Moved By Councillor Bjorkman

Seconded By Councillor Garon

That By-Law 1965, being a by-law to authorize the execution of a lease assignment between the Town of Essex, Robbie Ross Klie carrying on business as South Shore Fitness and Mike Huston for rentable space within the Harrow and Colchester South Recreation Complex located at 243 McAfee Street, Harrow, Ontario, be read a first, a second and a third time and finally passed on November 2, 2020.

Carried

17.3 By-Laws that require a first and second reading

17.3.1 By-Law 1963

Being a by-law to confirm the proceedings of the November 2, 2020, Regular Meeting of the Council of The Corporation of the Town of Essex

R20-11-422

Moved By Deputy Mayor Meloche

Seconded By Councillor Garon

That By-Law 1963 being a by-law to confirm the proceedings of the November 2, 2020 Regular Meeting of the Council of The Corporation of the Town of Essex, be read a first and a second time and provisionally adopted on November 2, 2020.

Carried

18. Adjournment

R20-11-423

Moved By Councillor Verbeek

Seconded By Councillor Bjorkman

That the meeting be adjourned at approximately 7:50 PM.

Carried

Mayor

Clerk



The Corporation of the Town of Essex
Special Council Meeting Minutes

October 13, 2020, 4:00 pm
Location: Zoom Video Conferencing

Present: Deputy Mayor Richard Meloche
Councillor Joe Garon
Councillor Morley Bowman
Councillor Kim Verbeek
Councillor Steve Bjorkman
Councillor Sherry Bondy
Councillor Chris Vander Doelen

Absent: Mayor Larry Snively

Also Present: Chris Nepszy, Chief Administrative Officer
Robert Auger, Clerk, Legal and Legislative Services
Shelley Brown, Deputy Clerk, Legal and Legislative Services
Doug Sweet, Director, Community Services/Deputy CAO
Jeffrey Morrison, Director, Corporate Services and Treasurer
Lori Chadwick, Director, Development Services
Kevin Girard, Director, Infrastructure Services

1. Call to Order

Deputy Mayor Meloche called the meeting to order at 4:03 PM.

2. Declarations of Conflict of Interest

There were no declarations of conflict of interest.

3. Adoption of Published Agenda

3.1 Special Council Meeting Agenda for October 13, 2020

SP20-10-001

Moved By Councillor Bowman
Seconded By Councillor Garon

That the published agenda for the October 13, 2020 Special Council Meeting be adopted as presented.

Carried

4. **Public Presentations**

Strategy Corp: Chris Loreto, Tony Haddad, Lauren Wyman, Yael Boyd, Umar Shaikh

RE: Presentation to Council by Strategy Corporation regarding the Town of Essex Service Delivery Review.

- Current State Assessment Report

Chris Nepszy, Chief Administrative Officer provided an introduction regarding the Town of Essex Service Delivery Review report. Mr. Nepszy stated that this report was only Phase I of the delivery service review for the municipality and is part of the Province of Ontario's Municipality's Modernization Program. Mr. Nepszy further advised that the purpose of presentation is to simply provide an overview of the report. Going forward Council review the report and provide further feedback and ask further questions, all of which will be used to shape the next phase in the review.

Chris Loreto then provided a summary and overview of the report.

SP20-10-002

Moved By Councillor Garon

Seconded By Councillor Bowman

That the presentation and the current state assessment report on the Town of Essex Service Delivery Review as presented by Strategy Corp, be received.

Carried

5. **Reports from Administration**

6. **Adjournment**

SP20-10-003

Moved By Councillor Vander Doelen

Seconded By Councillor Verbeek

That the meeting be adjourned at 5:31.

Carried

Mayor

Clerk



Current State Assessment

Town of Essex
Service Delivery Review

July 2020



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EXECUTIVE SUMMARY

Project Background

Project Context

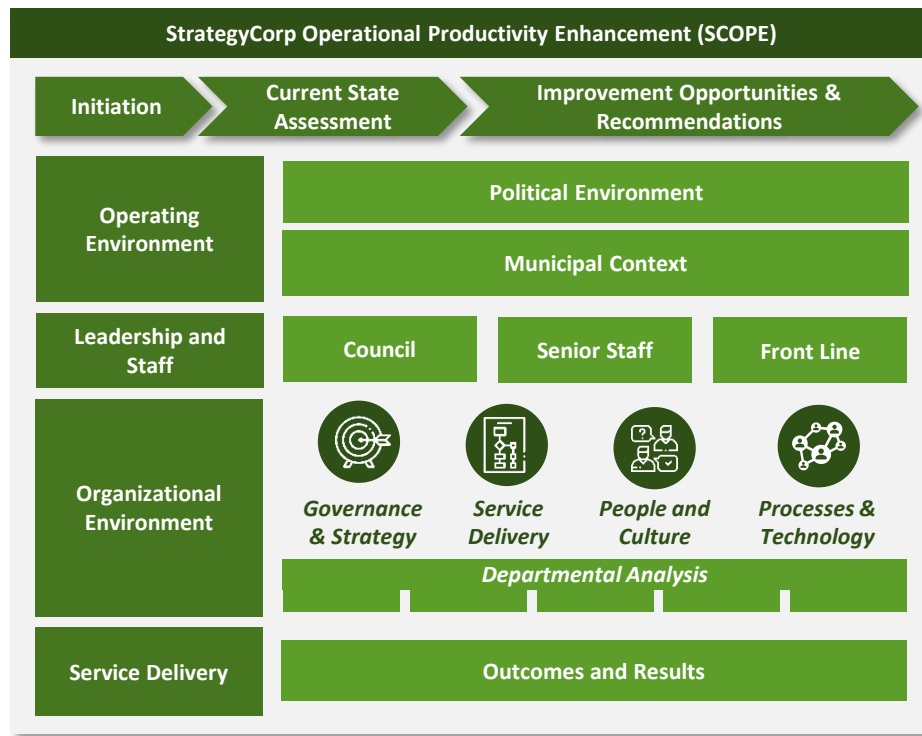
The Town of Essex engaged StrategyCorp to conduct a Service Delivery Review (“SDR” or “Engagement”) to identify ways to modernize service delivery, reduce future costs, and make the best use of limited resources.

The primary focus of this review is to evaluate the Town’s services in order to achieve a more efficient and effective service delivery model, without compromising customer/ratepayer services or local control.

Methodology and Approach

Our approach to conducting the current state assessment utilized multiple sources of inputs and extensive engagement, including:

1. Analyzing internal and external data to evaluate current operations and trends;
2. Benchmarking current performance and delivery models against relevant municipal comparators;
3. Assessing opportunities for regional collaboration;
4. Conducting one-on-one interviews and workshops with elected officials, senior leadership, and staff; and
5. Identifying initial improvement opportunities and assessing them against evaluative criteria to shortlist those with high potential.



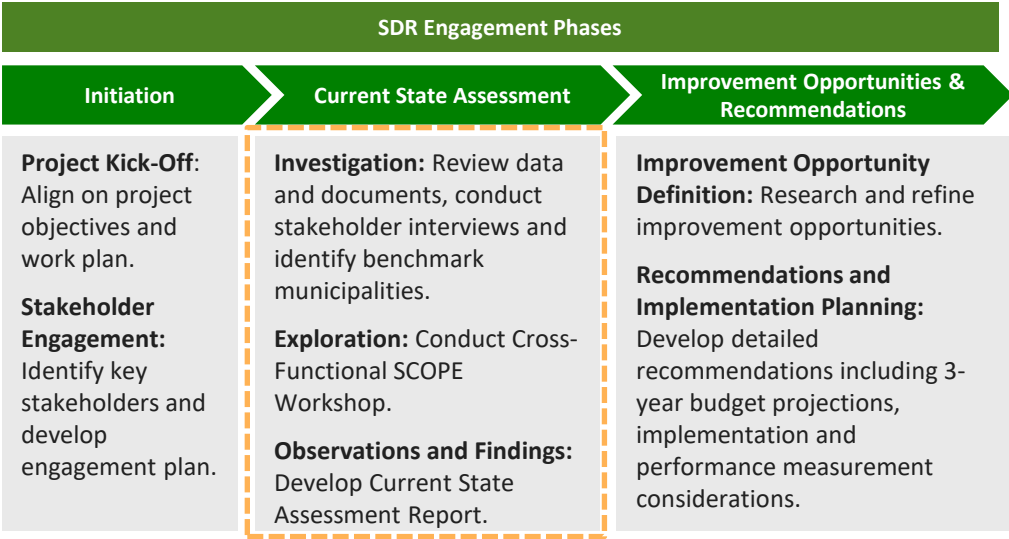
Progress to Date

Current Phase: Current State Assessment

This report details the results of Phase 2 of the Engagement, which encompasses the Current State Assessment and Opportunity Generation activities.

The objectives for this Phase include:

- **Assessing** Essex’s municipal environment, including its strengths, weaknesses, opportunities, and threats.
- **Building** a thorough understanding of the Town’s municipal services and delivery models.
- **Evaluating** how Essex compares to its peer municipalities within and beyond Essex County.
- **Identifying** potential improvement opportunities, including greater regional collaboration, to be further explored in the next phase of the Engagement.



Based on our work to conduct the current state assessment, we have developed a list of 34 potential service delivery improvement opportunities:

- 14 potential enterprise-wide opportunities, 11 department specific opportunities and, 9 shared services opportunities further investigation.
- A short-list of 8 cost-saving opportunities recommended for further exploration, (additional leading practice opportunities are also highlighted).

Comprehensive Overview of the Town of Essex's Municipal Services

Service profiles were developed for each service provided by the Town and are available in *Appendix C*. These profiles were developed based on available data and financial information, augmented by discussions with key stakeholders involved in service delivery.

TOWN OF ESSEX SERVICES					
<div>Office of the Chief Administrative Office</div> <div><ul style="list-style-type: none">Legislative ServicesCommunications</div>	<div>Community Services</div> <div><ul style="list-style-type: none">Parks and FacilitiesRecreation and CultureFire and Rescue Services</div>	<div>Corporate Services</div> <div><ul style="list-style-type: none">Finance and Business ServicesHuman ResourcesInformation Technology</div>	<div>Infrastructure Services</div> <div><ul style="list-style-type: none">Capital Works and InfrastructureMunicipal DrainageEnvironmental ServicesOperations</div>	<div>Development Services</div> <div><ul style="list-style-type: none">Building and By Law EnforcementPlanningEconomic Development</div>	
ESSEX COUNTY SERVICES (OUT OF SCOPE)					
<div>Community Services/Housing with Supports</div> <div><ul style="list-style-type: none">Community Services/Housing with Supports</div>	<div>Sun Parlor Home</div> <div><ul style="list-style-type: none">AdministrationNursing & Personal CareFood & NutritionLaundry/Housekeeping/MaintenanceCapital</div>	<div>Emergency Medical Services</div> <div><ul style="list-style-type: none">Emergency Medical ServicesEmergency Management Coordination</div>	<div>Infrastructure Services</div> <div><ul style="list-style-type: none">Construction – Roads & Bridges / County Wide Active Transportation SystemCounty Maintenance – Roads, Bridges and CWATSFleet and Facilities</div>	<div>Library Services</div> <div><ul style="list-style-type: none">Library Services</div>	<div>General Government Services</div> <div><ul style="list-style-type: none">Council ServicesAdministrative & Financial ServicesHuman ResourcesPlanning Services</div>

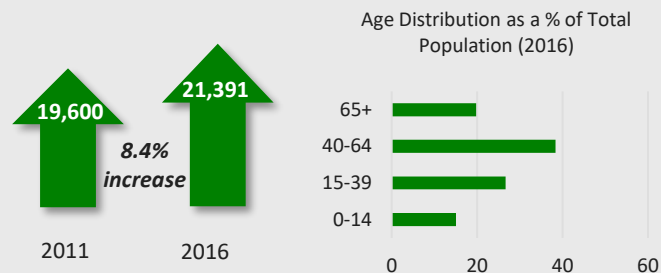
NOTE: Police Services for the Town are currently contracted out to the Ontario Provincial Police.

Essex at a Glance

- The Town of Essex as it exists today was created in 1999 following the amalgamation of the Town of Essex, Town of Harrow, Township of Colchester North and Township of Colchester South.
- One of Ontario's southernmost municipalities, Essex is home to a variety of industries, including agriculture, wineries, and tourism. Its agricultural lands have been rated as some of the most productive in the province.
- The Town of Essex has four distinct centres, each with unique attributes. Essex Centre is the largest of the four urban areas, Harrow serves the agricultural community and has an agricultural research centre, Colchester is home to the waterfront, and McGregor is home to both agriculture and outdoor recreation.
- Essex has some of the lowest housing prices in Canada, and in 2018 was named one of the safest places to live in the country (6th overall), which makes it a draw for young families, business owners, and retirees. It also lies in close proximity to Windsor and Detroit.
- Overall, Essex has seen modest but steady population growth over the past several years, with a largely aging demographic.

Essex has:

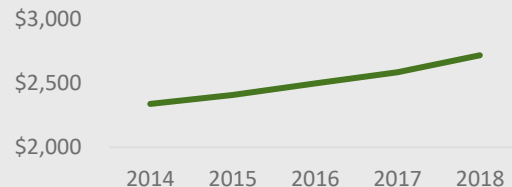
- Seen a slight increase in population from 2011 to 2016.
- An ageing population: most of the Town's population is 40+, with a significant portion of the population being 65+, and a much smaller portion being 0-14.
- A median household income that is slightly lower than the provincial average.
- Municipal property taxes that increased on average 3.3% YoY between 2014-2018.



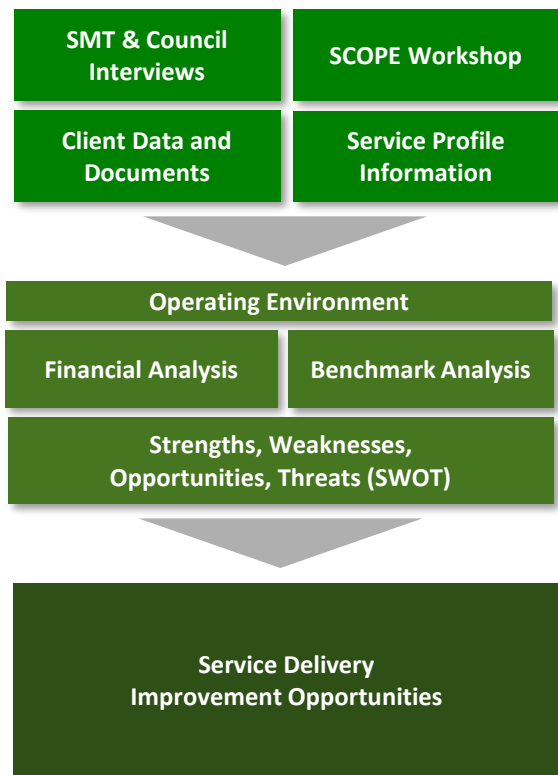
Median After-Tax Household Income (2015)



Municipal Property Tax Per Household



Key High-Level Findings from the Current State Review



Information gathered through existing data and documents, specific details on all core services, Senior Management Team (SMT) and Council interviews, and a workshop with staff, informed the following outputs, which in turn, were used to develop service delivery improvement opportunities.

Key takeaways were as follows:

- **Essex has achieved strong financial health and sustainability** by building up reserves and outperforming the recommended target for operating surplus.
- **Essex has sustainable debt management** and must continue to balance funding capital projects and the capacity to deal with unexpected circumstances. It would be beneficial for the Town to continue to evolve their Asset Management Plan to support responsible capital expenditures.
- **Essex has made investments in its human capital** and should continue to focus on enhancing training, professional development, and performance management to achieve maximum organizational capacity, and explore the potential of work-from-home arrangements.
- **Essex receives the least amount of revenue from property taxes and the most amount of revenue from the Ontario Municipal Partnership fund (OMPF)** as compared to its peers. Should the OMPF funding decrease, the Town may face revenue shortfalls. This is further compounded by its less lucrative tax assessment mix, which is predominantly rural nature.
- **There are opportunities for regional collaboration** and sharing of services. The initial channel for this type of activity may be through a shared services initiative of the County's south shore municipalities to help build momentum and show proof of concept for further expansion.

Preliminary analysis indicates that high-impact opportunities lie in optimization through the lens of people (e.g. training skilled workforce), process (e.g. standardizing processes), and tools (e.g. modernizing IT infrastructure).

Financial Analysis

StrategyCorp assessed Essex's financial health according to several indicators taken from the Ministry of Municipal Affairs and Housing's (MMAH) Financial Information Return (FIR) data using the returns from 2009-2018 (see full analysis in *Appendix A*). Some general themes emerged from the initial financial analysis:

- Essex is experiencing **strong financial health and sustainability** by building up reserves and outperforming the recommended target for operating surplus.
- Capital **spending has been financially prudent** as the Town has grown reserves consistently and managed both short- and long-term debt.
- **Property taxes per household have increased year-over-year** since 2012 and most of the Town's tax revenue comes from its residential tax base indicating further increases would be challenging. Instead the Town could look at growing their commercial and industrial base.
- Essex has **sustainable debt management** and must continue to balance funding capital projects and the capacity to deal with unexpected circumstances.
- **Revenues have consistently outstripped operational expenses**, suggesting that the Town has found an appropriate balance.
- Essex **receives a higher Ontario Municipal Partnership Fund (OMPF) allocation** than its peer comparators. If the Province continues its plan to reduce the OMPF, Essex will be significantly affected in an unfavourable manner.

Financial Indicators and Areas of Exploration

- | | | | |
|--|---|--|---|
| • <i>Total Municipal Property Taxes Per Household</i> | • <i>Total Municipal Debt Burden (per Capita and per Household)</i> | • <i>Operating Surplus Ratio</i> | • <i>Annual Repayment Limit and Input Factors</i> |
| • <i>Total Taxable Assessment (and per Household)</i> | • <i>Municipal Debt Burden (per Capita and per Household)</i> | • <i>Rates Coverage Ratio</i> | • <i>Revenues, Operating Expenses, Capital Expenses, and Reserves</i> |
| • <i>Annual Operating Expenditure (per Capita and per Household)</i> | • <i>Residential Assessment Percentage</i> | • <i>Asset Sustainability Ratio</i> | • <i>10-Year Operating Results</i> |
| • <i>Total Reserves (and per Household)</i> | • <i>Non-Residential Assessment Percentage</i> | • <i>Asset Consumption</i> | • <i>Capital Spending per Household</i> |
| | | • <i>Debt Service Coverage</i> | • <i>Taxation, User Fees, and Service Charges</i> |
| | | • <i>Debt Sustainability</i> | |
| | | • <i>Debt Charges as a % of Property Tax</i> | |

Essex Relative to its Peers

In examining the current state of service delivery in Essex, a benchmark analysis was conducted to compare key components of the Town against similar peer municipalities (see full analysis in *Appendix B*). The following is a summary of themes and findings identified in that analysis:

- Essex **outperformed both its peer group in the County as well as comparator municipalities across MMAH's targets** for financial indicators.
- Essex spends the **second lowest amount on debt relative to its theoretical maximum services capacity** among its peer group of comparators and well below the average for other Essex County members.
- Essex captures **less revenue from property taxes than most of its peers** due to the lack of commercial/industrial development, the Town's rural nature.
- The Town attracts the highest **amount of government transfers from the OMPF** among its peer group of comparators.
- The CAO and Mayor at the Town of Essex **have less administrative support** (i.e. a dedicated Executive Assistant) than its peer comparators.
- The Town has the **lowest percentage of revenue from development charges** (Essex adopted bylaw that waves development charges for 5 years in 2019) in comparison to peers.
- The Town has the **highest recovery of its water and wastewater operating expenses through the water rate**.
- The Town's **recovery of recreation operating expenses are the second highest** among its peer group .
- The Town has the **highest number of seasonal workers** due to their aquatics program and recreation facilities but is otherwise very lean.

Comparative Snapshot:

	Tier	Location	Persons/ km ²	2016 StatCan data		2018 FIR data	
				Population	Median Income	Reserves	Debt
Essex	Lower	Essex	73.5/km ²	21,391	\$35,715	\$50.50M	\$20.76M
Amherstburg	Lower	Essex	118.2/km ²	21,936	\$39,519	\$10.71M	\$35.67M
Kingsville	Lower	Essex	87.3/km ²	21,552	\$36,396	\$24.52M	\$15.37M
Leamington	Lower	Essex	105.3/km ²	27,595	\$31,464	\$56.75M	\$27.64M
Strathroy- Caradoc	Lower	Middlesex	77.1/km ²	20,867	\$35,032	\$24.91M	\$8.98M
Tillsonburg	Lower	Oxford	710.8/km ²	15,872	\$32,137	\$4.30M	\$13.38M

Note: (1) While Tillsonburg is significantly more dense than its comparators. It was chosen because of its other similarities to Essex (location, economy, etc.). While density can affect service delivery standards, the smaller size of the Town (which is often associated with higher costs) will likely balance out this discrepancy. (2) 2018 FIR data is the most recent data available.

Essex's Internal Strengths and Weaknesses

Through the course of our assessment of the Current State, we identified several strengths and weaknesses internal to the Corporation of the Town of Essex that impact how services are delivered in Essex.

STRENGTHS

- **Financial Health and Sustainability:** The Town is in a favourable financial position due to prudent planning and spending, and provincial support.
- **Customer-service focus:** The Town takes a resident-centric approach and prioritizes the delivery of high-quality services and the customer experience.
- **Commitment to continuous improvement:** Administration and staff are continually looking for ways to “do things better”, push boundaries and deliver services more effectively and efficiently (e.g. “Virtual City Hall”).
- **Clear strategic vision and priorities:** The 2019-2022 Corporate Strategic Plan sets out the Town’s priorities and provides a clear path forward for Council, staff and the community.
- **Sustainable asset management planning:** The Town is ahead in terms of the provincial legislation – its asset management lifecycle reserve and ongoing work towards a fully funded AMP demonstrate a keen awareness of the need to invest in infrastructure maintenance and renewal.
- **Environmental leadership and stewardship:** The Town is committed to protecting and enhancing Essex’s natural environment and working with the community to build a sustainable future.

WEAKNESSES

- **Cross-departmental communication:** Collaboration and information sharing across departments is limited and there are few opportunities to discuss best practices or share resources (e.g. software), which contributes to which contributes to operational efficiencies not being utilized to the fullest.
- **Leveraging technology:** Certain technologies currently in use are outdated or underutilized.
- **Lack of consistent service levels and KPIs:** Some departments do not have clear service level standards and lack the ability to track and measure performance.
- **Outdated facilities:** Essex’s Town Hall and other municipal facilities are dated (some are beyond their useful life) and has not kept pace with the growth in the Town’s staff and services, leading to constrained working conditions for employees and frustration for residents.
- **Spread out facilities and services:** Facilities are located across the municipality in order to be able to service the wide geographical area of the Town, but this is accompanied by a lack of centralization and increased costs.
- **Lack of standardized policies and procedures:** In some departments issues are often handled on an ad-hoc basis due to the lack of clear policies and processes, which can lead to inconsistencies in how these issues are managed and resolved.
- **Investment in human capital:** The current state of succession planning and performance management are challenges to increasing organizational growth and capacity.

Essex's External Opportunities and Threats

Through the course of our assessment of the current state, we identified several opportunities and threats external to the Corporation of the Town of Essex that have shaped, are shaping, or will shape, service delivery in Essex.

OPPORTUNITIES

- **Affordability of housing:** Essex's housing prices are among the lowest in Canada, making it an attractive destination for retirees, families and small businesses, and the Town should focus on supporting that growth.
- **Distinct and diverse economic base:** The Town's mix of industries is unique for a municipality of its size and ranges from agriculture to agri-tourism and wine-making to steel manufacturing.
- **"Administrative capital":** Because Essex is located centrally in the County and is home to the County's offices, it functions as a service hub for the area.
- **Leverage supports from other levels of governments:** Given the influx of new residents, the Town can explore grant and funding opportunities to develop creative solutions to address evolving housing needs.
- **Continued informal and formal regional collaboration:** Informally sharing information, or formally sharing service delivery, can support streamlined processes, adoption of best practices, cost and time savings, and greater consistency in policies and service deliveries across municipalities.
- **Adaptation as a result of COVID-19:** The pandemic drove the modernization of some customer-facing services as well as staff policies, demonstrating that improvements can be actioned quickly and effectively when required.
- **Tourism and wine industry:** The Town's award-winning wineries, waterfront and marina present opportunities to attract even more tourism to the area.

THREATS

- **Reliance on the OMPF:** As the Town's financial state improves, the province may allocate less in OMPF funds over time. The Town may have to raise taxes to make up for this revenue loss.
- **Changing municipal sector:** Like municipalities across Ontario, Essex faces the challenge of providing high quality services with limited revenue generation opportunities, heightened public expectations, resistance to tax increases, and changing policies and priorities at the other levels of government.
- **Geographical distribution:** Essex's geographical spread poses unique challenges for service delivery, and there is a perception among some that services are not offered equitably across the municipality.
- **Broadband internet service is lacking:** The lack of reliable high-speed internet service across the municipality poses challenges in considering digital solutions to modernize the way some services are delivered and accessed.
- **The perceived threat of further amalgamation:** Protecting Essex's identity and the unique identities of the Town's four centres is a priority for citizens, resulting in concerns about any further amalgamations.
- **Climate change:** Changing weather patterns and extreme weather events have the potential to have a serious impact on Essex's predominately agricultural economic base.

Overview of Service Delivery Improvement Opportunities (1 of 2)

34 opportunities for improved service delivery were identified. Below is an overview of enterprise-wide and departmental opportunities:

Enterprise-Wide Opportunities		Departmental Opportunities	
Governance and Strategy <ol style="list-style-type: none"> 1. Continue to strengthen the council-staff relationship through training. 2. Establish a clear implementation plan for the current strategic plan. 3. Continue to establish clear expectations and guidelines through annual department-level planning processes. 4. Develop an Enterprise Risk Management (ERM) plan to identify and prepare for any potential critical issues that may interfere with the Town's operations and objectives. 	Processes and Technology <ol style="list-style-type: none"> 8. Continue to expand use of the Town's customer relationship management (CRM) software internally and externally. 9. Conduct a review of the existing management process and invest in an organization-wide records management system. 10. Develop formal schedule of regular cross-departmental discussions and workshops. 11. Develop standard operating procedures for any services that do not currently have them in place. 	CAO's Office <ol style="list-style-type: none"> 15. Consider hiring a full-time executive assistant for the CAO and Mayor. 16. Develop a communications toolkit with guidelines so departments can develop their own content (standardized forms, presentations, templates, policies and procedures). 17. Continue to monitor police service levels through ongoing police surveys. 18. Explore and assess optimal dividend strategy in ELK Energy. 	Corporate Services to the CAO's office. <ol style="list-style-type: none"> 21. Continue to augment budget training across departments. 22. Develop an organization-wide IT training and infrastructure strategy.
People and Culture <ol style="list-style-type: none"> 5. Develop a comprehensive human resources strategy. 6. Continue to update and standardize workforce policies. 7. Develop standardized corporate communications policies to support staff engagement. 	Service Delivery <ol style="list-style-type: none"> 12. Assess opportunities for new and upgraded facilities including a new Town Hall. 13. Review the current complement of Clerks to optimize efficiencies. 14. Establish clear service levels for services across the organization. 	Community Services <ol style="list-style-type: none"> 19. Evaluate the placement of Facilities within Parks and Facilities and consider a separate Facilities division. 	Infrastructure Services <ol style="list-style-type: none"> 23. Update condition assessment ratings and tools to rate conditions, and collaborate with finance to update the asset management plan (AMP) and a supporting reserve policy.
		Corporate Services <ol style="list-style-type: none"> 20. Further investigate moving the human resources function from 	Development Services <ol style="list-style-type: none"> 24. Modernize the Building Division's outdated service model. 25. Further explore cost recovery improvements and potential impacts on key development services.

Overview of Service Delivery Improvement Opportunities (2 of 2)

34 opportunities for improved service delivery were identified. Below is an overview of shared services opportunities that are both enterprise-wide and department-specific:

Shared Service Opportunities	
Enterprise-Wide 26. Increase participation in regional collaborative purchasing organizations that offer procurement support and expertise. 27. Explore the development of a south shore shared services initiative or corporation to deliver key services such as HR, IT, finance, fire services training and purchasing and recreational programming delivery, and certain public works services (e.g. winter maintenance), among others.	Corporate Services 31. Increase participation in regional collaborative purchasing organizations. 32. Consider alternative models for GIS delivery.
Community Services 28. Explore sharing Fire Services with other municipalities in the south shore region. 29. Establish a regional standard for fire training and hire one fire trainer for the region. 30. Consider shared recreation programming and purchasing.	Infrastructure Services 33. Assess the feasibility of sharing fleet and expensive equipment across departments and with neighbouring municipalities. Development Services 34. Explore opportunities for regionalizing building inspection services.

Service Delivery Improvement Opportunities for Further Exploration

Of the 34 opportunities, we have identified a preliminary shortlist of opportunities (below) to be developed more fully in the next phase of the project.

Update or develop foundational documents or processes that reflect municipal management leading practice in strategic management. (see opportunities #1-4)

→ *The Town already follows leading practice in most areas, but there is an opportunity to enhance this area by developing a strategic plan implementation roadmap and Enterprise Risk Management (ERM) plan to identify and prepare for potential issues that may interfere with the Town's operations and objectives.*

Assess opportunities for new and upgraded facilities and develop an accommodation policy. (see opportunity #12)

→ *Town facilities are dated and lack proper space for staff and create barriers to accessing services for residents. These deficiencies are likely to threaten the Town's staff health and wellness, culture, and productivity, and are already a source of frustration for residents. There is also a need for the continued exploration of green sustainable energy conservation.*

Review the current complement of Clerks and consider increased centralization and generalization of the clerk function. (see opportunity #13)

→ *Increased general training and cross-departmental knowledge may lead to a more streamlined and efficient internal operations and an improved customer experience.*

Hire an executive assistant to support the CAO and Mayor. (see opportunity #15)

→ *An executive assistant for the CAO and Mayor could improve communications and overall workload management. Amherstburg's CAO and Mayor share an executive assistant, which has resulted in increased communication between leadership and the rest of the organization.*

Update the asset management plan (AMP) and a supporting reserve policy. (see opportunity #23)

→ *A strong AMP is critical to long-term financial planning to smooth large costs over time and is most effective with an accompanying reserve policy.*

Further explore cost recovery improvements and potential impacts on key development services. (see opportunity #25)

→ *Essex has the lowest share of revenue from development charges in comparison to its peers, and upon preliminary analysis, is seeing low cost recovery on by-law enforcement and planning. In addition, the Town may benefit from reviewing and adjusting fees related to development services annually.*

Explore the development of a south shore shared services initiative or corporation (see opportunity #27)

→ *By sharing certain assets and resources with neighbouring municipalities, Essex can lower costs through economies of scale and scope.*

Explore sharing Fire Services with other municipalities in the south shore region. (see opportunity #28)

→ *Staff and Councillors believe regional fire delivery, starting with south shore region, has significant savings potential, could reduce response times, and increase service levels.*



POTENTIAL AREAS OF EXPLORATION

ENTERPRISE-WIDE IMPROVEMENT OPPORTUNITIES

Enterprise-Wide Improvement Opportunities (1 of 6)

Theme	Opportunity and Rationale	Potential Outcomes
Governance and Strategy	<p>1. Opportunity: Work toward strengthening the council-staff relationship and building greater trust through continued training on the roles of staff and council.</p> <p>Rationale: Although staff and council have a good relationship and have recognized the positive impact existing training efforts have had, both groups identified the need for additional training to ensure council provides strategic direction and oversight and leaves operations to staff. The training could also include recommendations for improving communications between the two groups. Council-staff training is a municipal best practice for governance and has also been adopted by several municipalities across Ontario.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add
	<p>2. Opportunity: Establish a clear implementation plan for the current strategic plan with a performance measurement framework.</p> <p>Rationale: There is broad senior level support for the strategic plan, but uncertainty about implementation and progress remain. A clear implementation plan ensures departmental goals flow from the strategic plan and is a best practice for strategic planning.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Cost-Savings/ Revenue Generation
	<p>3. Opportunity: Establish clear expectations and guidelines through an annual department-level planning process that outlines goals, key performance indicators, and service standards in conjunction with the annual budget process.</p> <p>Rationale: Staff and management identified challenges with connecting individual department activities to the goals identified in the strategic plan, and they noted the need for goal-setting at a more tactical level. Departmental alignment is key to effectively implementing a strategic plan so that departments understand what goals they are working towards.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Cost-Savings/ Revenue Generation

Enterprise-Wide Improvement Opportunities (2 of 6)

Theme	Opportunity and Rationale	Potential Outcomes
Governance and Strategy	<p>4. Opportunity: Develop an Enterprise Risk Management (ERM) plan that will identify, assess, and prepare for any potential critical issues that may interfere with the Town's operations and objectives.</p> <p>Rationale: Essex has been prudently managed but could benefit from risk-planning. It holds the second highest tangible capital assets per capita amongst its peers, which may need to be serviced or replaced in the short term. The Town also receives a higher OMPF allocation than its peers, and if this transfer is reduced, Essex will require alternative revenue streams. An ERM would be a key input to the AMP, lifecycle plan, long term financing plan and capital budget, all of which will assist in managing capital investment, planned investments and financing tools.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add

Enterprise-Wide Improvement Opportunities (3 of 6)

Theme	Opportunity and Rationale	Potential Outcomes
People and Culture	<p>5. Opportunity: Develop a comprehensive human resources strategy that maintains clearly defined roles and responsibilities; policies for continuity of knowledge, procedures for succession planning; and plans for further developing the Town's human capital.</p> <p>Rationale: Staff across departments noted retention and succession planning as areas of concern given that a lot of critical resources will be retiring in the next five years. The organization is already lean, and the Town could better develop staff to grow into management roles instead of hiring outside managers. In response to these challenges, a human resources strategy is a recommended municipal best practice and can provide tactics to reduce turnover, prepare the organization to fill vacancies, and support the development of a stronger staff complement.</p> <p>This aligns with the Town's strategic plan's priority: <i>Organizational Effectiveness and Resiliency</i>.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add
	<p>6. Opportunity: Update and standardize workforce policies by (1) standardizing performance management, (2) standardizing policies on professional development and training, (3) and implementing increased options for flexible work (e.g. work from home).</p> <p>Rationale: Staff noted that outdated workplace policies and performance management impact their perceptions of support from their employer. The recent disruptions as a result of COVID-19 demonstrated the Town's ability to adapt to new working environments, and flexible work could continue into the future.</p> <p>This aligns with the Town's strategic plan's priority: <i>Organizational Effectiveness and Resiliency</i>.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add
	<p>7. Opportunity: Develop standardized corporate communications policies to support staff engagement and satisfaction through targeted communications, particularly surrounding the strategic plan.</p> <p>Rationale: Senior management informs staff of organizational objectives but does not always explain how goals will impact staff individually and departmentally. Standard communications policies could require more tailored messaging to different departments and could better explain how Town goals and strategic directions will impact staff individually.</p> <p>This aligns with the Town's strategic plan's priority: <i>Citizen and Customer Experience</i>.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add

Enterprise-Wide Improvement Opportunities (4 of 6)

Theme	Opportunity and Rationale	Potential Outcomes
Processes and Technology	<p>8. Opportunity: Expand use of the Town's customer relationship management (CRM) software and establish customer service policies. Explore additional applications of this software (e.g. integration with GIS) to improve service integration across related departments such as corporate, development, and infrastructure services.</p> <p>Rationale: Customer service is a priority for the Town. It has a tracking system for customer complaints and inquiries, but the number of staff using the software could be expanded. In addition, a lack of standard customer service policies leads to siloed approaches to customer service. Expanding the use of the CRM system and establishing organization-wide customer service policies to areas that need it.</p> <p>This aligns with the Town's strategic priority: <i>Citizen and Customer Experience</i>.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add
	<p>9. Opportunity: Conduct a review of the existing records management process and invest in an organization-wide records management system.</p> <p>Rationale: The Town manages records with paper-based and digital processes but lacks a central location for storing information. This makes accessing information time-consuming and puts the Town at risk when it receives information requests. An effective records management system is a best practice in order to manage risk related to provincial requirements on records management. The current software may have capacity to accommodate increased records management functionality, which could be explored further. Additionally this service may be a strong candidate for a shared solution.</p> <p>This aligns with the Town's strategic priority: <i>Organizational Effectiveness and Resiliency</i>.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add
	<p>10. Opportunity: Develop formal schedule of regular cross-departmental discussions and workshops with select staff that focus on best practices, learnings, opportunities for improved communications, and collaboration.</p> <p>Rationale: Providing additional channels for staff communication could increase collaboration and information sharing and help overcome any silos that may exist due to procedural and physical barriers.</p> <p>This aligns with the Town's strategic priority: <i>Organizational Effectiveness and Resiliency</i>.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add

Enterprise-Wide Improvement Opportunities (4 of 6)

Theme	Opportunity and Rationale	Potential Outcomes
Processes and Technology (Continued)	<p>11. Opportunity: Develop standard operating procedures for any services that do not currently have them in place and that that require additional procedural rigor and standardization (e.g. Infrastructure, Planning and Development)</p> <p>Rationale: Standard operating procedures are not codified, making training challenging for new staff. It was noted that absent clear and consistent procedures, there will be a continued lack of transparency into complex projects, which can cause frustrations both internally and externally. Developing standard operating procedures supports the achievement of higher service standards, reduces training obstacles, and promote information sharing.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add

Enterprise-Wide Improvement Opportunities (5 of 6)

Theme	Opportunity and Rationale	Potential Outcomes
Service Delivery	<p>12. Opportunity: To benefit staff, Council and residents, assess opportunities for new and upgraded facilities, including a new Town Hall, and develop an accommodation policy to optimize facility use.</p> <p>Rationale: Currently, Town facilities are dated, resulting in a lack of proper space for staff and impediments to accessing services for customers. The Town Hall is over capacity, and departments are split up across several buildings, which creates physical barriers to collaboration, creates extra operational costs for the Town, and is confusing and inaccessible for residents. If they have not already, these deficiencies are likely to threaten the staff's health and wellness, culture, and productivity. It was noted on several occasions that the facilities are a significant source of frustration for residents. Council is also affected by this issue and must use County facilities in lieu of its own chambers due to lack of space. Given The Town's unique location, space optimization with the County could be explored further. There is also a need for the continued exploration of green sustainable energy conservation across Town facilities.</p> <p>Finally, infrastructure staff is also located in four different locations (Town Hall, Gesto Offices, Harrow Yard, and Harrow Water Resources Building) fleet is currently stored in two separate locations. It was noted that moving all staff into one location, or consolidating them as much as possible, would allow for the department to offload some of their fleet and operate more efficiently due to ease of communication and collaboration.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add ✓ Cost-Savings/ Revenue Generation
	<p>13. Opportunity: Review the current complement of Clerks to optimize efficiencies and consider increased centralization and generalization of the clerk function.</p> <p>Rationale: The Town's clerks are each specialized in their roles. Increased general training and cross-departmental knowledge may lead to a more streamlined and efficient internal operations and an improved customer experience. In addition to the current fragmented clerk knowledge-base, there are also two reception desks, which causes duplication and customer confusion. In certain instances there is excess capacity across administrative and clerk resource (e.g. fire), and a resourcing review may reveal efficiencies.</p> <p>This aligns with the Town's strategic priority: <i>Citizen and Customer Experience</i>.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Cost-Savings/ Revenue Generation

Enterprise-Wide Improvement Opportunities (5 of 5)

Theme	Opportunity and Rationale	Potential Outcomes
Service Delivery	<p>14. Opportunity: Establish clear service levels for services across the organization.</p> <p>Rationale: Having clear service levels across the organization is best practice for municipalities, and implementing them would help improve service delivery. Service levels allow organizations to identify key improvement areas and track progress over time. Infrastructure Services in particular could benefit from implementing service standards, as the department lacks service standards beyond what is provincially legislated (e.g. roads). Clear service levels will enable the department to track progress and will support the effective implementation of the asset management plan.</p> <p>This aligns with the Town's strategic priority: <i>Progressive and Sustainable Infrastructure</i>.</p>	✓ Efficiencies

DEPARTMENT-SPECIFIC IMPROVEMENT OPPORTUNITIES

Department-Specific Improvement Opportunities (1 of 6)

Theme	Opportunity and Rationale	Potential Outcomes
CAO's Office	<p>15. Opportunity: Assess to hire a full-time executive assistant to exclusively support both the CAO and Mayor.</p> <p>Rationale: The CAO receives too many inquiries to respond in a timely manner and is not always easily accessible to staff and Council. A dedicated executive assistant for the CAO and Mayor may improve communications and overall workload management. In each of Essex's peer comparators, the CAO and Mayor has an executive assistant. Although Essex is unique in having a Deputy CAO, a position that reduces the CAO's workload and assists in servicing Council, hiring an EA for the Mayor and CAO is still perceived to be a value add for support services.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add
	<p>16. Opportunity: Develop a communications toolkit (standardized forms, presentations, templates, policies and procedures) to enable departments in developing their own content, alleviating current capacity constraints on the Town's communications resource.</p> <p>Rationale: The communications resource develops all communications for the organization but, due to capacity limitations, is unable to deliver support for departmental communications needs. For example, the parks and recreation department often requires support for public-facing materials. A communications toolkit with guidelines would free up capacity within the communications department to create and enforce corporate communications policies.</p> <p>This aligns with the Town's strategic priority: <i>Citizen and Customer Experience.</i></p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add
	<p>17. Opportunity: Continue to monitor police service levels through ongoing police surveys.</p> <p>Rationale: The recent police services survey found mixed service reviews from residents, and many respondents indicated that police service levels are not meeting expectations—they have poor response times, are not present in the community, and could improve communications. Though Essex is a safe community, residents desire improved service levels. More robust contract management and oversight through consistent monitoring can more quickly identify and resolve service level issues. As concerns are raised with the reporting relationship with the OPP, they could be recorded and remedied. Additionally, should there be continued dissatisfaction, the Town may consider regionalizing policing services, which would result in potential savings.</p>	<ul style="list-style-type: none"> ✓ Value-add

Department-Specific Improvement Opportunities (2 of 6)

Theme	Opportunity and Rationale	Potential Outcomes
CAO's Office	<p>18. Opportunity: Explore and assess optimal dividend strategy in ELK Energy (e.g. an alternative dividend return structure, equity carve out, liquidation, etc.) to make available additional funding to support infrastructure and capital expenditures</p> <p>Rationale: There has been ongoing discussion about hydro consolidation in the region for some time. While merger activity has slowed, there remains an opportunity for Essex develop and optimal dividend strategy.</p>	<ul style="list-style-type: none"> ✓ Cost-Savings/ ✓ Revenue Generation

Department-Specific Improvement Opportunities (3 of 6)

Theme	Opportunity and Rationale	Potential Outcomes
Community Services	<p>19. Opportunity: Evaluate the placement of Facilities within Parks and Facilities and consider either a separate facilities division to provide services to multiple departments or the development of a 'whole-of-organization' facilities plan that can identify opportunities for internal shared resources and more efficient uses of the function.</p> <p>Rationale: Essex's Facilities function provides services only within Community Services, and often relies on Public Works for support. There is there an opportunity explore the relocation of Facilities within the organizational structure and build to its capacity to address a range of activities across the organization. This increased activity would be supported by a cost recovery arrangement between departments.</p>	✓ Efficiencies

Department-Specific Improvement Opportunities (4 of 6)

Theme	Opportunity and Rationale	Potential Outcomes
Corporate Services	<p>20. Opportunity: Further investigate moving the human resources function from the Corporate Services Department to the CAO's office.</p> <p>Rationale: Given the confidential nature of human resources, this function may be better situated within CAO's office to allow for a direct reporting relationship between the manager of HR and the CAO. While it will be important to set a clear role description to avoid the perception that this is a director role, this change would address the conflict of interest that arises when the HR reports to one director. The Society for Human Resource Management suggests that there is an inherent tension between HR and Financial reporting relationships (e.g. cutting salaries to address budget issues vs. increasing salaries to retain top talent). While there is no 'silver bullet,' and all organizations address this tension differently, this may be an opportunity worth exploring further. Given the findings of the organizational review in 2017, however, it is recommended that for time being Town continue to monitor the performance of HR in Corporate Services for future consideration.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add
	<p>21. Opportunity: Continue to augment budget training across departments.</p> <p>Rationale: Staff seek hands-on support from the finance department, such as year-round support for managing budgets and conducting long-term planning. Implementing further budget training would decrease the demand for support from the finance department, and ensure budgets are consistent and reflect Council priorities.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add
	<p>22. Opportunity: Develop an organization-wide IT training and infrastructure strategy.</p> <p>Rationale: Staff have a lack of (1) understanding on what IT tools are available and (2) proper training on the different IT tools. This has led to inconsistent use. There is also a need to understand technology infrastructure gaps and to prioritize how to address them. A strategy could be developed to help ensure continuous improvement in IT systems and tools to streamline key organization processes. This strategy may also consider opportunities to improve service delivery by outsourcing or sharing IT delivery (with certain neighbouring municipalities or across the county).</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add ✓ Cost-Savings/ Revenue Generation

Department-Specific Improvement Opportunities (5 of 6)

Theme	Opportunity and Rationale	Potential Outcomes
Infrastructure Services	<p>23. Opportunity: Update condition assessment ratings and tools to rate conditions, and collaborate with finance to update the asset management plan (AMP) and a supporting reserve policy.</p> <p>Rationale: Infrastructure Services would benefit from updated condition assessment ratings and the tools to rate conditions. As well, the department should collaborate with the finance team to update Essex's AMP. Essex's most recent AMP was developed in 2015 (with an update in 2017). A strong AMP is critical to long-term financial planning to smooth large costs over time. An accompanying reserve policy sets out Council's goals for how much it will reserve each year to support its AMP and helps taxpayers understand how reserves impact their tax rate.</p> <p>This aligns with the Town's strategic priority: <i>Progressive and Sustainable Infrastructure</i>.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Cost-Savings/ Revenue Generation

Department-Specific Improvement Opportunities (6 of 6)

Theme	Opportunity and Rationale	Potential Outcomes
Development Services	<p>24. Opportunity: Modernize the Building Division's outdated service model to not only archive dated records, but also to move to electronic services both in office and in the field.</p> <p>Currently, many paper applications and hard copy plan drawings continue to be submitted to the department. As well, inspectors in the field or in their vehicles are not equipped with tablets or laptops, and fill out paper work when they return to the office. Furthermore, archives are not scanned and searchable, and filing cabinets are filled with decades of documents that are not scanned and searchable. Updating and modernizing these processes would improve service delivery across the department.</p>	✓ Efficiencies
	<p>25. Opportunity: Further explore cost recovery improvements and potential impacts on key development services.</p> <p>Rationale: Essex has the lowest share of revenue from development charges in comparison to its peers, and upon preliminary analysis, is seeing low cost recovery on by-law enforcement and planning. It is understood that Council has waived development charge fees for all industrial, commercial and institutional developments as well as a portion of residential development in the Harrow area, but it may be worth revisiting this decision to assess its impact and benefits to date. In addition, the Town may benefit from reviewing and adjusting fees related to development services annually.</p>	✓ Cost-Savings/Revenue Generation

SHARED SERVICES IMPROVEMENT OPPORTUNITIES

Shared Services Improvement Opportunities (1 of 6)

Department	Opportunity and Rationale	Potential Outcomes
Enterprise-Wide	<p>26. Opportunity: Increase participation in regional collaborative purchasing organizations that offer procurement support and expertise to facilitate a collaborative purchasing initiative with some or all the neighbouring municipalities.</p> <p>Rationale: Navigating the procurement process is complex and time consuming. Additionally, the delivery of some services in a shared capacity may result in cost savings (e.g. through economies of scale in purchasing), increased collaboration, and stronger relationships between regional partners.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add ✓ Cost-Savings/ Revenue Generation
	<p>27. Opportunity: Explore the development of a south shore shared services initiative or corporation to deliver key services such as HR, IT, finance, and components of fire services training and purchasing) and recreational programming delivery, and certain public works services (e.g. winter maintenance), among others.</p> <p>Rationale: By sharing certain assets and resources with neighbouring municipalities, Essex can lower costs through economies of scale and scope. It may allow access to new revenue streams that require a critical mass of users or inputs. Additionally, there are non-financial benefits including potential service enhancements and expansion; increased service integration; sustainability and viability across the region; building local capacity, trust and, relationships while also maintaining local identities; and potentially seeing a positive public response to more efficient use of assets in providing services across municipal borders. Stakeholders identified services like crossing guards, animal control, and integrity commissioner services are good candidates for shared services given that they are typically part-time roles.</p> <p>This aligns with the Town's strategic priority: <i>Organizational Effectiveness and Resiliency</i>.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Cost-Savings/ Revenue Generation

Shared Services Improvement Opportunities (3 of 6)

Department	Opportunity and Rationale	Potential Outcomes
Community Services	<p>28. Opportunity: Explore sharing Fire Services with other municipalities in the south shore region.</p> <p>Rationale: Essex has a relatively high spend on fire services. Regional fire delivery, starting with south shore region, may present potential savings. EMS is already delivered regionally, so the area has experience with managing regional deployment for emergency services. Additionally, Council voted in favour of adding \$2.7M to the 2020 budget for a new fire and rescue station. This opportunity could be explored in advance of the station being built to understand if the additional capacity and associated expenditure is needed should a shared model be pursued.</p> <p>This aligns with the Town's strategic priority: <i>Organizational Effectiveness and Resiliency.</i></p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Cost-Savings/ Revenue Generation
	<p>29. Opportunity: As the region works towards shared fire services, create a regional standard for fire training and hire one fire trainer for the region.</p> <p>Rationale: Each municipality in the region has different standards for fire training. Setting a regional standard and hiring a single fire trainer for the region ensures consistent service standards and is a first, easy step towards a fully regional approach to fire services. Elgin County currently deploys this model. Furthermore, Gesto is building a new training facility that could be shared across the region.</p> <p>This aligns with the Town's strategic priority: <i>Organizational Effectiveness and Resiliency.</i></p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add ✓ Cost-Savings/ Revenue Generation
	<p>30. Opportunity: Consider shared recreation programming and purchasing.</p> <p>Rationale: It was noted that there are already some successful examples of shared recreation programming (i.e. Harrow and Kingsville hockey sharing arenas). There are a range different types of partnerships to be considered such as per capita cost sharing contributions, facility operations cost sharing, facility capital contributions, or joint ownership. This kind of collaboration may result in increased delivery efficiencies and the avoidance of facility and program duplication. It was also noted that similar opportunities exist with respect to some parks maintenance (e.g. at Co-An and McGregor parks), and collaborative purchasing for certain programs (e.g. baseball diamond clay).</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Cost-Savings/ Revenue Generation

Shared Services Improvement Opportunities (4 of 6)

Department	Opportunity and Rationale	Potential Outcomes
Corporate Services	<p>31. Opportunity: Increase participation in the County of Essex Bids and Tenders and County “Buying Groups” while working toward a regional purchasing collaborative.</p> <p>Rationale: Municipalities across Ontario have realized significant savings through collaborative procurement. The York Region N6 Collaborative Procurement Initiative found 5%-10% savings by sourcing together on services like auditing, waste collection, training, insurance, and economic development. Essex could purchase more materials and services through the Ontario Public Buyers Association, the Ontario Education Collaborative Marketplace, or Supply Chain Ontario while working towards a regional collaborative procurement cooperative.</p> <p>This aligns with the Town’s strategic priority: <i>Organizational Effectiveness and Resiliency</i>.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add ✓ Cost-Savings/ Revenue Generation
	<p>32. Opportunity: Consider alternative models for GIS delivery.</p> <p>Rationale: The Town of Essex currently provides its own GIS and mapping services in-house, and while each of its Essex County peers also provide this service, the other selected peer comparators, Strathroy-Caradoc and Tillsonburg receive GIS services at the County level. It would be worthwhile to explore different models for GIS delivery in the County of Essex, which could take on different forms such as a direct upload to the County or the development of a GIS cooperative, a model which has seen success is Northumberland County. These alternative models may help the Town of Essex and its neighbours to realized economies of scale and avoid duplication of effort.</p>	

Shared Services Improvement Opportunities (5 of 6)

Department	Opportunity and Rationale	Potential Outcomes
Infrastructure Services	<p>33. Opportunity: Assess the feasibility of sharing fleet and expensive equipment across departments and with neighbouring municipalities—for example, shoulder pavers.</p> <p>Rationale: Siloed purchasing between departments has led to duplicative purchasing and unnecessary costs. High-cost, low-use equipment like shoulder pavers could be shared between municipalities to reduce costs.</p> <p>This aligns with the Town’s strategic priority: <i>Progressive and Sustainable Infrastructure</i>.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Cost-Savings/ Revenue Generation

Shared Services Improvement Opportunities (6 of 6)

Department	Opportunity and Rationale	Potential Outcomes
Development Services	<p>34. Opportunity: Explore opportunities for regionalizing building inspection services.</p> <p>Rationale: The region has a building inspector shortage and sharing this service could help fill vacancies, complete inspections more easily and achieve cost savings.</p> <p>This aligns with the Town's strategic plan's priority: <i>Organizational Effectiveness and Resiliency</i>.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Cost-Savings/ Revenue Generation



NEXT STEPS

Phase 3: Improvement Opportunities and Recommendations

Below are the next steps which will allow the Town of Essex to submit a draft final report to the Ministry of Municipal Affairs and Housing in September.

- 1 Confirm project improvement areas, determine needed consultation, and schedule departmental focus groups with select municipal staff to validate improvement ideas and draft improvement opportunities.
- 2 Refine priority improvement opportunities, including opportunity definition, scope and define options.
- 3 Develop detailed recommendations specific to prioritized opportunities, including implementation and performance measurement considerations, as well as 3-year operating and capital budget projections, and analysis of funding required to realize opportunities.
- 4 Prepare and present Recommendations and Implementation report for presentation to Senior Management Team and Council (to be determined).
- 5 Finalize report for MMAH submission.



APPENDIX A: FINANCIAL ANALYSIS

Introduction and Limitations of the Data

StrategyCorp assessed the Town of Essex's financial health according to several indicators taken from the Ministry of Municipal Affairs and Housing's Financial Information Return (FIR) data using the returns from 2009-2018 (the most recently reported data). The following slides provide StrategyCorp's analyses of the findings. At the outset, it is important to acknowledge some limitations of the data:

- 2018 data is the most recent data provided in FIR, so all numbers and analyses should be assessed against 2019 and 2020 data where possible.
- The following slides draw primarily from five-year and 10-year datasets in order to identify key trends and themes and avoid assumptions based on single years that may skew the data. Where single-year data is used, it is noted as such.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Avg. YoY
Population*	20,356	20,263	20,084	20,162	20,447	20,625	20,789	21,039	21,118	21,391	0.7%
Total Households**	8,735	8,760	8,848	8,857	8,546	9,011	9,108	9,189	9,204	9,235	0.5%

*Population data was incorporated from StatsCan and Household data was incorporated from MPAC to attain the most accurate demographic numbers for the Town

Themes and Areas of Exploration

Some general themes emerged from the initial financial analysis:

- 1. Essex is experiencing strong financial health and sustainability while building reserves (Slide 43):** The municipality has looked to improve its stormwater and wastewater infrastructure conditions and spending from the 2015 Asset Management Report, invested steadily in the renewal of its capital assets. The Town should develop an updated, comprehensive Asset Management Plan ensure financial sustainability and reduce asset volatility.
- 2. Capital spending has been financially prudent as the Town has grown reserves consistently and managed both short- and long-term debt (Slide 45):** The Town has drastically reduced the relative amount of debt charges to its property tax revenues through financial discipline in pursuit of high operating surpluses. The Town should continue prudently growing financial reserves while managing short- and long-term debt.
- 3. Property taxes per household have increased year-over-year since 2012 and most of the Town's tax revenue comes from its residential tax base indicating further increases would be challenging (Slide 51):** Consistent incremental increases in residential property tax makes it a difficult revenue stream to continue growth, instead the town should explore increasing their commercial and industrial base. A point further explained in peer benchmarking, as the Town receives the least amount of revenue from overall property taxes (residential and commercial) in comparison to peers.
- 4. Essex has sustainable debt management and must continue to balance funding capital projects and the capacity to deal with unexpected circumstances (Slide 45):** The municipality has exhibited high financial prudence, by allocating its annual surplus to reserves and debt repayment. This proved very useful, when the 2015 Asset Management Report outlined that the levy would be the main tool for covering funding gaps for Administration, Roads, Bridges/Culverts and Stormwater infrastructure.
- 5. Revenues have consistently outstripped operational expenses (Slide 49):** The Town of Essex has consistently outperformed the recommended target for operating surplus. This surplus has allowed the municipality to allocate significant revenues from into reserves, preventing the excessive use of debt in the future for infrastructure upgrades. The surplus is further buoyed by landfill revenues that are directly deposited into reserves and planned expenditures in the past, that did not occur. Budget forecasts should be revised to reflect increases in revenue and/or reduced expenditures.
- 6. Essex receives a higher Ontario Municipal Partnership Fund (OMPF) allocation than its peer comparators (Slide 70):** If the Province continues its plan to reduce the OMPF, Essex will be significantly affected in an unfavourable manner.

Preliminary Indicators for Financial Sustainability

LEGEND	Strength
	Explore
	Concern

	2014	2015	2016	2017	2018	Avg. YoY
Total Municipal Property Taxes Per Household	\$2,338	\$2,409	\$2,500	\$2,587	\$2,720	3.3%
Total Property Taxes Per Household	\$2,900	\$2,955	\$3,042	\$3,100	\$3,243	2.4%
Annual Operating Expenditures	\$29,849,291	\$31,579,962	\$30,343,820	\$32,114,701	\$34,485,008	3.1%
Annual Operating Expenditures per Capita	\$1,447	\$1,519	\$1,442	\$1,521	\$1,612	2.3%
Annual Capital Expenditures	\$6,827,585	\$6,187,304	\$12,526,316	\$4,898,930	\$5,131,560	-5.0%
Annual Capital Expenditures per Household	\$758	\$679	\$1,363	\$532	\$556	-5.3%
Total Reserves	35,770,745	38,477,101	39,886,613	45,550,702	50,504,234	8.2%
Total Reserves per Household	\$3,970	\$4,225	\$4,341	\$4,949	\$5,469	7.6%
Total Municipal Debt Burden	\$21,299,235	\$19,557,756	\$17,810,168	\$22,714,949	\$20,764,401	-0.5%
Municipal Debt Burden per Household	\$2,364	\$2,147	\$1,938	\$2,468	\$2,248	-1.0%
Municipal Debt Burden per Capita	\$1,033	\$941	\$847	\$1,076	\$971	-1.2%
Residential Assessment Percentage	84.0%	83.5%	83.3%	84.0%	84.0%	0.0%
Non-Residential Percentage Assessment	16.0%	16.5%	16.7%	16.0%	16.0%	0.0%
Total Taxable Assessment	\$1,663,702,855	\$1,696,286,748	\$1,736,654,820	\$1,754,748,880	\$1,811,149,962	1.8%
Total Taxable Assessment per Household	\$184,630	\$186,241	\$188,993	\$190,651	\$196,118	1.2%

- The municipality's revenues from each household have consistently increased during the period 2014-2018, at an average annual rate of over 3.3%, a result of an increasing municipal levy and higher assessments during that period. This has allowed the municipality to increase its operating spending for service delivery per capita at an annual average of 3.1%.
- On the capital side, while the spending is volatile, it appears to be correlated with long-term debt of the municipality. Ensuring the annual capital budget allocations are reasonable and achievable will be important as YoY will compound if not managed at realistic levels. At the same time, the reserves have been consistently growing during this five-year period. These are indications of a financially prudent municipality with good long-term planning.
- The municipality's residential property assessment is over-weighted, which means that every marginal property tax increases will be an increasing political challenge.

MMAH's Key Performance Indicators

LEGEND	Strength
	Explore
	Concern

	2014	2015	2016	2017	2018	Avg. YoY
Operating Surplus Ratio (Target 0% to 15%)	17.3%	16.3%	17.6%	15.4%	22.2%	5.7%
This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding or other purposes. A negative ratio indicates the percentage increase in rates revenue that would have been required to achieve a break-even result. The basic target: 1% to 15%. Advanced target: > 15%.						
Current Ratio (Target >=1)	11.58	11.93	8.55	12.97	10.93	-1.1%
This is an approximate measure of a municipality's "liquidity" or its ability to pay short-term obligations.						
Rates Coverage Ratio (Target >=40%)	83%	85%	91%	91%	88%	1.2%
This is a measure of the municipality's ability to cover its costs through its own "rates" revenue efforts. Basic target: 40% to 60%. Intermediate target: 60% to 90%. Advanced target: > 90%.						
Debt Service Coverage (Target >=2)	5	5	5	6	5	-1.7%
This is a measure of a municipality's ability to service its debt payments. The target is a ratio greater than or equal to 2.						
Asset Sustainability Ratio (Target >90%)	89%	158%	90%	172%	51%	-8.5%
This is an approximation of the extent to which a municipality is replacing, renewing or acquiring new assets as the existing infrastructure being managed by the municipality are reaching the end of their useful lives. The target ratio is > 90% per year. A municipality which is not reaching this target is not sufficiently maintaining, replacing or renewing their existing infrastructure. This may result in a reduction in service levels and/or useful lives previously expected and will likely create a burden on future ratepayers.						
Asset Consumption (Target <50%)	30%	31%	32%	33%	35%	3.7%
This measures the age of a municipality's physical assets. It measures the extent to which depreciable assets have been consumed by comparing the amount of the assets that have been used up and their cost. (< 25% - Relatively new infrastructure, 26% to 50% - Moderately new infrastructure, 51% to 75% - Moderately old infrastructure, >75% - old infrastructure)						

- The Town of Essex has consistently outperformed the recommended target for operating surplus which has contributed to their increased reserves.
- The municipality, recognizing its shortcomings in stormwater and wastewater infrastructure conditions and spending from the 2015 Asset Management Report, invested steadily in the renewal of its capital assets. The investment in the maintenance of drainage files in 2017 resulted in an increase in Operating Surplus Ratio in 2018.
- Given the time lag in how capital expenses are recognized, we believe that the year-over-year change of the asset sustainability ratio is justified. Overall, the municipality is performing very well on all MMAH key performance indicators.

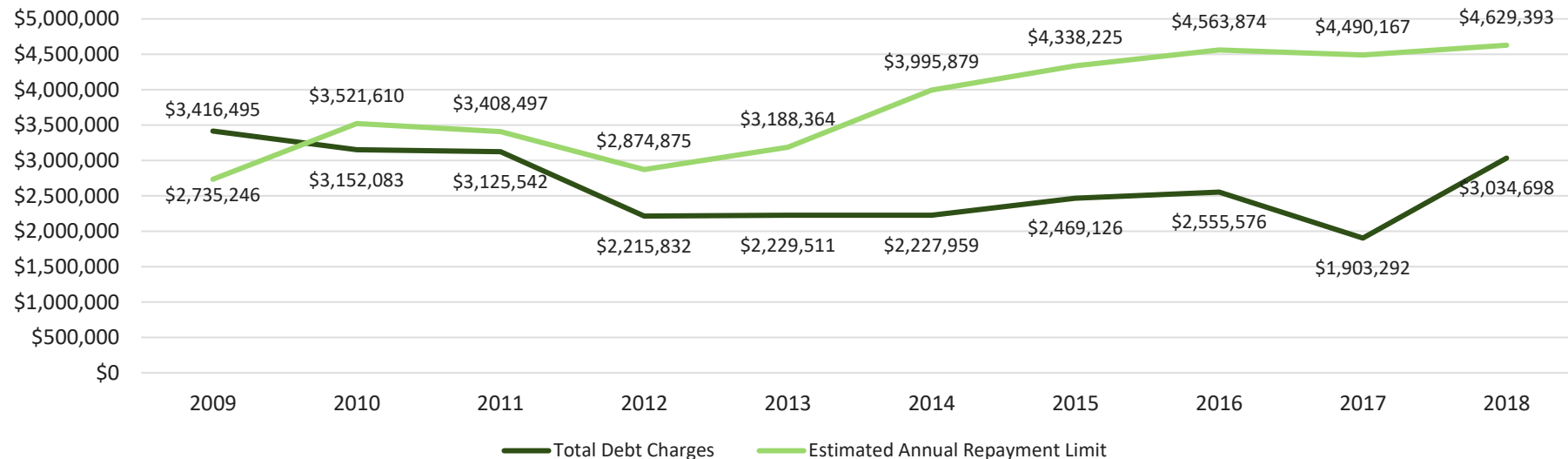
Debt Sustainability

LEGEND	Strength
	Explore
	Concern

	2014	2015	2016	2017	2018	Avg. YoY
Total Debt Charges	\$2,227,959	\$2,469,126	\$2,555,576	\$1,903,292	\$3,034,698	7.2%
Annual Repayment Limit	\$3,995,879	\$4,338,225	\$4,563,874	\$4,490,167	\$4,629,393	3.2%
Debt Charges as a % of Annual Repayment Limit	55.8%	56.9%	56.0%	42.4%	65.6%	-4.8%
Debt Burden per Household	\$2,364	\$2,147	\$1,938	\$2,468	\$2,248	-1.0%
Debt Charges per Household	\$247	\$271	\$278	\$207	\$329	6.6%
Debt Burden as a % of Operating Revenues	62.4%	54.4%	50.6%	62.1%	50.3%	-3.9%
Debt Burden as a % of Reserves and Reserve Funds	62.4%	54.4%	50.6%	62.1%	50.3%	-3.9%

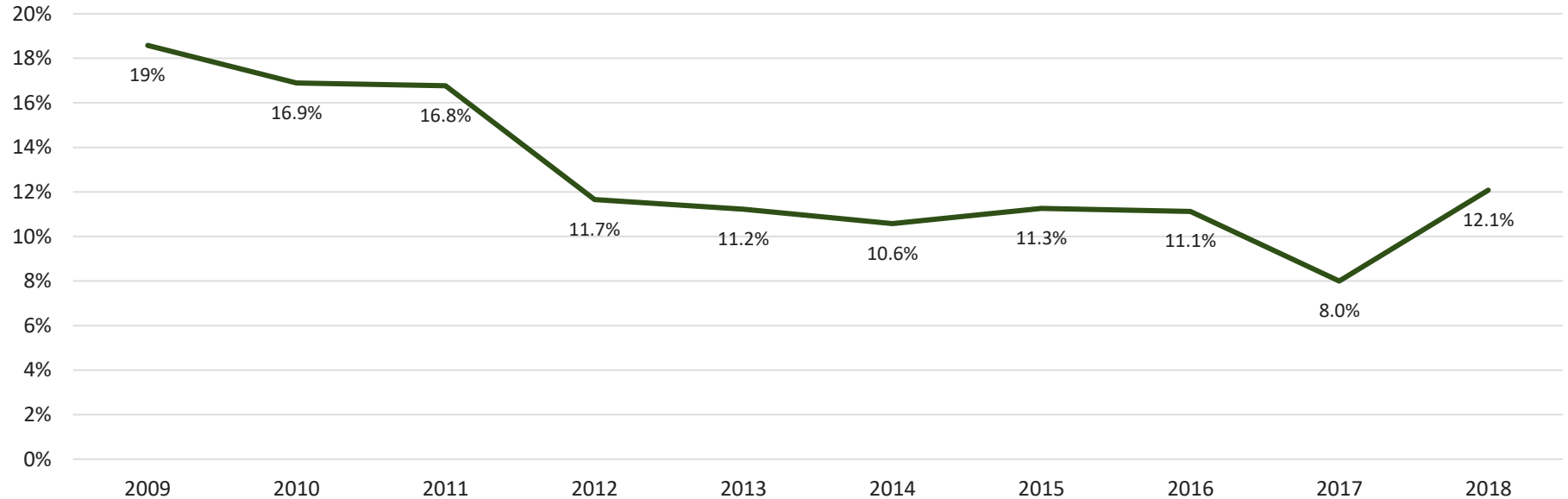
- For the most part of the last decade, the proportional magnitude of the municipality's debt charges relative to its theoretical maximum debt service capacity has been steady and sustainable.
- Overall, debt is used mostly to fund Water, Wastewater and, to a minimal degree, the Administration's infrastructure state of good repair infrastructure needs. This disciplined use of debt is the most sustainable path for total debt repayment.
- In 2018, the increase reported is attributed to major infrastructure asset replacement needs, such as the reconstruction of Erie street. It may also be attributed to the gradually reduced grants.

Annual Repayment Limit and Input Factors – Over Time



- The Town's annual repayment limit (ARL) is calculated by the Ministry of Municipal Affairs and Housing. The 2018 ARL indicates that the Town has \$4.63 million available to service debt, up \$0.17 million from the previous year. Based on an interest rate of 7%, the Town would be permitted to enter into new borrowing of \$18.4 million for a five-year term.
- As illustrated in the chart above, long-term debt outstanding was declining consistently since 2009, with only a recent increase in 2018. This new debt was attributed to finance items from the 2016 Budget, including the reconstruction of Erie Street, replacement of the salt shed, purchase of recreational lands, and replacement of vehicles and equipment.

Debt Charges as a Percentage of Municipal Property Tax



- Over the last decade, the Town of Essex used debt as a funding tool primarily for Water, Wastewater, and to a small degree the funding of the Administration infrastructure. Recently, it also used debt to finance the Erie Street reconstruction and to replace critical assets of Public Works.
- The Town has come a very long way during the last decade, drastically reducing the relative amount of debt charges to its property tax revenues. In fact, in nine years, Essex managed to reduce the ratio by half from 2009 – a very different picture from when the Town’s debt charges exceeded its ability to service debt. To an extent, some success can be attributed to tax assessment increase and growth, which began in 2015, but it can largely be attributed to the Town’s financial discipline over the last decade and the pursuit of high operating surpluses.

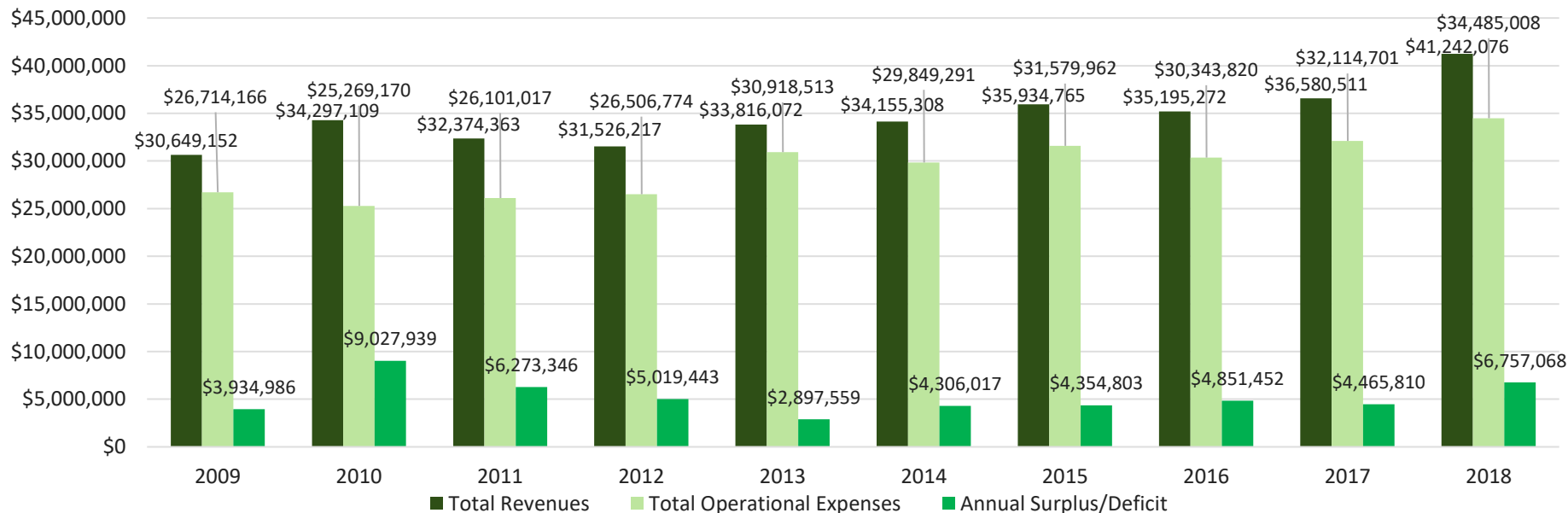
Revenues, Operating Expenses, Capital Expenses, and Reserves

LEGEND	Strength
	Explore
	Concern

	2014	2015	2016	2017	2018	Avg. YoY
Taxes Receivable	\$1,993,002	\$2,067,902	\$1,803,398	\$1,404,536	\$1,053,120	-9.4%
Taxes Receivable as a % of Current Tax Levy	4.1%	4.1%	4.0%	3.2%	3.0%	-5.2%
Accounts Receivable	\$3,966,658	\$3,646,540	\$3,102,735	\$2,857,882	\$3,447,286	-2.6%
Total Government Transfers	6,510,412	7,554,023	5,985,941	6,317,952	6,854,546	1.06%
Government Transfers as a % of Total Revenue	19.1%	21.0%	17.0%	17.3%	16.6%	-2.6%
Municipal Property Taxes per Household	\$2,338	\$2,409	\$2,500	\$2,587	\$2,720	3.3%
Annual Operating Expenses per Household	\$3,313	\$3,467	\$3,302	\$3,489	\$3,734	2.5%
Annual Capital Expenditures per Household	\$758	\$679	\$1,363	\$532	\$556	-5.3%
Capital Ex. as a % of Operating Expenditures	20%	31%	19%	36%	10%	-9.8%
Reserves as a % of Municipal Property Taxation	261%	270%	268%	292%	308%	3.6%
Total Reserves and Discretionary Reserves per Capita	\$1,734	\$1,851	\$1,896	\$2,157	\$2,361	7.2%

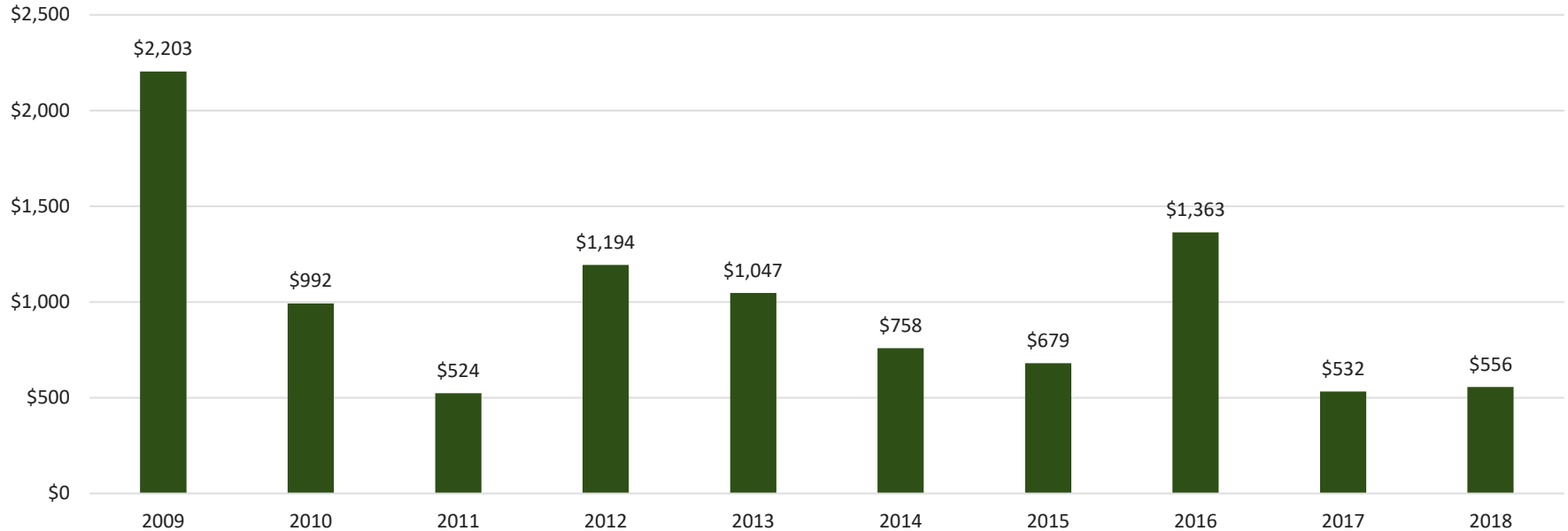
- The working capital management of the Town has consistently improved in the past five-year period, as taxes receivable and accounts receivable have decreased over time. Some of the increase in operating expenses was attributed to storm sewer and catch basins, which were partially recovered through the municipal levy.
- Some of the increases to the rural area levy were a result of capital expenses to replace assets in public works, which were partially recovered through the levy.

10-Year Operating Results



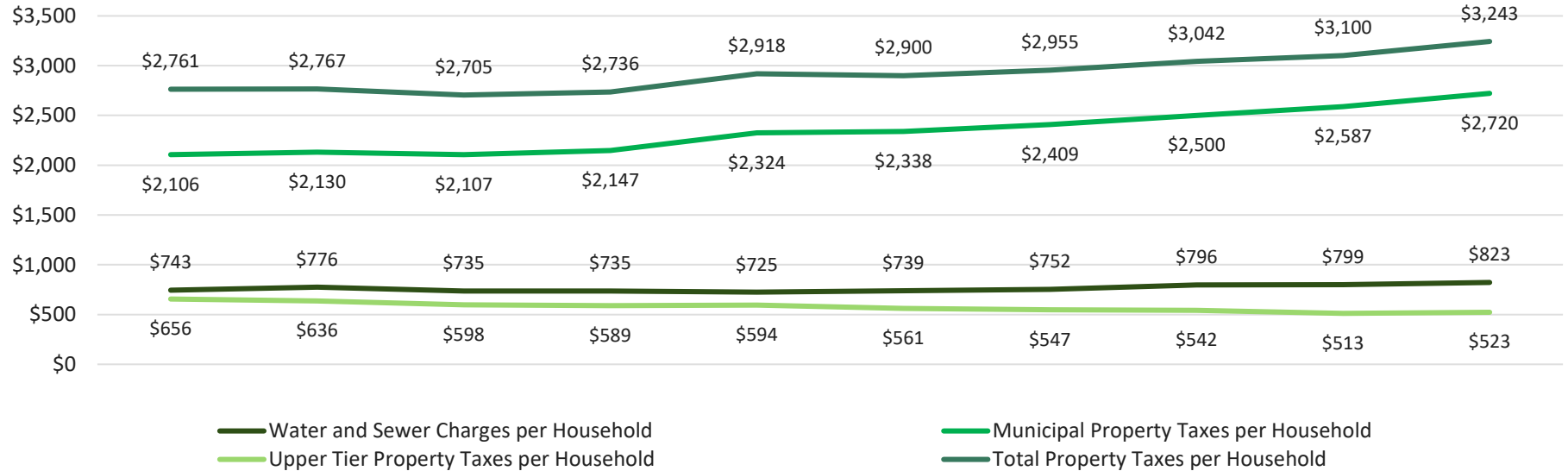
- Since 2009, revenues have outstripped operational expenses, suggesting that the Town of Essex has found the appropriate balance to ensure that revenues remain greater than spending on an annual basis.
- The Town has exhibited high financial prudence, by allocating its annual surplus to reserves and debt repayment. This proved very useful, when the 2015 Asset Management Report outlined that the levy would be the main tool for covering funding gaps for Administration, Roads, Bridges/Culverts and Stormwater infrastructure. While the capital expense requirements were significant, the levy increase was kept as low as possible because of the high reserve contributions, which were established from the consistently high operating surplus of the Town.

Capital Spending per Household



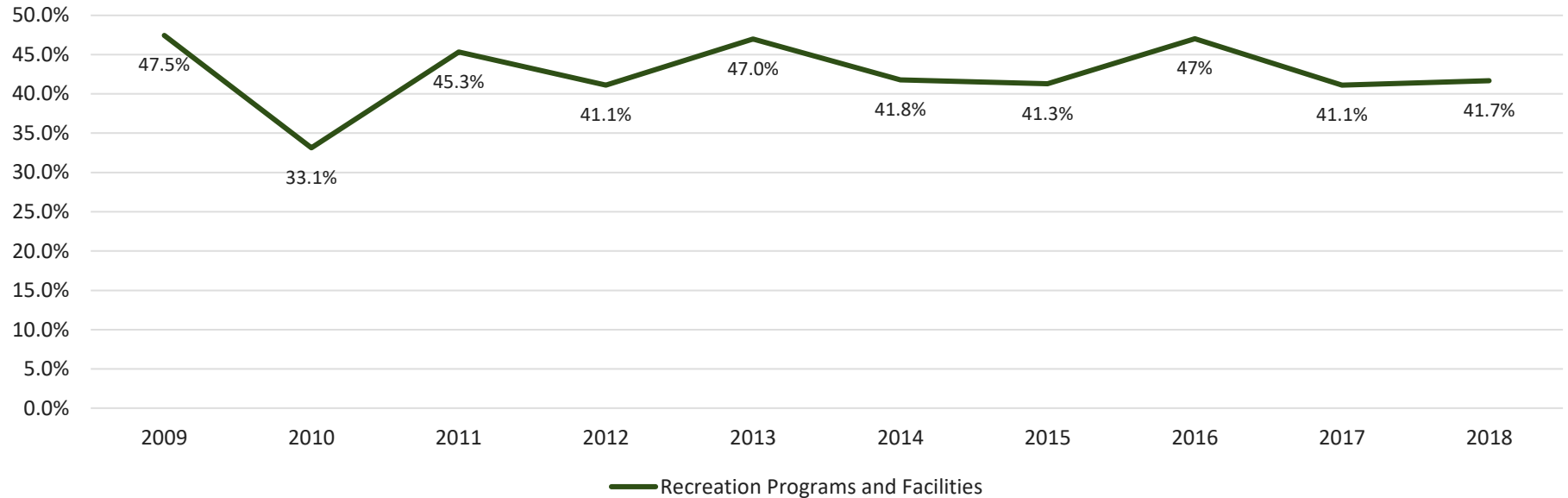
- While the Town of Essex has faced a variance of capital expense requirements in some years due to maintenance or replacement its infrastructure, the reflection of this variance on the property taxes has been smooth. This is attributed to the Town's long-term planning and contribution to reserves.
- The 2015 Asset Management Report suggested that the amount of funds available through the Capital Budget and Capital Forecasting process may not have been sufficient to sustain the current level of service. The Town's leadership followed all the adopted recommendations, including taking advantage of additional grant funding programs. So while the capital expense per household exhibited variance, this was not necessarily reflected to the taxpayer.

Taxation, User Fees, and Service Charges – Over Time



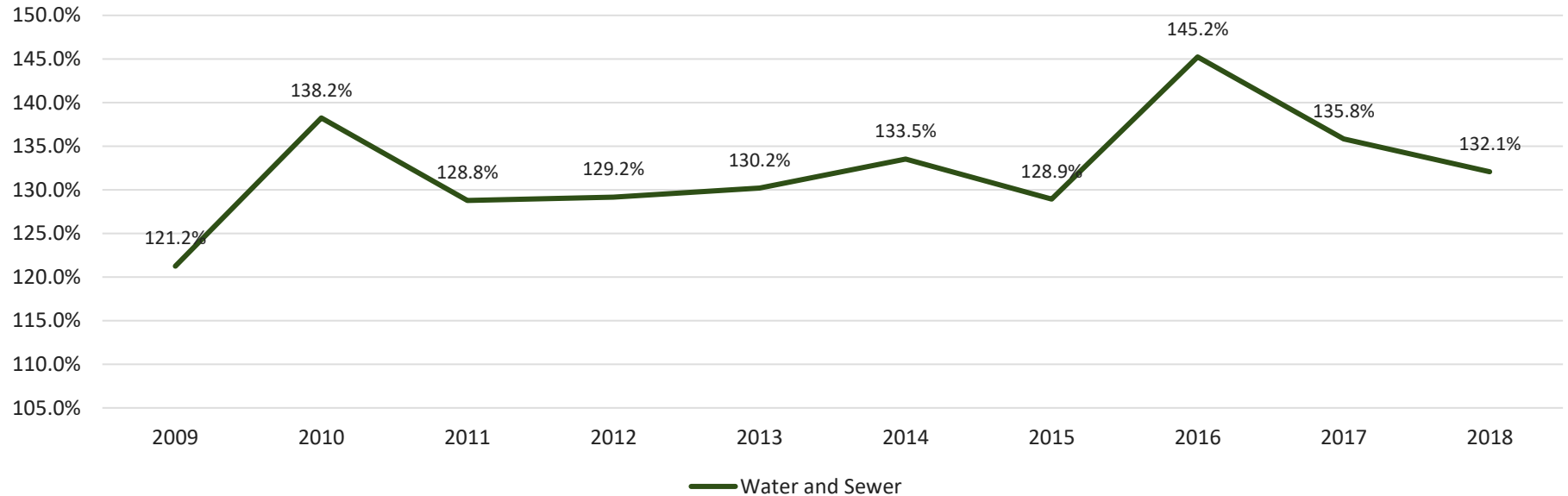
- Property taxes per household have increased both because of increased assessment by MPAC and because of the need to fund new infrastructure and contribution to reserve for capital renewal. In the earlier years of the past decade, this was necessary, as the Town of Essex was coming out of a challenging debt repayment fiscal situation. Given that 84% of the tax assessment currently originates from the residential tax base, it is expected that this continuous increase may be a challenge in the community. This explains why in 2019-2020, Council chose not to increase taxes.
- One option that should be considered is the development of an economic development plan to support the growth of the commercial and industrial tax base and shift some of the burden from residential property taxes. This could help rebalance the residential vs. commercial/industrial contribution to an ideal 65%-35% mix, down from current 84%-16%.

User Fees & Service Charges as a % of Corresponding Service Expenses - Over Time



- User rates for recreation programs appear to fluctuate between 33-47% over the last decade, with an average approximately at 41%.
- It is considered best practice that Recreation user fees are adjusted by CPI, to induce an incremental change, rather than large variances in recreation pricing.

Water Operating Revenue as a % of Corresponding Service Expenses - Over Time



- The Town of Essex's operating revenue exceeds the corresponding operating expenses by a third of its magnitude, on average. This allows for the municipality to allocate significant revenues from this operating surplus into reserves, preventing the excessive use of debt in the future for infrastructure upgrades.
- While the magnitude of the water rate is high, it is one of the principal reasons behind the municipality's debt sustainability, reserve contribution successes, and operating surplus successes. This is also impressive, as the water charge burden per household is the lowest, compared to its peer group and Essex County member municipalities.



APPENDIX B: PEER BENCHMARKING

Introduction

StrategyCorp’s benchmarking research for the Town of Essex is based on five comparator municipalities selected against five criteria. Note that the “Essex County average” includes only the Essex municipalities selected as part of this benchmarking analysis, and not all seven municipalities in the County.



1. **Services Offered:** The peer municipalities should offer similar services to Essex to be considered reasonable comparators. This necessitates benchmarking with municipalities that offer roads maintenance, parks and recreation, economic development and fire services, among others. Consideration was also given to the fact that the Town of Essex services two built up centres, with four distinct centres overall. Though this is something relatively unique to Essex, Strathroy-Caradoc has two distinct urban centres with two recreation facilities.
2. **Lower-Tier:** As Essex is a lower-tier municipality in Essex County, it is useful to select municipalities at the same level of government. All selected comparator municipalities are lower-tier.
3. **Location:** Preference was given to municipalities near Essex, and we selected three neighbouring municipalities in Essex County: Amherstburg, Kingsville, and Leamington. Because of the close proximity of these municipalities, they have access to the same County-level services and operate with very similar geographic conditions. We also selected two “out-of-County” municipalities that share similar geographical features and considerations to Essex. Strathroy-Caradoc and Tillsonburg are also both situated in southwestern Ontario, both have manufacturing and agribusiness focuses, and are both in relatively close proximity to a City.

4. **Physical Conditions, Economy and History:** The Town of Essex comprises four distinct communities and a large agricultural hinterland with field crop production, horse farms and vineyards. Amherstburg, Kingsville, and Leamington, as part of Essex County, share a similar history, natural shoreline environment and economic base and have access to the same suite of services within the County. In addition, Amherstburg and Kingsville also service wineries in the area. Strathroy-Caradoc and Tillsonburg have a similar agricultural base with strong connections to local heritage. Strathroy-Caradoc also has two distinct urban centres, so it faces some of the obstacles that Essex faces with regard to service delivery.
5. **Population and Population Density:** The recommended municipalities have generally similar population sizes and most are within reasonable ranges in terms of population density to that of Essex. Though Amherstburg and Leamington have slightly higher population densities, we believe they remain useful comparators given the proximity, population size, and similar economic bases. Tillsonburg is the smallest and most dense comparator by size. Though the close proximity of residents can affect service delivery standards, the smaller size of the Town (which is often associated with higher costs) will likely balance out this discrepancy.

Themes and Areas of Exploration

Some general themes emerged from the initial peer benchmarking analysis:

- 1. Essex outperformed both its peer group in the County as well as comparator municipalities across MMAH's targets for financial indicators (Slide 58):** The performance on these metrics by the Town indicate strong financial prudence and management.
- 2. Essex spends the second lowest amount on debt relative to its theoretical maximum services capacity among its peer group of comparators and well below the average for other Essex County members (Slide 59):** The town has improved significantly over the last decade in managing debt. It should be noted that the 2015 Asset Management Report indicated the almost half of stormwater assets were in either poor and critical condition, and this should be of top of mind for the Town's future capital spending. The Town would benefit from an updated Asset Management Plan that would help managed capital costs.
- 3. The Town attracts the highest amount of grants from the OMPF (Slide 62 & 70):** Due to the Town's un lucrative assessment mix, which is driven by a lack of manufacturing and industrial presence, the Town receives a much larger percentage of Government Transfers in comparison to its peers. Though this has helped the Town maintain financial sustainability, it should explore alternative funding strategies if the Province continues to reduce municipal transfers.
- 4. The town received less revenues from property taxes than half its peers (Slide 62):** Currently, the Town collects the least amount of property tax per residential household in comparison to peer municipalities
- 5. In comparison to peer municipalities, Essex subsidizes recreation programming less than our neighbours and receives a higher % of revenue from user fees (Slide 68)**
- 6. Essex has the highest number of seasonal workers (Slide 74)** due to their expansive Parks and Recreation department overseeing the aquatics program and recreation facilities. The high number of seasonal workers results in a low staff per 1000 population ratio and indicates a relatively lean workforce.
- 7. The Town of Essex has the lowest percentage of revenue from development charges in comparison to peers (Slide 80):** The Town has the lowest percentage of revenue from development charges which is an area highlighted for further exploration.
- 8. The Town has the highest recovery of its water and wastewater operating expenses through the water rate (Slide 82).**

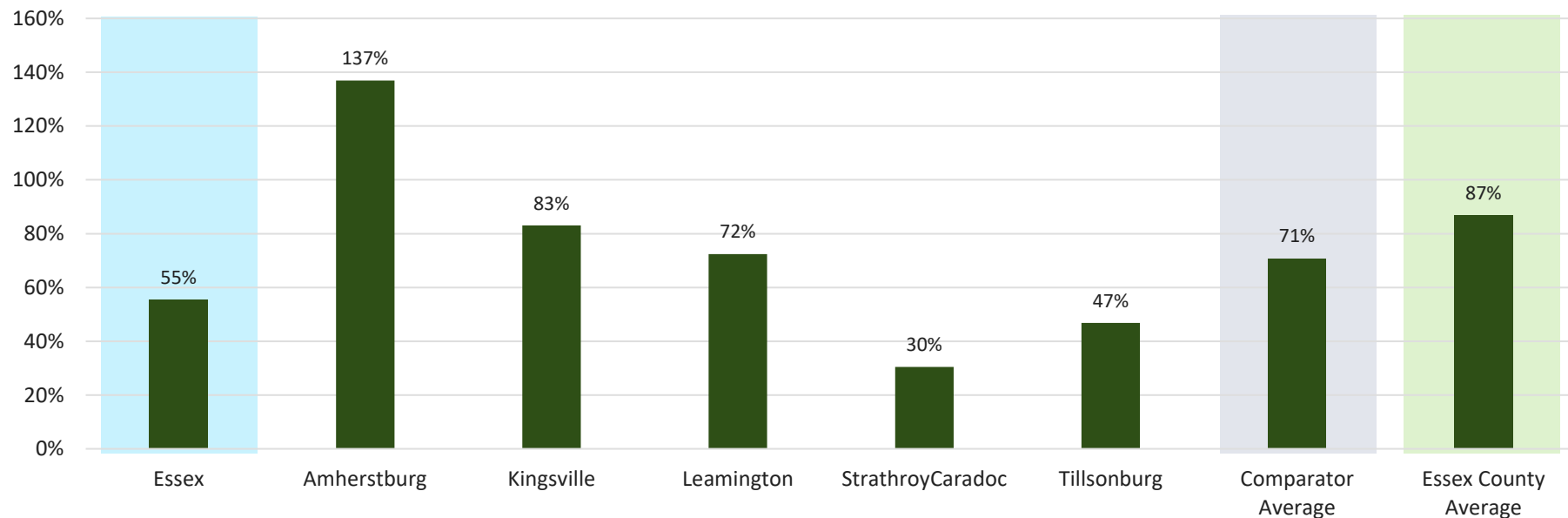
Financial Indicators

MMAH Key Performance Indicators (2014-2018 Average)

	Essex	Amherstburg	Kingsville	Leamington	Strathroy-Caradoc	Tillsonburg	Comparator Average	Essex County Average
Operating Surplus Ratio (Target 0% to 15%)	17.8%	3.6%	1.2%	24.4%	18.5%	7.1%	12.10%	11.75%
Current Ratio (Target >=1)	11.19:1	1.53:1	3.96:1	6.13:1	7.00:1	1.31:1	5.19:1	5.70:1
Rates Coverage Ratio (Target >=40%)	87.5%	82.6%	83.3%	97.4%	101.1%	85.4%	89.5%	87.69%
Debt Service Coverage (Target >=2)	5	3	4	4	7	3	4	4.05
Asset Sustainability Ratio (Target >90%)	111.9%	74.4%	68.8%	120.8%	149.6%	133.2%	109.77%	93.97%
Asset Consumption (Target <50%)	32.1%	40.1%	54.2%	34.6%	41.7%	43.2%	40.98%	40.25%

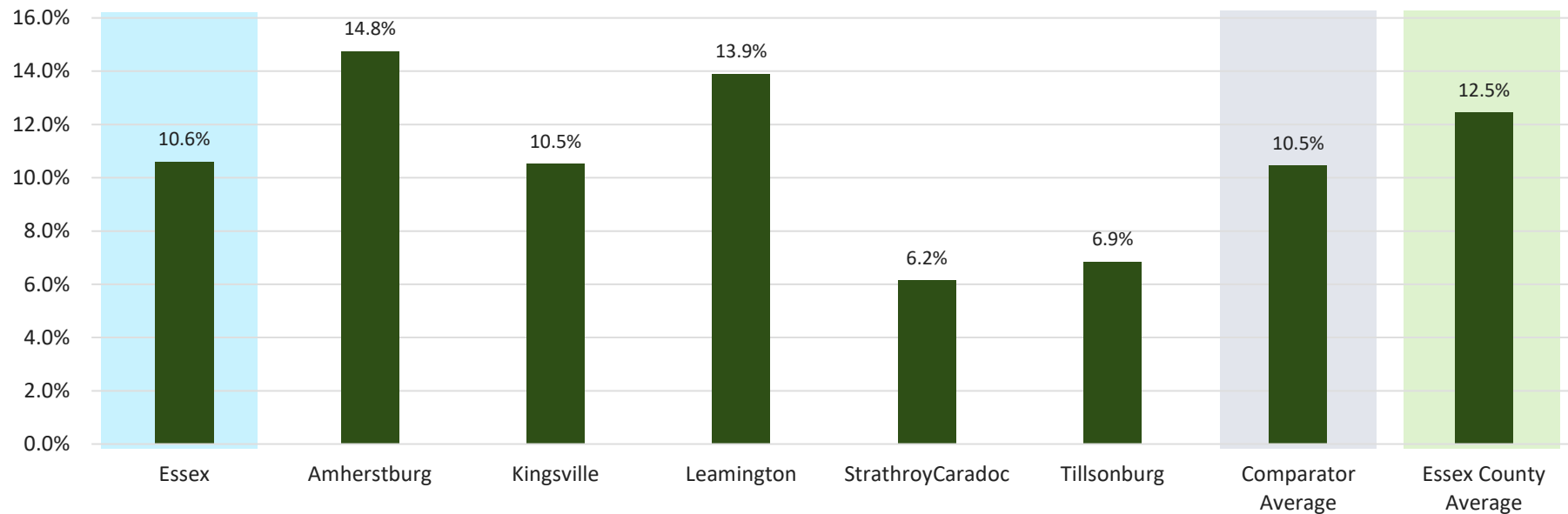
- The Town of Essex has outperformed both its peer group of comparable municipalities and the other lower tier members of Essex County for the performance metrics of the MMAH. It performed on par with the peer group average and the County average on the Rates Coverage Ratio.
- The performance on these metrics has a reinforcing effect that the cost of credit of the municipality is decreased and its grants for capital works from the province increase.

Debt Charges as a % of Annual Repayment Limit (2014-2018 Average)



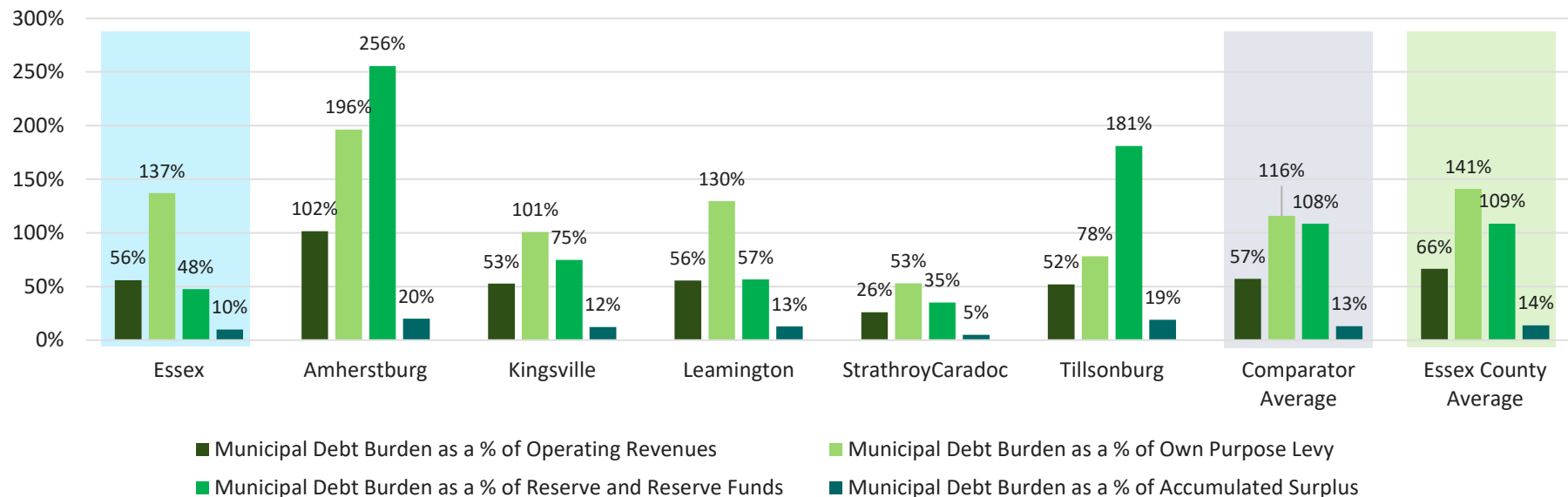
- In terms of Debt Charges relative to the Annual Repayment Limit, the Town of Essex has come a long way since 2009 when it exceeded 100%.
- This improvement has resulted in Essex spending the second lowest amount on debt relative to its theoretical maximum servicing capacity among its peer group of comparators and below the average of Essex County lower tier members.
- The 2015 Asset Management Report indicated that 49% of stormwater assets were either in poor or critical condition, expecting imminent capital spending. This might affect the level of debt charges in the years following based on age based assessment.

Debt Charges as a % of Municipal Property Tax per Household (2014-2018 Average)



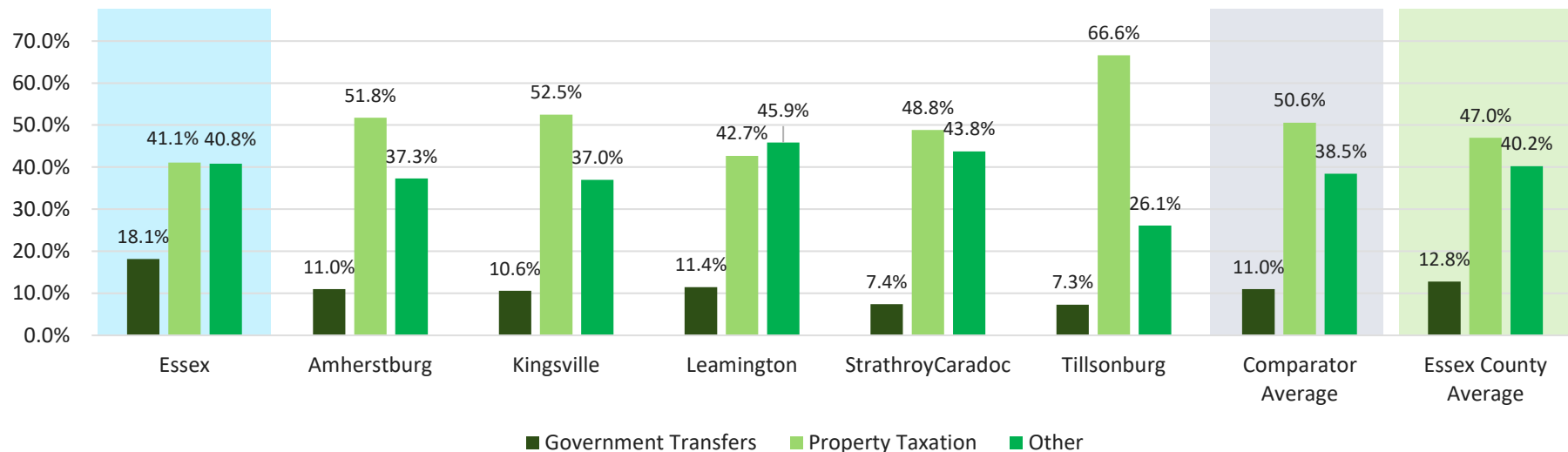
- The Town of Essex spends less on debt servicing as a proportion of its municipal levy than other Essex County member municipalities and is on par with the average of its comparator group.
- It is expected that the high reserve contributions assist with this outcome.

Municipal Debt Burdens (2014-2018 Average)



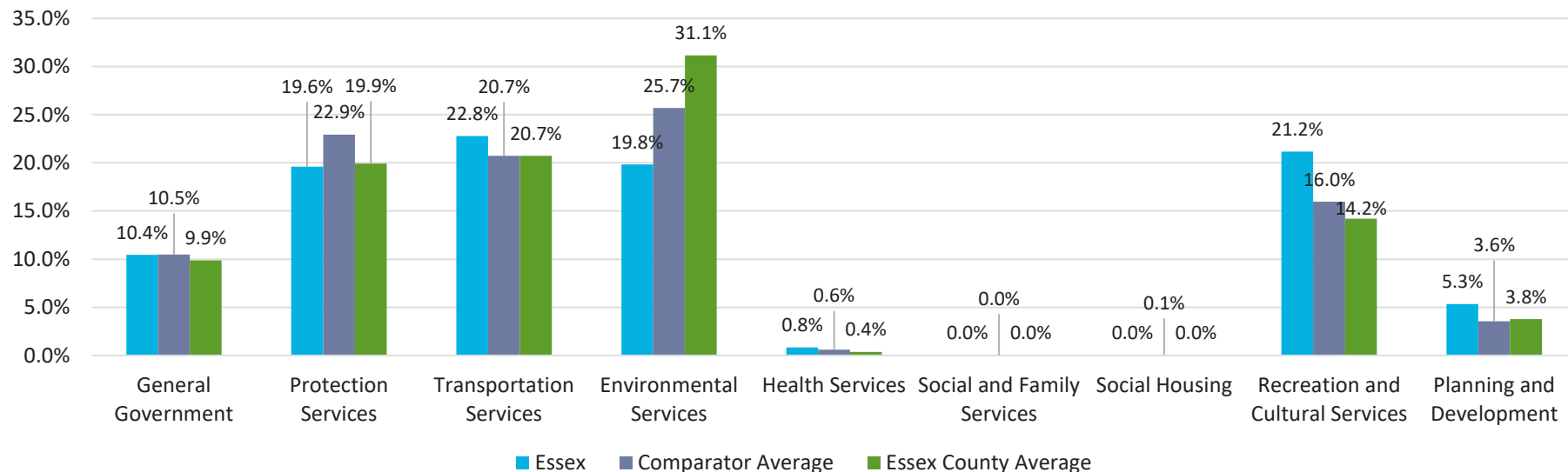
- Evaluating the proportion of municipal debt servicing as it relates in magnitude to the Town's operating revenues, Essex is performing on par with the average of both its peer group of comparable municipalities and the remaining Essex County municipalities.
- Comparing the proportion of municipal debt servicing, however, to reserves or the accumulated surplus, the Town of Essex is performing better than its comparators, primarily because of its consistency in funding reserves and maintaining a surplus over a decade.
- Benchmarking the proportion of municipal debt servicing relative to the municipality's own purpose levy, it appears that the Town's debt burden exceeds its comparators but is on par with Essex County municipalities. This might be an opportunity to evaluate the composition and room for growth of its own purpose levy.

Financial Indicators – Operating Revenue by Source (2014-2018 Average)



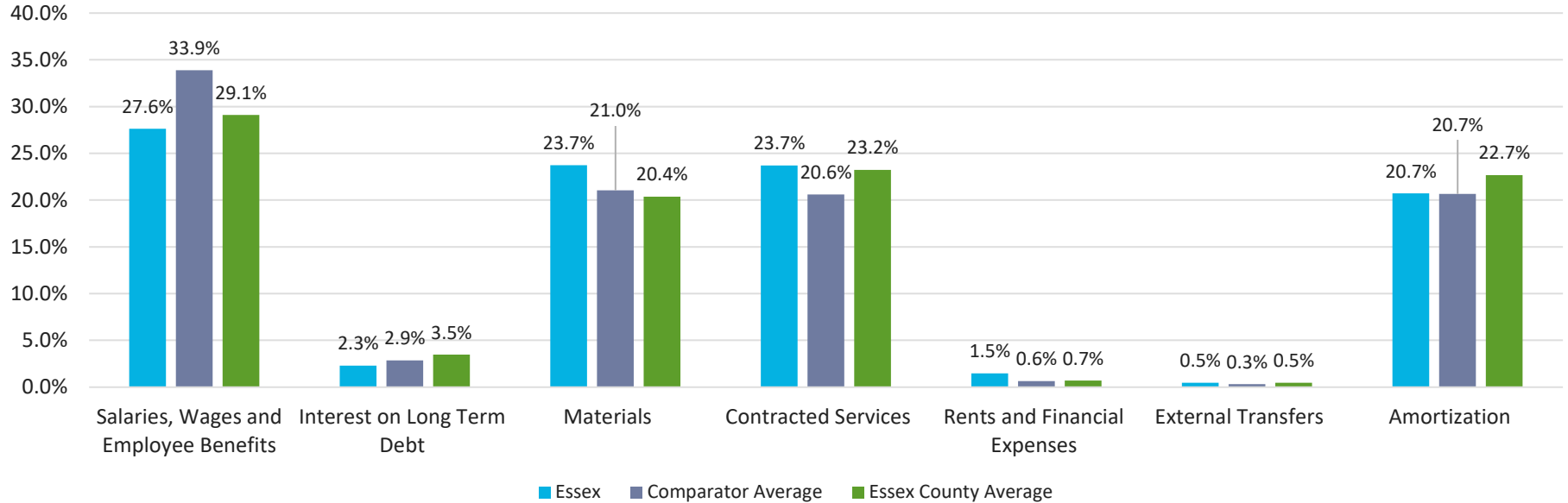
- Compared to its peer municipalities, the Town of Essex attracts the largest percentage of grants from the provincial government.
- With respect to property taxation, the Town of Essex captures less proportional revenue than half of its peer group. This might be an indicator of the opportunity for capturing more through taxation, if needed in the future.
- With respect to the proportional amount originating from user fees and other revenues, the Town of Essex is on par with its peer group and other Essex County member municipalities.
- It is expected that provincial grants may be higher, as a result of OMPF received by Essex, relative to its peers. If the Province continues to reduce OMPF, the Town's government transfer figures risks being reduced.

Operating Expenditures by Function (2014-2018 Average)



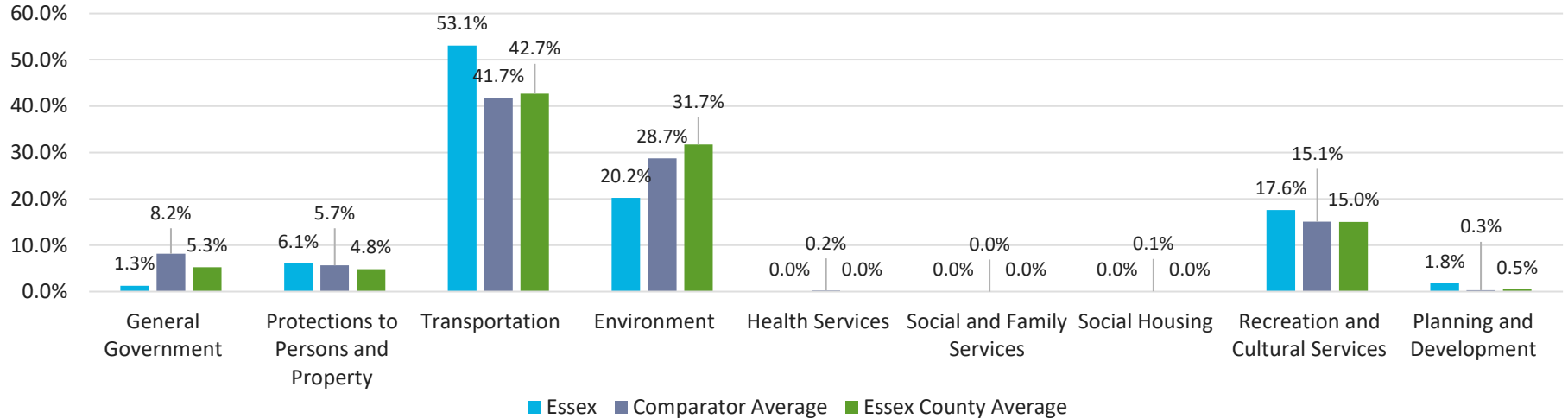
- The Town of Essex, compared to the average of its peer group and Essex County member municipalities, spends proportionately more of its operating budget on transportation, recreation, and planning. Essex's recreation services are also provided to residents of neighbouring municipalities, offsetting costs for a favourable return on investment.
- The Town of Essex, compared to the average of its peer group and Essex County member municipalities, spends proportionately less of its operating budget on protection and environmental services.
- Recreation services are provided to residents of neighboring municipalities, which creates favorable cost offsetting conditions and an improved return on investment.

Operating Expenditures by Object (2014-2018 Average)



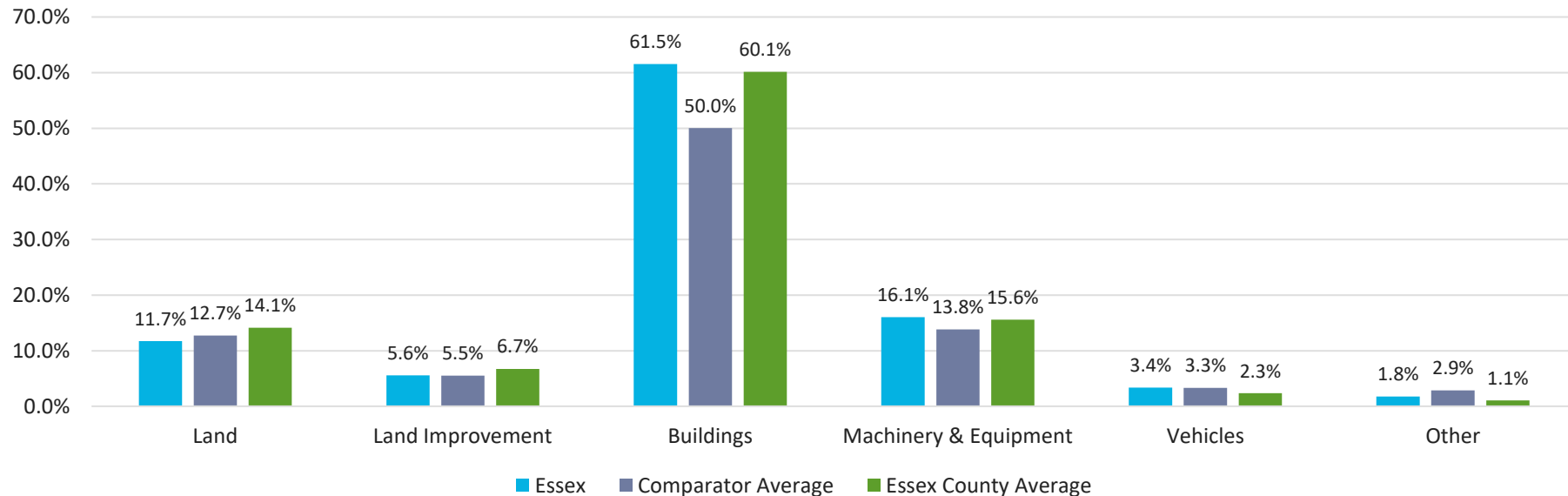
- The Town of Essex spends proportionately a smaller amount of its operating budget on staff salaries than the average of both its peer group and other Essex County member municipalities.
- The Town spends proportionately less on cost of credit, relative to its peer group and Essex County municipalities, which is a success and shows how far the Town has come since its debt servicing struggles in 2008-2009.

Capital Expenditures Breakdown by Function (2014-2018 Average)



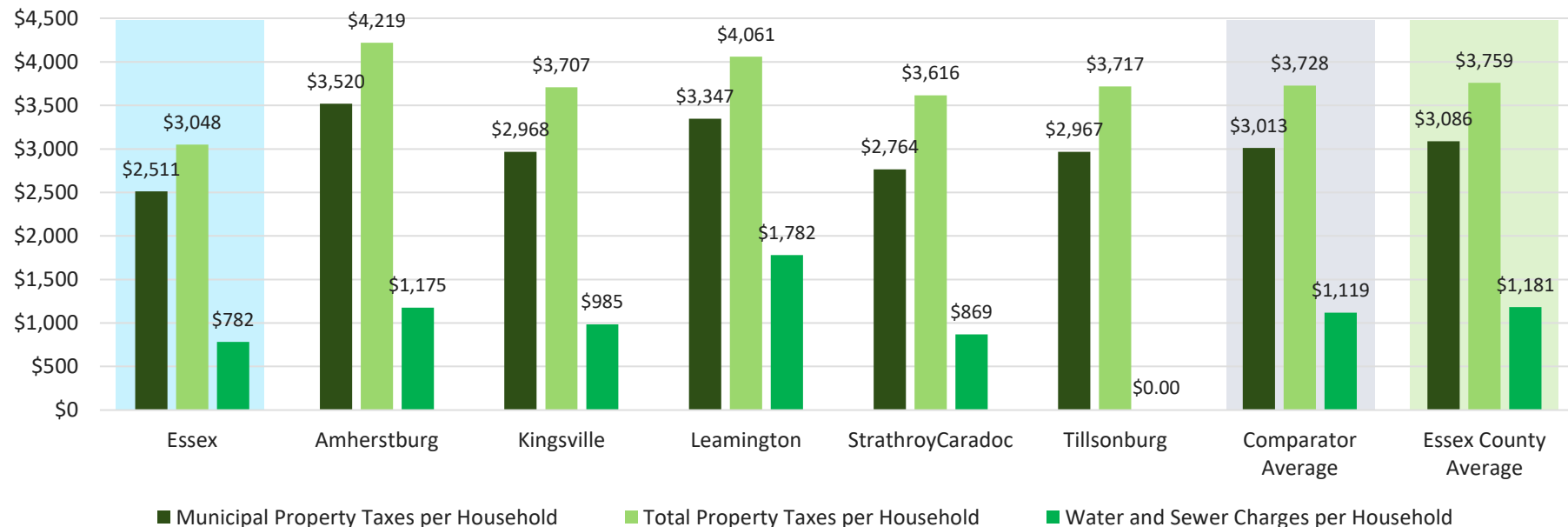
- The Town of Essex appears to be investing a significantly lower portion of its capital budget on 'general government' and 'environmental services' over the 5-year period of 2014-2018. It might be because; a) the capital assets within 'general government' and 'environmental services' were renewed in the year leading up to 2014 and were thus in a good state (not requiring capital expenses), b) these functions are significantly undercapitalized in Essex, or c) the accounting practice for this skews the results.
- For general government, one explanation might be the accounting practice divergence between Essex and its peer group of municipalities, as the 'general government' category frequently captures unallocated expense items in some cases. In addition, there is an expectation that would level off part of the difference in the coming year, particularly the two streetscape projects in excess of \$5M.
- For environmental capital expenditures, while there was a \$5M project as part of the Basement Flooding Reduction Strategy, it was not enough to bring the municipality's capital expenses for this category close to its peers. From 2019 onward, there will be a continuous \$2M project (support by CWWF grants).
- In all other functions, the Town of Essex is on par with its peer group and Essex County municipalities.

Capital Asset Breakdown (2014-2018 Average)



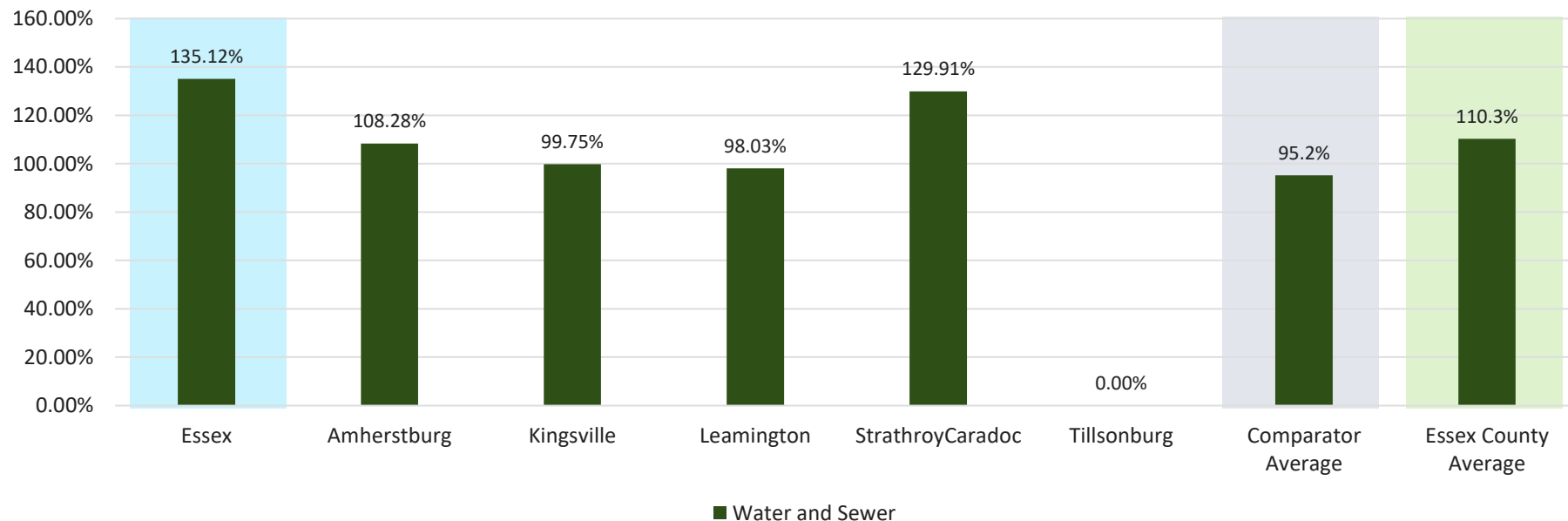
- With respect to its capital assets, the Town of Essex seems to be at par in all categories relative to the average breakdown of both its comparable municipalities and members of Essex County.

Taxation, User Fees, and Service Charges (2014-2018 Average)



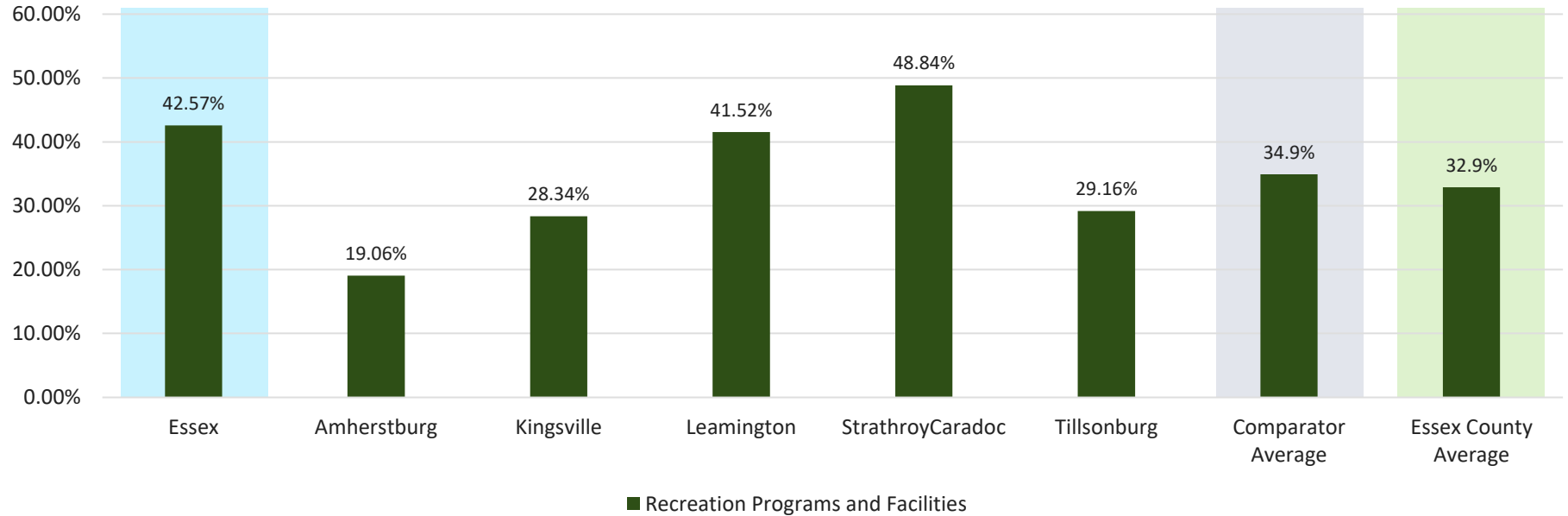
- The Town of Essex exhibits a fair case compared to its peer group and Essex County member municipalities in terms of burden to households from property taxes and water/sewer charges.
- For property taxation, it appears that the municipality does not burden its households significantly, on average, while also delivering year after year a very high operating surplus.

Water and Sewer Charges Revenue as Percentage of Service Expenses



- Compared to other Essex County members and its peer group of municipalities, the Town of Essex exhibits the highest recovery of its water and wastewater operating expenses through the water rate. In fact, the municipality raises a third more than what is needed, which allows it to allocate consistently and significantly to its reserves for capital renewal.

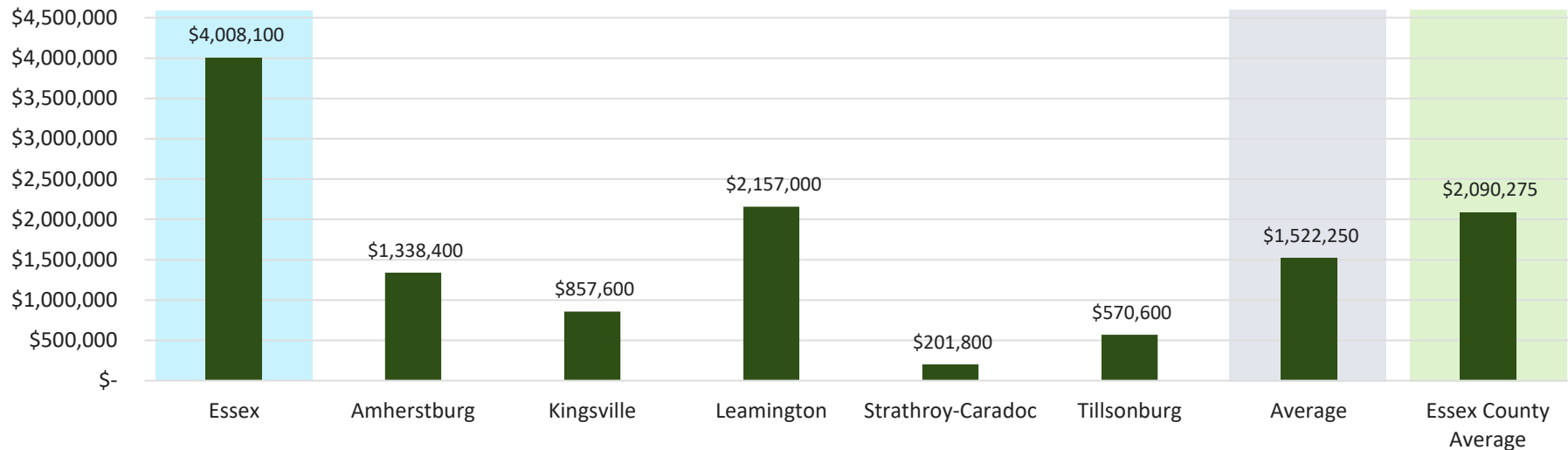
Recreation User Fee Revenues as Percentage of Service Expenses



- For recreation programs and facilities, the Town of Essex's recovery of corresponding operating expenses are the second highest among its peer group and above average compared to both the County members and the group of comparable municipalities.

Ontario Municipal Partnership Fund (OMPF)

Ontario Municipal Partnership Fund (2020)

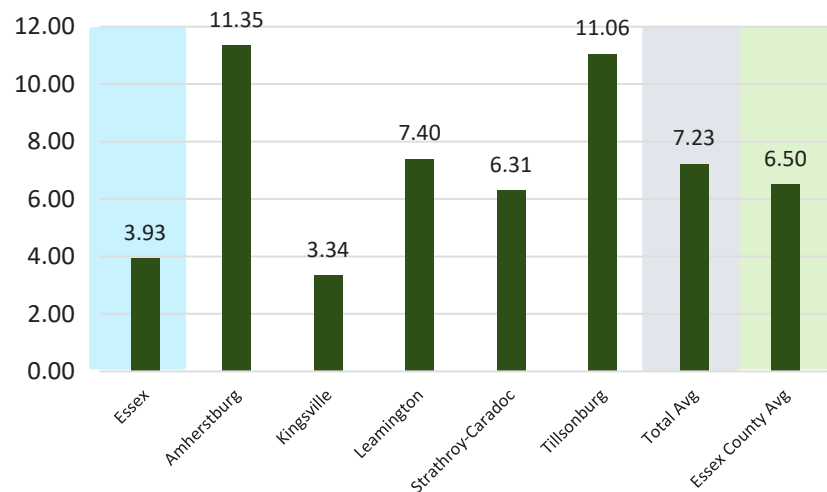


- Essex received a significantly higher Ontario Municipal Partnership Fund (OMPF) allocation than its peer comparators.
- If the Province continues its plan to reduce OMPF funding in the future, Essex will be significantly affected in an unfavourable manner.

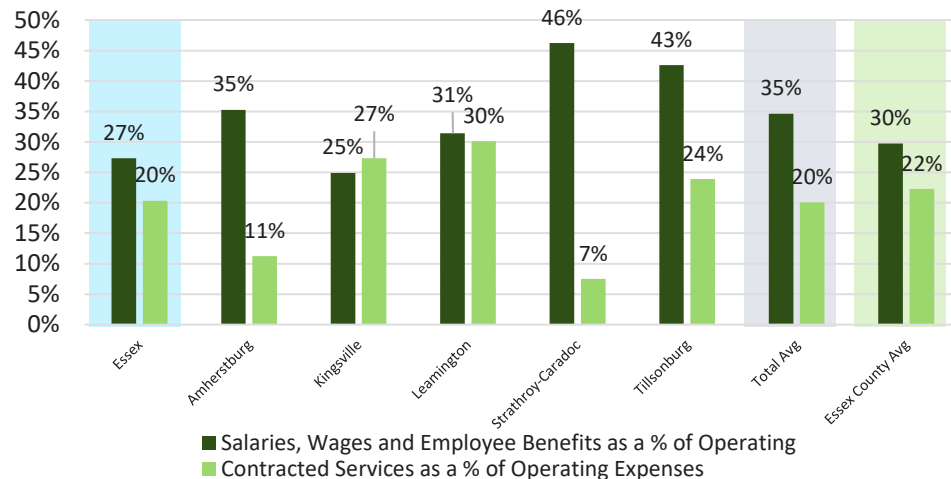
Enterprise-Wide and Departmental Indicators

Staffing Overview

Staff/1000 Population (2018)



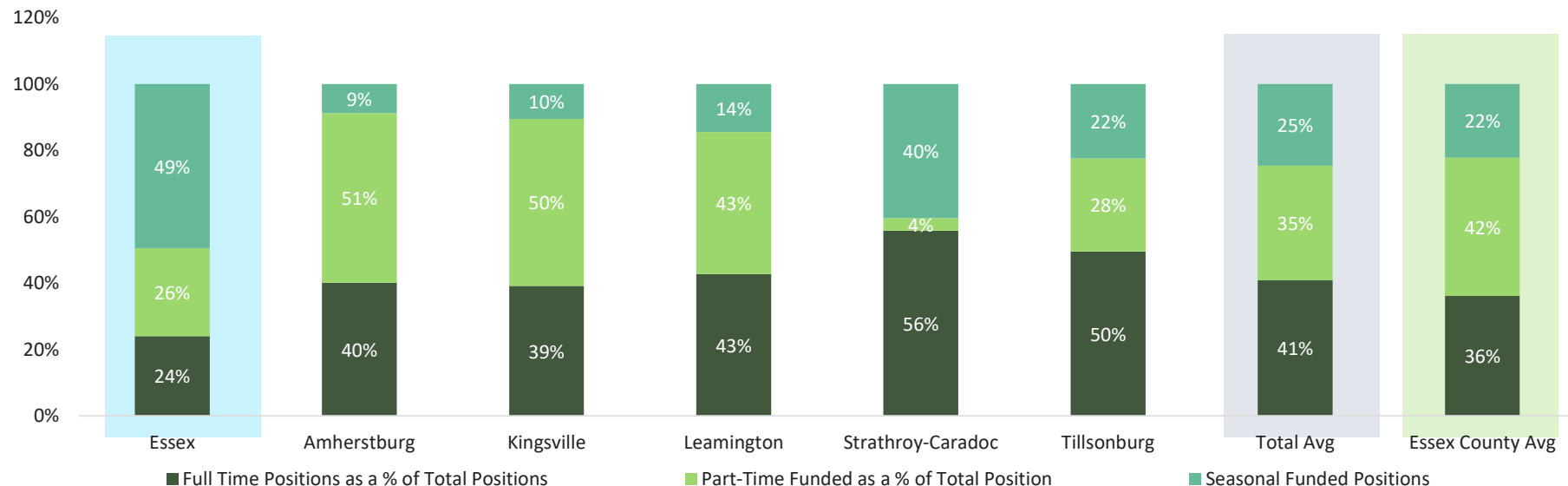
Salaries, Wages and Employee Benefits as a % of OpEx (2018)



- Staffing costs (salaries, wages and benefits) and staff per 1000 population are both healthy relative to comparators:
 - The Town's staffing ratio (3.93) is below the comparator (7.72) and Essex County (7.19) average; and
 - The low staffing ratio is based off of only full-time and part-time staffing, since the Town of Essex invests considerably into seasonal workers for the Parks and Recreation department, their Staff/1000 Population ratio is lower than peers.
- Municipalities that use OPP would not include police staff in their reporting, and in the case of the Town's peers, only Amherstburg and Strathroy-Caradoc include police in their staff reporting.

Staffing Mix (1/2)

Funded Positions as % of Total Positions (2018)



- The Town of Essex's staffing compliment, when compared to the other municipalities, has a higher percentage of seasonal staff and a significantly lower percentage of full-time staff. The high number of seasonal funded positions can be attributed to the recreation and culture division and the uptake of programs it delivers from various facilities.

Staffing Mix (2/2)

2018 Funded Positions by Department

	Administration			Fire			Public Works			Parks and Recreation			Planning			Other			Total		
	FT	PT	S	FT	PT	S	FT	PT	S	FT	PT	S	FT	PT	S	FT	PT	S	FT	PT	S
Essex	21.00	0.00	5.00	3.00	63.00	-	19.00	-	13.00	18.00	12.00	123.00	2.00	1.00	1.00	6.00	-	-	69.00	76.00	142.00
Amherstburg	31.00	11.00	5.00	7.00	60.00	-	33.00	2.00	12.00	9.00	56.00	9.00	2.00	3.00	-	-	13.00	-	82.00	145.00	26.00
Kingsville	20.00	-	7.00	3.00	58.00	-	17.00	-	2.00	8.00	14.00	5.00	2.00	-	-	6.00	-	-	57.00	72.00	15.00
Leamington	33.00	2.00	1.00	3.00	28.00	-	45.00	2.00	28.00	15.00	74.00	12.00	5.00	1.00	-	20.00	14.00	-	121.00	121.00	41.00
Strathroy-Caradoc	16.00	1.00	1.00	2.00	-	-	21.00	-	5.00	18.00	-	54.00	5.00	-	-	3.00	-	16.00	65.00	7.00	76.00
Tillsonburg	22.00	-	-	2.00	30.00	-	14.00	-	5.00	29.00	22.00	35.00	-	-	-	46.00	12.00	11.00	113.00	64.00	51.00

FT = Full-Time Funded Positions PT = Part-Time Funded Positions S = Seasonal Employees

- The Town of Essex has the highest number of seasonal staff positions (142) relative to its comparators, which is more than twice its closest comparator municipality in Strathroy-Caradoc. The majority of seasonal staff are employed in Parks and Recreation (123) which is significantly higher than comparator municipalities and is explained by the Town's expansive aquatics program and numerous recreation facilities.
- Full-time positions in Essex are concentrated primarily in Administration, Public Works, and Parks and Recreation, though none of these departments appear to be particular outliers among their peer municipalities.

Office of the CAO

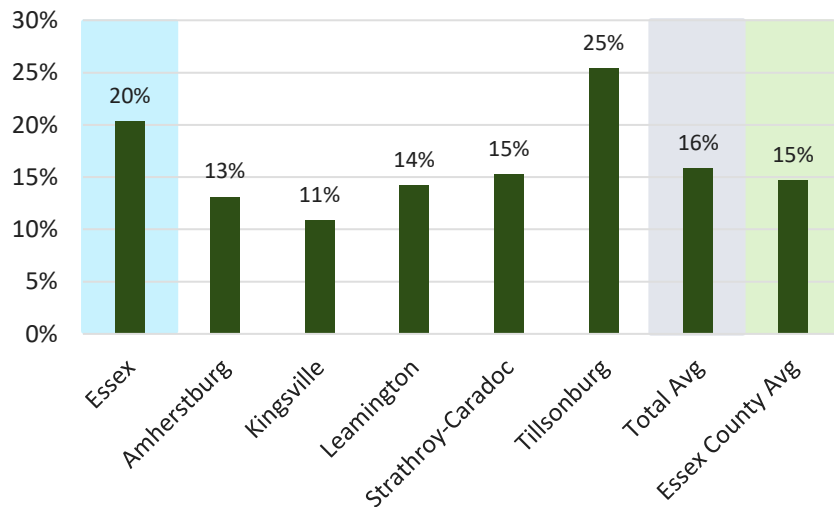
Resourcing in the Office of the CAO

	<u>Executive Assistant to the CAO</u>	<u>Location of Clerk's Office</u>		<u>Dedicated Communications Resource</u>
Essex	Yes	Office of the CAO	Yes	Essex has a communication office that reports to the CAO
Amherstburg	Yes	Office of the CAO	No	Amherstburg does not have a dedicated communications resource
Kingsville	Yes	Corporate Services	No	Kingsville does not have a dedicated communications resource
Leamington	Yes	Legal and Legislative Services	Yes	Leamington has a dedicated communication department staffed with a Manager of Communications and Public Relations specialist
Strathroy-Caradoc	Yes	Legal and Legislative Services	Yes	Strathroy-Caradoc has a Communications Co-Ordinator
Tillsonburg	Yes	Office of the Clerk	Yes	Tillsonburg has a dedication Communication Officer overseen by the Development Commissioner

- Currently, Essex has an Executive Assistant (EA) in the Communications department that also serves as an EA to the CAO 30% of the time. A barrier that was identified was accessibility to the CAO and getting timely responses to inquiries. A potential opportunity exists to enhance EA support for the CAO and improve accessibility for department staff.
- Essex is one of two municipalities that has the Clerk's office reporting into the Office of the CAO. Most of the Town's peers have separate offices for legal services, staffed with various functions including legal clerks and administrative officers.

Community Services (1/4)

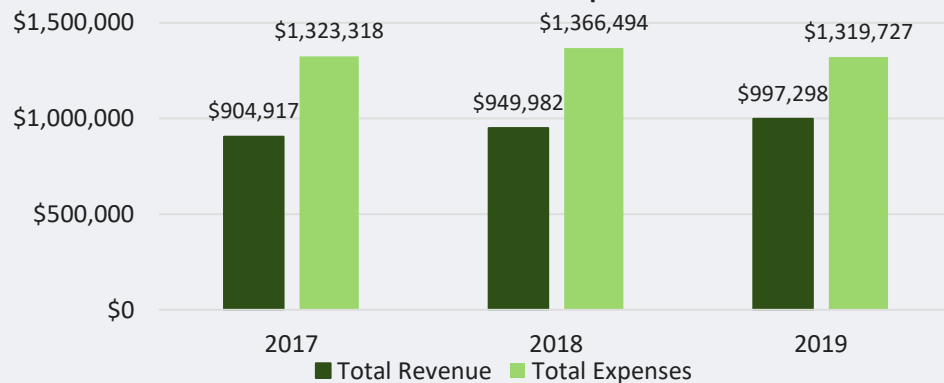
Recreation and Culture Costs as % of OpEx (2018)



Number of Recreation Facilities

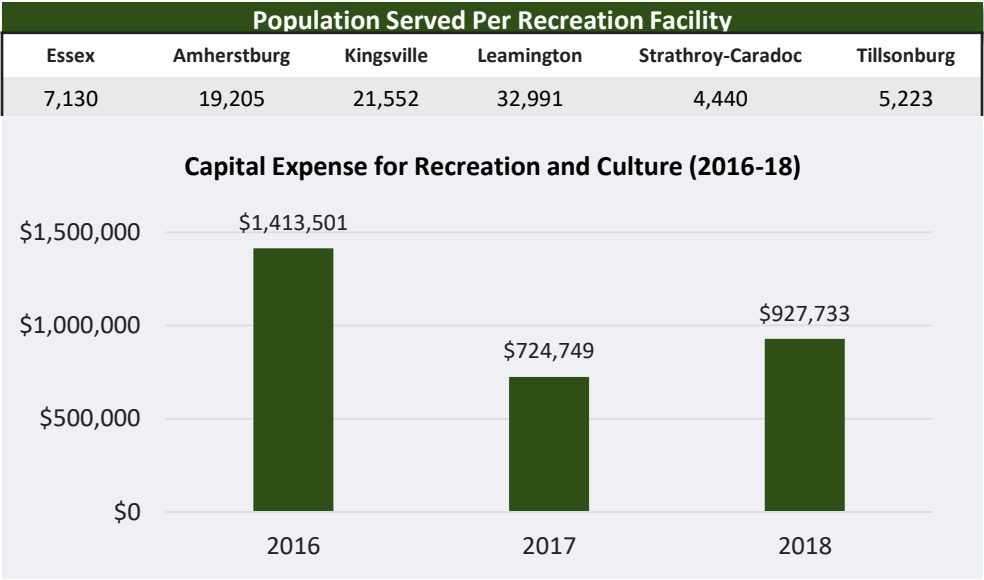
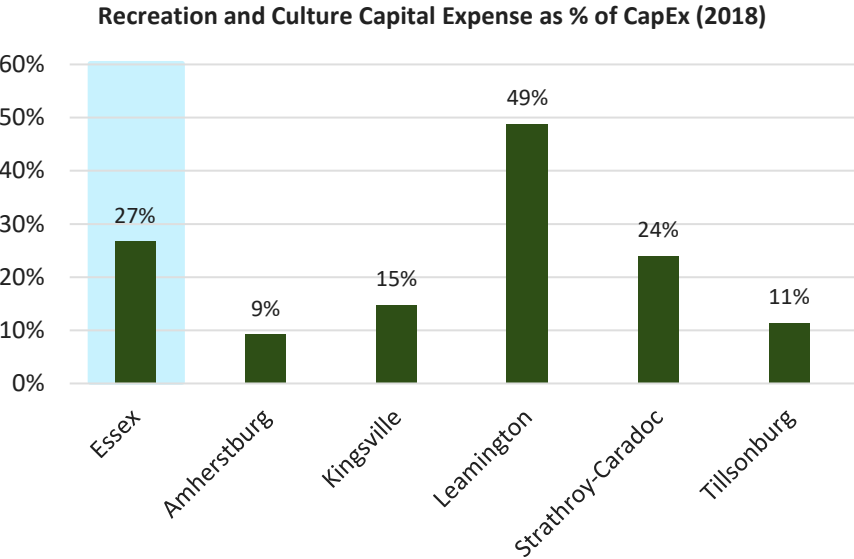
Essex	Amherstburg	Kingsville	Leamington	Strathroy-Caradoc	Tillsonburg
3	1	1	1	4	3

Essex Recreation Complex



- Essex spends more on Recreation and Culture operational expenses than its peer municipalities. Most of its operating expenses are split between Arenas, Parks, and the Essex Recreation Complex. It should be noted that Strathroy-Caradoc has four facilities and spends less than the Town of Essex.
- Essex has a greater number of recreation facilities when compared to Amherstburg, Kingsville, and Leamington, which partially explains the higher than average operational expense. However, as previously mentioned, Essex also has a large number of seasonal and student staff employed by the Recreation and Culture department.
- Revenues for the Essex Recreation Complex have grown year over year while expenses have remained stagnant. Revenue generation has been driven by an increase in pre-school and youth recreation programs, swim lessons, and auditorium rentals.

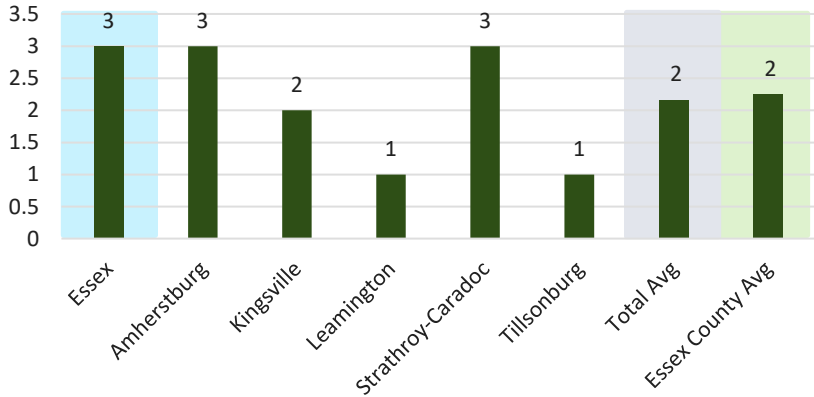
Community Services (2/4)



- It should be noted that Capital expenses are a snapshot in time, and in 2018 Essex made considerable investments across its recreational facilities, for example, the recent investment in multiple splashpads for their aquatics program, and new soccer fields, which accounts for the higher numbers.
- Capital expenses for Recreation and Culture are higher than most of Essex’s peers and can be attributed to the plethora of different recreational facilities and parks available in the city. Peer municipalities with a similar number of facilities (Strathroy-Caradoc and Tillsonburg) both spend less on capital expenses than Essex.
- Capital expenses have fluctuated in recent years and can be attributed to investments in parks, recreation facilities, and museums. As a result, investments have increased from 2017 to 2018.
- Among peers with multiple recreation facilities (Strathroy-Caradoc and Tillsonburg), Essex services the most residents per recreation facility.

Community Services (3/4)

Number of Fire Stations



Location of Fire Services

Essex	Amherstburg	Kingsville	Leamington	Strathroy-Caradoc	Tillsonburg
Community Services	Separate Department	CAO	Separate Department	Separate Department	Separate Department

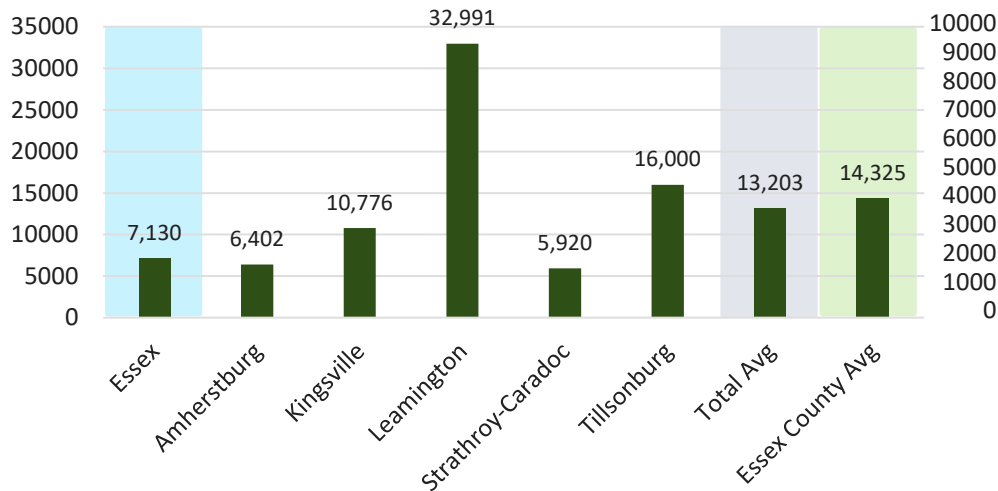
Fleet Size

Essex	Amherstburg	Kingsville	Leamington	Strathroy-Caradoc	Tillsonburg
11	12	14	12	12	14

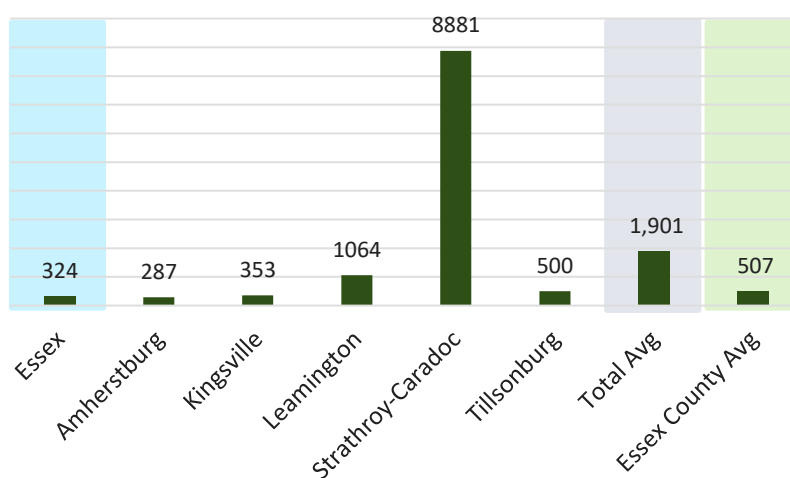
- While Essex has a higher than average number of fire stations for a Town of its size, it is servicing residents at a similar level to that of its peer municipalities. It is of interest to note that Essex currently has a smaller fleet size than its peers and the Town may benefit from a shared service agreement that could result in cost efficiencies and savings without impacting service.
- Unlike most of its peers, the Fire Service at Essex reports into the Community Service department rather than being a standalone department. Given the size and scope of the Fire service, it is worth exploring opportunities for sharing fire services among local peers.

Community Services (4/4)

Population Served per Fire Station



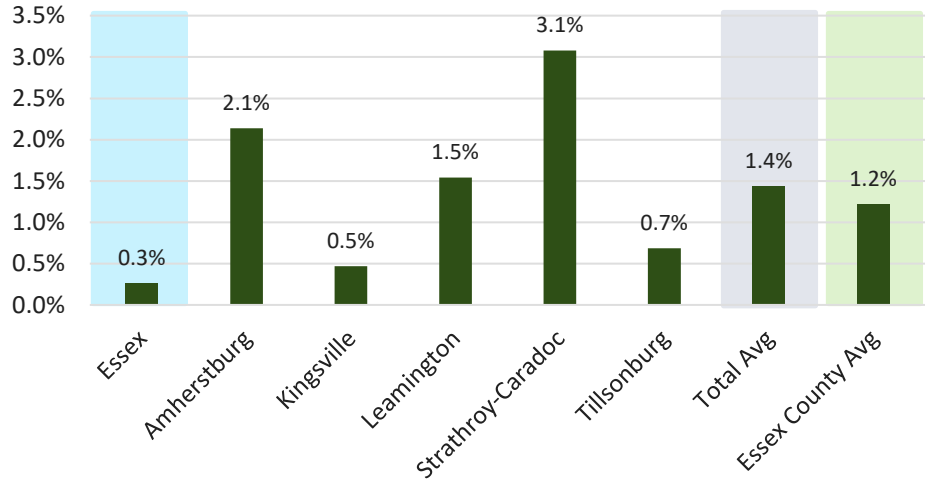
Firefighter Staff per capita



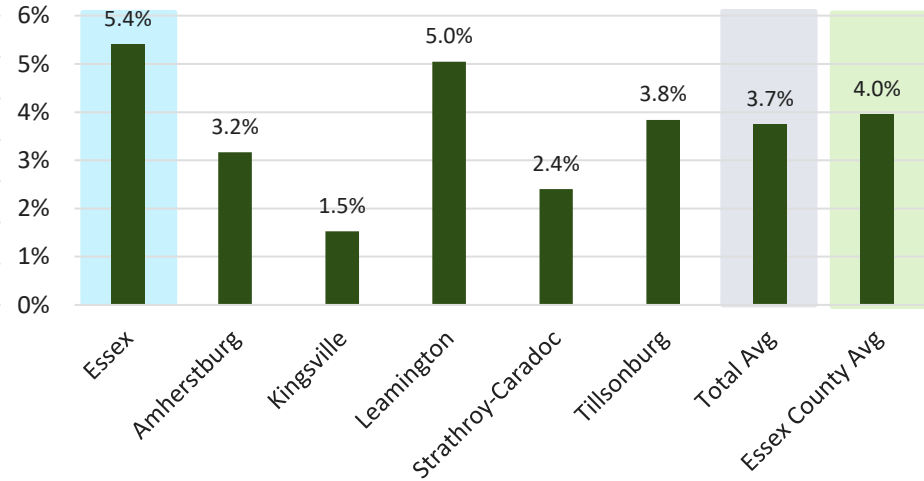
- Essex's population served per fire station and firefighter staff per capita is lower on average than its peers, suggesting that it may be over servicing in this area. However, given the outlier of Leamington for population served and Strathroy-Caradoc for firefighter staff per Capita, Essex does appear to be generally in line with its comparators. As a result, more detailed analysis, including consideration of the geographic and settlement areas, is required.
- Essex's firefighter staff per capita is low due to the 63 part-time firefighters (as shown in slide 72) reported between the three fire stations. Further analysis would help determine the capacity required for the Town as well as whether a shared service model could be used to meet the Town's needs.

Development Services

Development Charges as % of Revenue



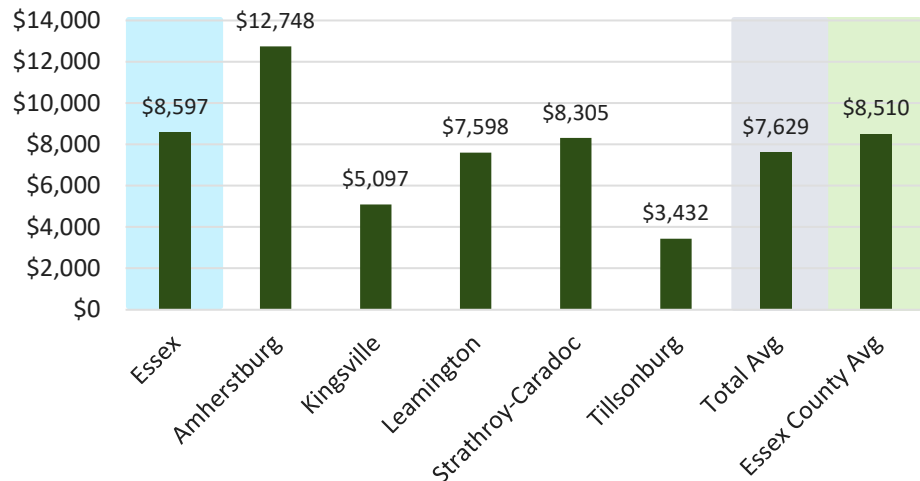
Planning and Dev Expenses as % of OpEx



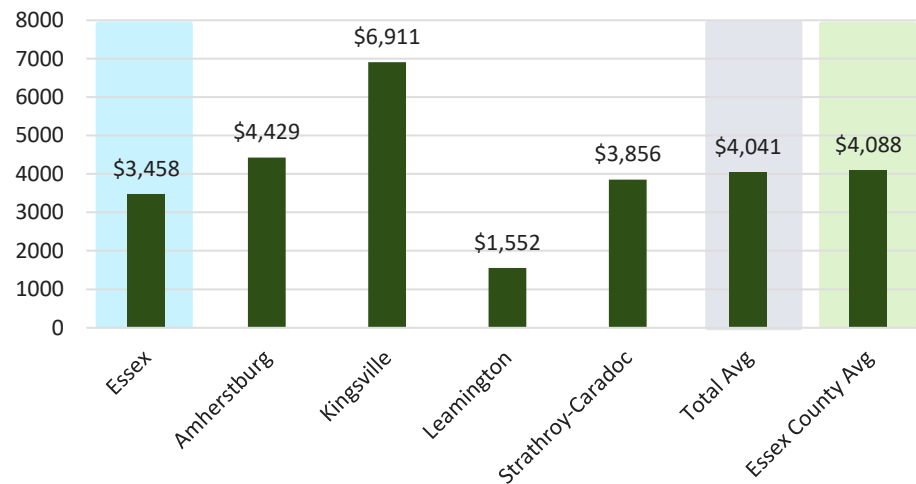
- Essex has the lowest share of revenue from development charges in comparison to peers and is due to Council waiving development charge fees for all industrial, commercial and institutional developments as well as a portion of residential development in the Harrow area.
- The Town also spends more on planning and development than its peers and Essex could consider pursuing a growth and economic development strategy to increase affordable housing.

Infrastructure Services (1/2)

Value of Tangible Capital Assets per Capita



Total \$ Spent per KM of Roads

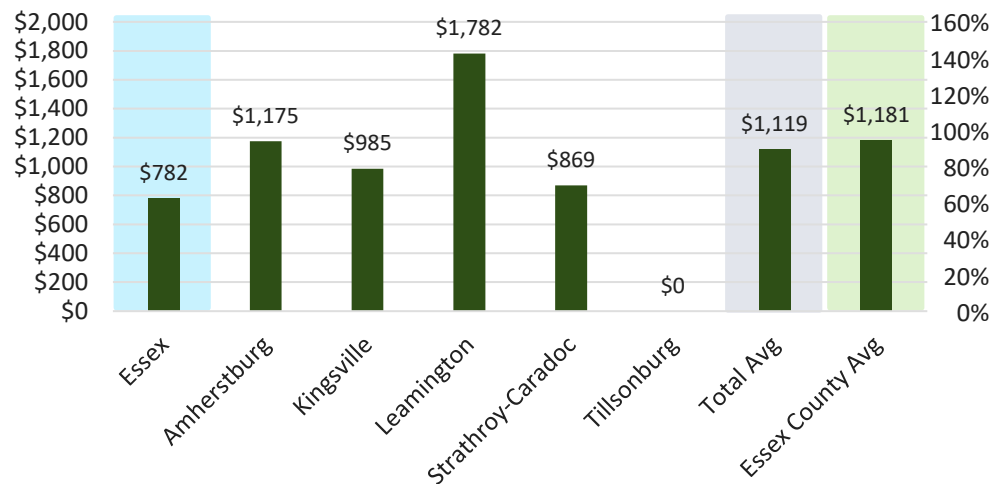


*Information for Tillsonburg was not available at time of reporting.

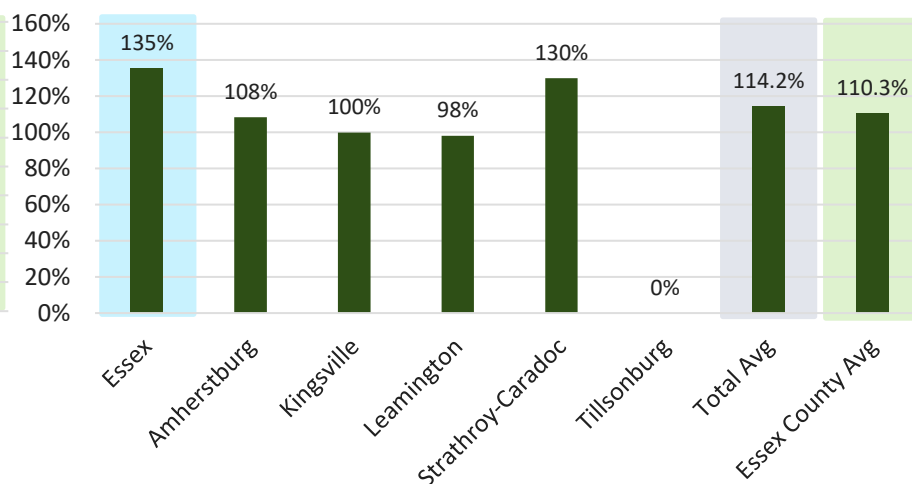
- Essex has the second highest tangible capital assets per capita amongst its peers, which could place a considerable strain on the organization's finances and resource capacity to maintain these assets.
- The town is relatively lean in terms of dollars spent per kilometer of roads, with only Leamington spending less per road. Essex is below both the county and peer average and should continue utilizing their existing contracts and processes to ensure sound fiscal policy while maintaining minimum maintenance standards and appropriate services levels to ensure road safety.

Infrastructure Services (2/2)

Water and Sewer Charges per Household



Water and Sewer Charges as % of Service Expenses



- According to the 2018 submitted FIR, Essex has the lowest water and sewer charge per household when compared to its peers. Additional analysis utilizing water and sewage data is required to understand how rates are allocated directly or indirectly at the Town.
- While having the lowest charge per household, water and sewer charges are the highest percentage of service expenses in comparison to municipalities. This is considered a municipal best practice as Essex fully recovers operational expenses for water and sewer services and it appears to also include a contribution to capital expenses as part of its rate. A strong asset management plan can help ensure that capital contributions as part of water and sewer rates reflect actual need.



APPENDIX C: DEPARTMENT AND SERVICE PROFILES

Town of Essex Services Overview

Outlined below are the major services delivered by the Town.

Office of the CAO

- I R Legal and Legislative Services
- I R Communications

Community Services

- R Parks and Facilities
- R Recreation and Culture
- R Fire and Rescue Services

Corporate Services

- I R Finance and Business Services
- I Human Resources
- I R Information Technology

Infrastructure Services

- I R Capital Works and Infrastructure
- I R Municipal Drainage
- I R Environmental Services
- R Operations

Development Services

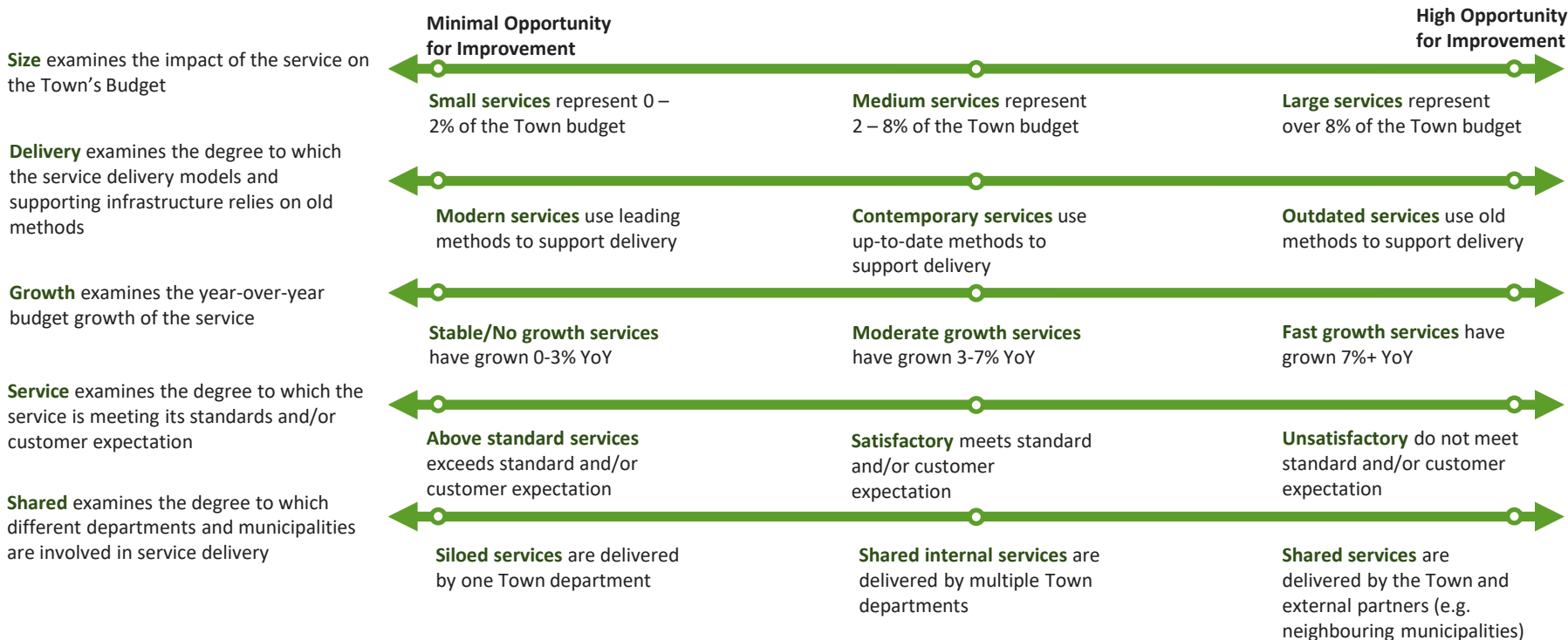
- R Building and By Law Enforcement
- R Planning
- R Economic Development

LEGEND

- R Resident Service
- I Internal Service

Service Evaluation

Each service is evaluated through this framework. Outlined below is the ranking definition per each component. There is a mix of quantitative and qualitative inputs when making these assessments.



Service Description

Service	Sub Services / Description
Legal and Legislative Services	Agendas, Animal Control, Licensing, Records Management, Legislative Services, MFIPPA FOI, Legal Services, Cemeteries, Drainage, Crossing Guards, Council Services, Reports, Committee Management, Elections, Meeting Management/Public Notices, WDS Contract Management, Nurse Practitioner File, Insurance, Miscellaneous
Communications	

Financial History

Item	2017	2018	2019	2020
Revenue	\$355,135	\$398,043	\$489,352	\$364,495
OpEx	\$1,388,253	\$2,028,102	\$1,537,881	\$1,686,707
Op Balance	(1,033,118)	(1,630,059)	(1,048,529)	(1,322,212)

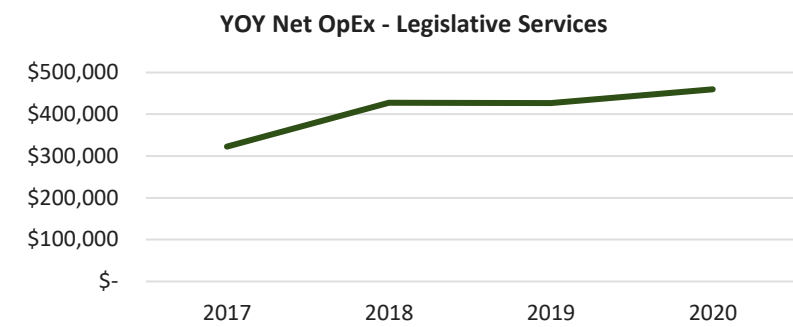
Staffing Complement

FT Unionized: 2
FT Non-unionized: 4.3

Volunteer: 0
Contract: 0

SERVICE DESCRIPTION	SUB-SERVICES
<p>Customer Segments: Residents internal staff/Council; local municipal partners, anyone making a FOI request, anyone purchasing interment rights, ERCA, school board, parents, students.</p> <p>Delivery Partners: Other departments, Town of Lakeshore (dog pound).</p> <p>Role of the Town in delivery:</p> <ul style="list-style-type: none">Delivered by staff (single department)Delivered by staff (multiple departments)Contract managerAgreements with W/E Humane Society	<ul style="list-style-type: none">AgendasAnimal ControlLicensingRecords ManagementLegislative ServicesMFIPPA FOILegal ServicesCemeteriesDrainageCrossing Guards <p><i>See full list of sub-services on slide 86.</i></p>

STAFF COMPLEMENT	
<p>FT Unionized: 2</p> <p>FT Non-unionized: 4.3</p>	<p>Volunteer: 0</p> <p>Contract: 0</p>
SERVICE LEVEL STANDARDS	
<p>Type: Legislated and Discretionary</p> <p>Legislation/Bylaws/Policies:</p> <ul style="list-style-type: none">Municipal Act; Animal Control Officer; Drainage Act; Municipal Elections Act.	<p>Standards and Performance: Each department has their own storage areas - filing and retention systems are inconsistent. Formalized program are needed for requesting information internally. A regional approach to animal control could help with consistency. Business licensing is minimal.</p>



SERVICE EVALUATION		
Size	Small Service	This service accounts for roughly of 1% the Town's in-scope expenditure.
Delivery	Contemporary -Outdated	Use software that helps streamline processes. Some processes are cumbersome and could be refined further.
Growth	Fast	This service has fast growth at 9.97%
Service	Satisfactory	At-standard.
Shared	Shared Services	Delivered by Town of Essex and Town of Lakeshore, with some services contracted and managed by the Town.
<div><div></div> = High Priority<div></div> = Medium Priority<div></div> = Low Priority</div>		

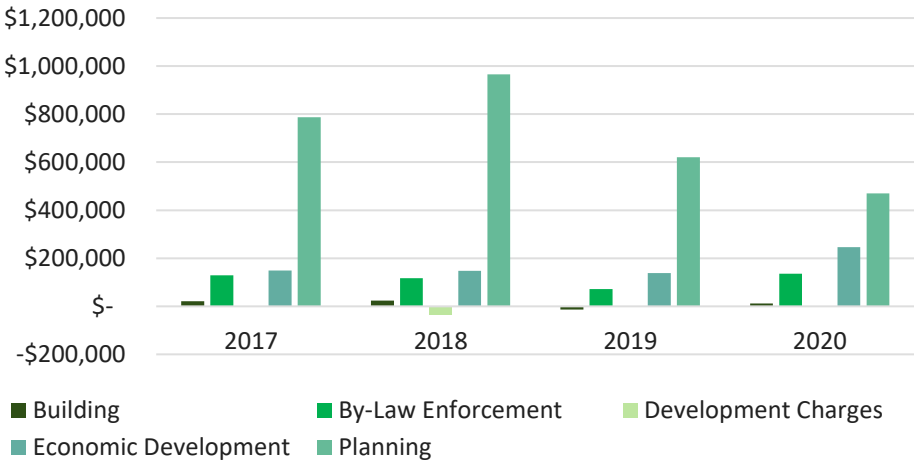
Service Description

Service	Sub Services / Description
Building and By-Law Enforcement	Building permit review, building inspections, by-law enforcement.
Planning	Process and review land use planning applications and development proposals, long range planning, provide professional planning advice.
Economic Development	Identify and implement initiatives for economic growth, business expansion/retention/attraction, tourism initiatives.

Financial History

Item	2017	2018	2019	2020
Revenue	\$1,109,554	\$1,437,621	\$1,979,833	\$1,108,797
OpEx	\$2,138,690	\$2,573,463	\$2,719,194	\$2,382,033
Op Balance	(1,029,136)	(1,135,842)	(739,361)	(1,273,236)

Breakdown of Department Net OpEx



Staffing Complement

FT Unionized: 3.4
FT Non-unionized: 6.4

Volunteer: 0
Contract: 1

SERVICE DESCRIPTION

Building permit review, building inspections, by-law enforcement. N/A

Customer Segments: Residents, builders, developers.

Delivery Partners: N/A

Role of the Town in delivery:

- Delivered by staff (single department)

SUB-SERVICES

STAFF COMPLEMENT

FT Unionized: 2.4
FT Non-unionized: 2

Volunteer: 0
Contract: 0

SERVICE LEVEL STANDARDS

Type: Legislated

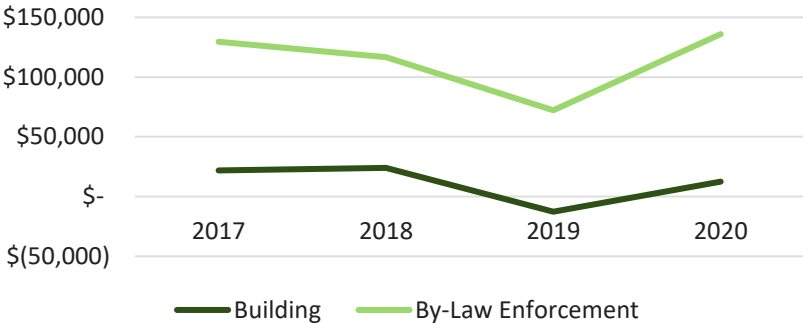
Legislation/Bylaws/Policies:

- Ontario Building Code

Standards and Performance:

At-standard most of the time. During COVID-19, the division has encountered backlog. Although timelines are permitted to be lax, they would like to still be meeting standards.

YOY Net OpEx



SERVICE EVALUATION

Size	Small	This service accounts for roughly of 0.3% of the Town's in-scope expenditure.
Delivery	Outdated	Receiving paper applications, inspectors not equipped with technology, archives and cabinets are not digitized.
Growth	Fast	This service has fast growth at 21.32%.
Service	Satisfactory	At-standard.
Shared	Siloed	Delivered by single department.

High Priority Medium Priority Low Priority

SERVICE DESCRIPTION

Process and review land use planning applications and development proposals, long range planning, provide professional planning advice.

Customer Segments: Residents, developers.

Delivery Partners: N/A

Role of the Town in delivery:

- Delivered by staff (single department)

SUB-SERVICES

N/A

STAFF COMPLEMENT

FT Unionized: 1 **Volunteer:** 0
FT Non-unionized: 2.4 **Contract:** 1

SERVICE LEVEL STANDARDS

Type: Legislated

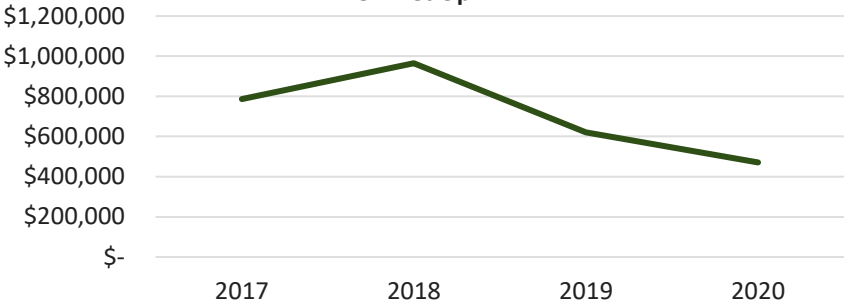
Standards and Performance:

Consistently at-standard. During COVID-19 Emergency, although timelines are permitted to be lax, the Planning Division continues to meet standards.

Legislation/Bylaws/Policies:

- Ontario Planning Act

YOY Net OpEx



SERVICE EVALUATION

Size	Small	This service accounts for roughly of 1.09% the Town’s in-scope expenditure.
Delivery	Contemporary	Electronic applications, strong document management and record keeping, adapted methods for meetings.
Growth	No Growth	This service has negative growth at -9.31%.
Service	Satisfactory	At-standard.
Shared	Siloed	Delivered by single department.

High Priority Medium Priority Low Priority

SERVICE DESCRIPTION	SUB-SERVICES
Identify and implement initiatives for economic growth, business expansion/retention/attraction, tourism initiatives. Customer Segments: Residents, businesses. Delivery Partners: N/A Role of the Town in delivery: <ul style="list-style-type: none">Delivered by staff (single department)	N/A
STAFF COMPLEMENT*	
FT Unionized: 0 FT Non-unionized: 2	Volunteer: 0 Contract: 0
SERVICE LEVEL STANDARDS	
Type: Discretionary Legislation/Bylaws/Policies:	Standards and Performance: At/above-standard.

YOY Net OpEx

Year	YOY Net OpEx
2017	\$150,000
2018	\$150,000
2019	\$140,000
2020	\$250,000

SERVICE EVALUATION

Size	Small	This service accounts for roughly 0.57% the Town’s in-scope expenditure.
Delivery	Modern	Dedicated micro-websites, interactive tools for businesses and residents, strong digital presence on social media.
Growth	Fast	This service has fast growth at 17.86%.
Service	Satisfactory-Above	At/above-standard.
Shared	Siloed	Delivered by single department.

High Priority Medium Priority Low Priority

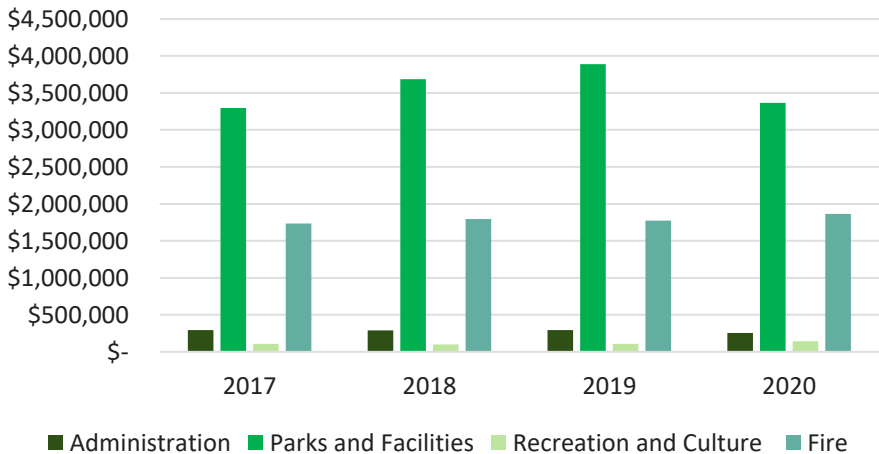
Service Description

Service	Sub Services / Description
Parks and Facilities	Maintain Town Facilities (Buildings, outdoor parks, sport fields, harbour and schedule usage, etc.).
Recreation and Culture	Aquatic, recreation, culture and leisure programs and events.
Fire	Emergency Management; Fire Prevention; Public Education; Burn Permits; Emergency Response; Training; Maintenance and Purchasing; Administration.

Financial History

Item	2017	2018	2019	2020
Revenue	\$1,763,473	\$1,795,229	\$2,022,737	\$1,781,305
OpEx	\$7,190,046	\$7,643,473	\$8,136,056	\$7,407,513
Op Balance	(5,426,573)	(5,848,244)	(6,113,319)	(5,626,208)

Breakdown of Department Net OpEx

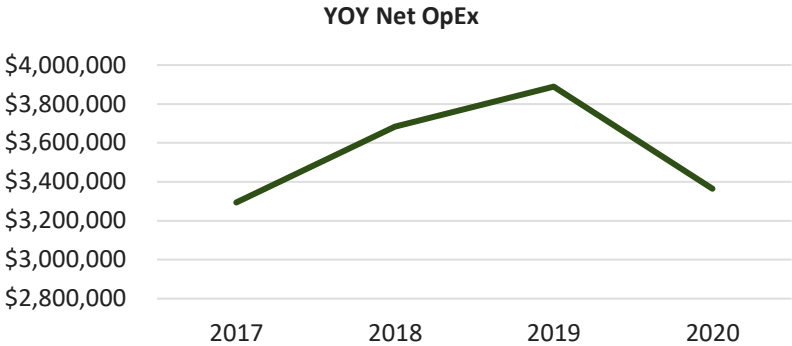


Staffing Complement

FT Unionized: 13.5
FT Non-unionized: 9

Volunteer: 63 (paid firefighters)
Contract: 0

SERVICE DESCRIPTION	SUB-SERVICES
Maintain Town facilities (buildings, outdoor parks, sport fields, harbour and schedule usage, etc.). Customer Segments: Residents, Town staff. Delivery Partners: N/A Role of the Town in delivery: <ul style="list-style-type: none">Delivered by staff (single department)Contract manager (maintenance outside staff scope)	N/A
STAFF COMPLEMENT*	
FT Unionized: 10 FT Non-unionized: 3	Volunteer: 0 Contract: 0
SERVICE LEVEL STANDARDS	
Type: Discretionary	Standards and Performance: Goal is to be above-standard.
Legislation/Bylaws/Policies:	



SERVICE EVALUATION		
Size	Medium	This service accounts for roughly 7.78% of the Town's in-scope expenditure.
Delivery	Contemporary	Using up-to-date methods of delivery.
Growth	Stable	This service has stable growth at 0.99%.
Service	Satisfactory	At-standard.
Shared	Siloed	Delivered by single department, with some services contracted and managed by the Town.

= High Priority = Medium Priority = Low Priority

SUB-SERVICES

N/A

Delivery Partners: Greater Essex County District School Board (ERC only).

- Delivered by staff (single department)

Volunteer: 0

FT Non-unionized: 3

Contract: 0

Standards and Performance:

At-standard most of time – provide a variety of programs, activities and special events that service needs in all areas of community. In some areas above -standard with program development and initiation.

Year	Number of Employees (in thousands)
2017	105
2018	100
2019	110
2020	140

Size

Small

This service accounts for roughly 0.33% of the Town's in-scope expenditure.

Delivery

Modern

Software up to date. Leader in region and above industry standard on programming. Annual reviews conducted.

Growth

Moderate

This service has moderate growth at 7.83%.

Service

Satisfactory/
Above

At/above-standard.

Shared

Shared Services

Delivered by the Town of Essex and the Greater Essex
County District School Board.

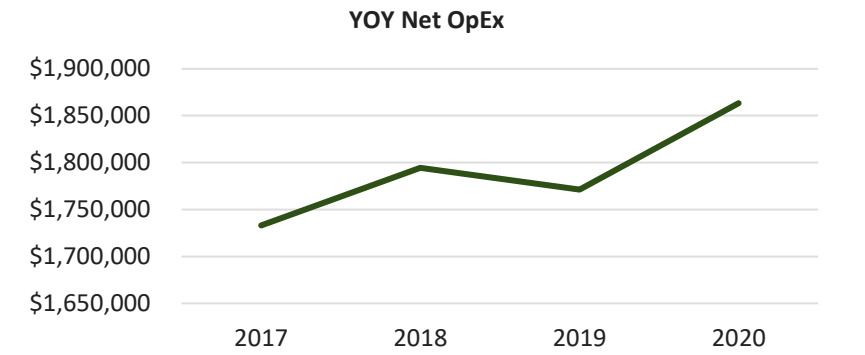
= High Priority

= Medium Priority

Low Priority

SERVICE DESCRIPTION	SUB-SERVICES
Customer Segments: Residents, visitors, internal staff /Council, businesses, municipal partners, Province. Delivery Partners: Ontario Fire Marshal and Emergency Management, County of Essex, other departments. Role of the Town in delivery: <ul style="list-style-type: none">Delivered by staff (single department)Delivered by staff (multiple departments)Contract manager (local repair shop does annual inspections on vehicles, ladders contracted, SCBA different supplier, pump testing different supplier)	<ul style="list-style-type: none">Emergency ManagementFire PreventionPublic EducationBurn PermitsEmergency ResponseTrainingMaintenance and PurchasingAdministration (reports to council, budgeting, incident response reporting, agreement renewals)

STAFF COMPLEMENT	
FT Unionized: 0.5 FT Non-unionized: 3	Volunteer: 63 (paid firefighters) Contract: 0
SERVICE LEVEL STANDARDS	
Type: Legislated and Discretionary Legislation/Bylaws/Policies:	Standards and Performance: At-standard most of the time. During peak times, services sometimes delayed. Online burn permit applications makes service easily accessible (also provided at no cost). Education efforts and new by-law on burn permits have led to a decrease in applications and the number of complaints.



SERVICE EVALUATION		
Size	Medium	This service accounts for roughly 4.31% of the Town’s in-scope expenditure.
Delivery	Contemporary /Modern	Leading methodologies for burn permits and emergency response services. Receive some paper safety plans.
Growth	Steady	This service has steady growth at 1.86%.
Service	Satisfactory	At-standard.
Shared	Shared Services	Delivered by the Town of Essex, County of Essex, Province, and contractors.
<div><div></div> = High Priority<div></div> = Medium Priority<div></div> = Low Priority</div>		

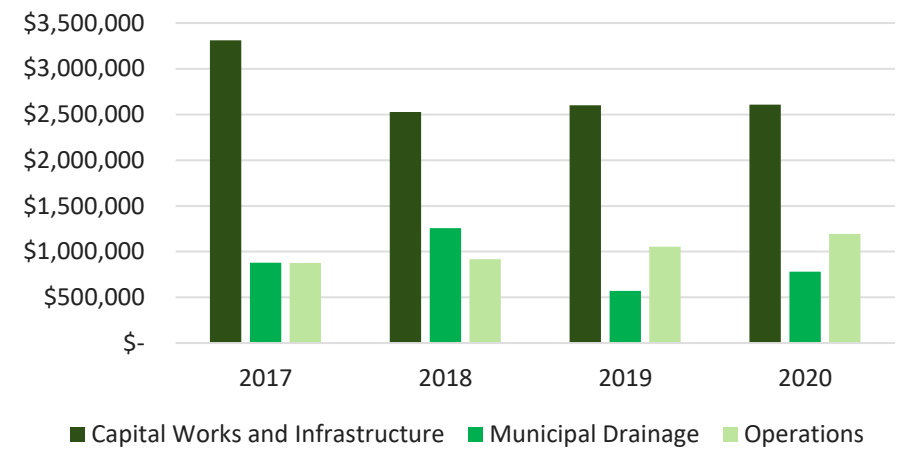
Service Description

Service	Sub Services / Description
Capital Works and Infrastructure	Capital Equipment; Construction Projects; Land Development.
Municipal Drainage	Manage and maintain urban/rural municipal drainage systems.
Environmental Services	Operation and maintenance of water and sanitary sewer infrastructure.
Operations	Manage maintain infrastructure within the Municipal ROW.

Financial History

Item	2017	2018	2019	2020
Revenue	\$774,183	\$1,302,925	\$961,208	\$669,643
OpEx	\$5,619,680	\$5,734,666	\$5,014,429	\$5,254,054
Op Balance	(4,845,497)	(4,431,741)	(4,053,221)	(4,584,411)

Breakdown of Department Net OpEx

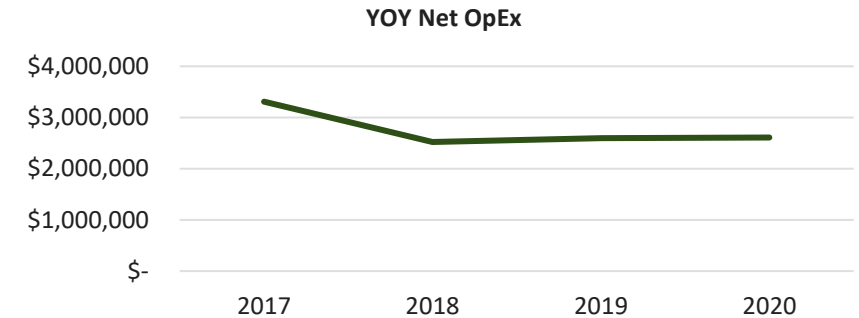


Staffing Complement

FT Unionized: 14
FT Non-unionized: 6.6

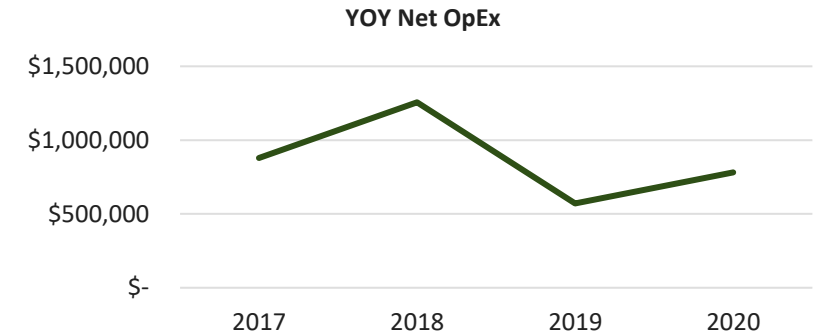
Volunteer: 0
Contract: 0

SERVICE DESCRIPTION	SUB-SERVICES
Capital Equipment, construction projects, and land development. Customer Segments: Residents, internal departments, Council. Delivery Partners: County of Essex (Road Rehabilitation Connecting Link agreement, joint tendering for road construction), internal departments. Role of the Town in delivery: <ul style="list-style-type: none">Delivered by staff (single department)Funder, with provincial and federal grantsContract manager	<ul style="list-style-type: none">Site Plan ControlLand DevelopmentAsset Management
STAFF COMPLEMENT*	
FT Unionized: 0 FT Non-unionized: 2	Volunteer: 0 Contract: 0
SERVICE LEVEL STANDARDS	
Type: Legislated and Discretionary Legislation/Bylaws/Policies:	Standards and Performance: Customers/Council generally feel that capital is underfunded. Council and residents want more roads spending.



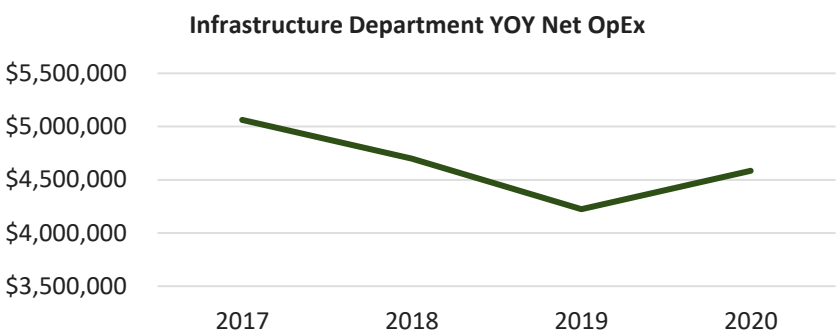
SERVICE EVALUATION		
Size	Medium	This service accounts for roughly 6% of the Town's in-scope expenditure.
Delivery		Data not available at time of reporting.
Growth	No Growth	This service has negative growth at -5.1%.
Service	Satisfactory	At-standard
Shared	Shared Services	Delivered Town of Essex and County of Essex, with some services also contracted and managed by the Town.
<div><div></div> = High Priority</div> <div><div></div> = Medium Priority</div> <div><div></div> = Low Priority</div>		

SERVICE DESCRIPTION	SUB-SERVICES
Manage and maintain urban/rural municipal drainage systems. Customer Segments: Residents, internal staff, local municipalities, governing agencies. Delivery Partners: Internal departments. Role of the Town in delivery: <ul style="list-style-type: none">Delivered by staff (single department)Contract manager	N/A
STAFF COMPLEMENT	
FT Unionized: 1 FT Non-unionized: 1.3	Volunteer: 0 Contract: 0
SERVICE LEVEL STANDARDS	
Type: Legislated Legislation/Bylaws/Policies: <ul style="list-style-type: none">Drainage Act	Standards and Performance: Making efforts to continually improve customer service and customer experience.



SERVICE EVALUATION		
Size	Small	This service accounts for roughly 1.8% of the Town’s in-scope expenditure.
Delivery	Modern	Using leading methodologies to support delivery.
Growth	Moderate	This service has moderate growth at 6.32%.
Service	Above Standard	Above-standard.
Shared	Siloed	Delivered by single department, with some services contracted and managed by the Town.
<div><div></div> = High Priority<div></div> = Medium Priority<div></div> = Low Priority</div>		

SERVICE DESCRIPTION	SUB-SERVICES
Operation and maintenance of water and sanitary sewer infrastructure.	<ul style="list-style-type: none">Billing and collection services- ELK EnergyWTP and Sewage Plant Operations-OCWA contract
Customer Segments: Water and sewer customers, developers/contractors, internal departments.	
Delivery Partners: OCWA (water plant and sewage plant operations), Elk Energy (billing and collection services, customer calls), UWSS (water supply in Wards 1 and 2), internal departments.	
Role of the Town in delivery: <ul style="list-style-type: none">Delivered by staff (single department)	
STAFF COMPLEMENT	
FT Unionized: 3	Volunteer: 0
FT Non-unionized: 1	Contract: 0
SERVICE LEVEL STANDARDS	
Type: Legislated	Standards and Performance:
Legislation/Bylaws/Policies: <ul style="list-style-type: none">Clean Water Act	



SERVICE EVALUATION		
Size		Data not available at time of reporting.
Delivery	Contemporary	Using leading methodologies to support delivery.
Growth		Data not available at time of reporting.
Service	Satisfactory	At-standard.
Shared	Shared Services	Delivered by the Town of Essex, OCWA, Elk Energy and UWSS.
<div><div></div> = High Priority</div> <div><div></div> = Medium Priority</div> <div><div></div> = Low Priority</div>		

SERVICE DESCRIPTION

Manage maintain infrastructure within the Municipal ROW. N/A

- Customer Segments: Residents.
- Delivery Partners: Internal departments.
- Role of the Town in delivery:
- Delivered by staff (single department)
 - Funder
 - Contract manager
 - Rental equipment

SUB-SERVICES

STAFF COMPLEMENT

FT Unionized: 10 Volunteer: 0

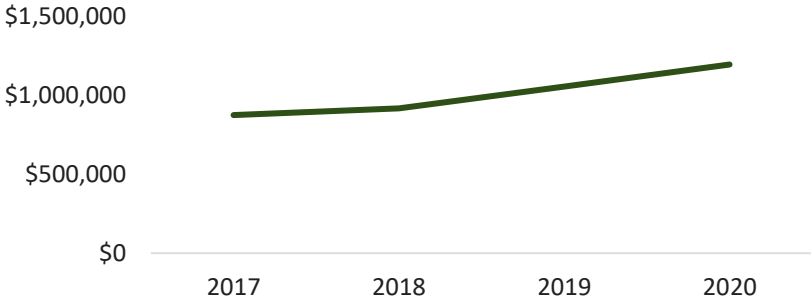
FT Non-unionized: 2.3 Contract: 0

SERVICE LEVEL STANDARDS

Type: Legislated and Discretionary Standards and Performance:

- Legislation/Bylaws/Policies:
- Minimum Maintenance Standards

YOY Net OpEx



SERVICE EVALUATION

Size	Small	This service accounts for roughly 2.76% of the Town’s in-scope expenditure.
Delivery	Modern	Some methodologies modern and a few outdated.
Growth	Fast	This service has fast growth at 8.29%.
Service	Above Standard	Above-standard.
Shared	Siloed	Delivered by single department, with some services contracted and managed by the Town.

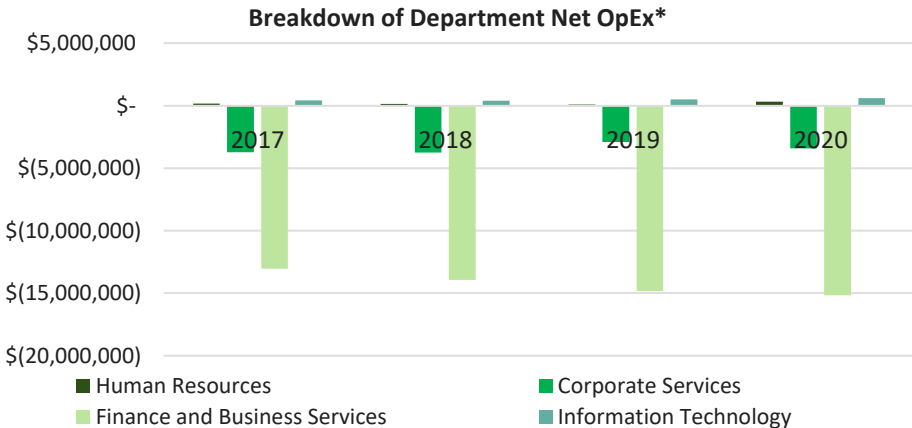
High Priority Medium Priority Low Priority

Service Description

Service	Sub Services / Description
Finance and Business Services	Collection and remittance of property taxation. Processing of AP, setup and collection of AR.
Human Resources	Labour Relations; Training and Development; Health and Safety; Compensation and Benefits; Recruitment.
Environmental Services	Hardware; Software; Networks and Security.

Financial History

Item	2017	2018	2019	2020
Revenue	\$20,616,914	\$21,932,784	\$22,296,999	\$24,386,379
OpEx	\$4,458,762	\$4,394,444	\$5,195,120	\$6,751,391
Op Balance	\$16,158,152	\$17,538,340	\$17,101,879	\$17,634,988



*Negative figures indicate an operating surplus. Corporate Services received significant government grants that enabled a large surplus.

Staffing Complement

FT Unionized: 8
FT Non-unionized: 6.7

Volunteer: 0
Contract: 0

SERVICE DESCRIPTION

Collection and remittance of property taxation.
Processing of AP, setup and collection of AR.

Customer Segments: Residents, internal departments/staff/Council, local municipal partners (McGregor Library, Co-An Park etc.), school board, external vendors.

Delivery Partners: Collect on behalf of County and school boards; collect AR from cost share partners.

Role of the Town in delivery:

- Delivered by staff (single department)

SUB-SERVICES

- Property Taxation
- Accounts Payable
- Accounts Receivable

STAFF COMPLEMENT*

FT Unionized: 6
FT Non-unionized: 4

Volunteer: 0
Contract: 0

SERVICE LEVEL STANDARDS

Type: Legislated and Discretionary

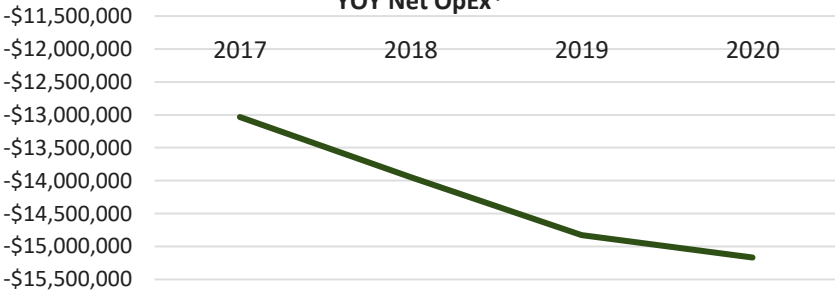
Legislation/Bylaws/Policies:

- Legislated Accounting Standards

Standards and Performance:

Amending Town Hall operating hours permanently could allow for an efficient realignment of clerk duties. Tax coordinator position should be non-union with tax clerks reporting directly to the position. Better separation of duties with AR and AP is needed.

YOY Net OpEx*



*Negative figures indicate an operating surplus. Finance and Business Services received significant government grants that enabled a large surplus.

SERVICE EVALUATION

Size	Large	This service accounts for roughly 35% of the Town's in-scope expenditure.
Delivery	Contemporary	Most things work but there are efficiencies to be found.
Growth	Moderate	This service has moderate growth at 3.91%.
Service	Satisfactory	At-standard
Shared	Siloed	Delivered by single department.

High Priority Medium Priority Low Priority

SERVICE DESCRIPTION

Customer Segments: Internal staff/Council.
Delivery Partners: All internal departments.
Role of the Town in delivery:
• Delivered by staff (single department)

SUB-SERVICES

- Labour Relations
- Training and Development
- Health and Safety
- Compensation and Benefits
- Recruitment

STAFF COMPLEMENT

FT Unionized: 0
FT Non-unionized: 1.7

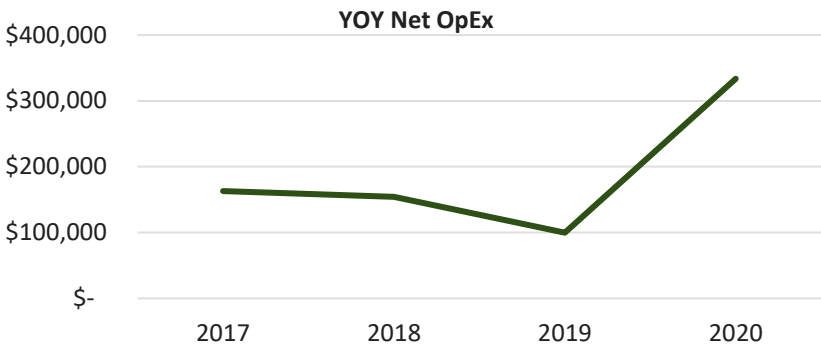
Volunteer: 0
Contract: 0

SERVICE LEVEL STANDARDS

Type: Legislated and Discretionary

Standards and Performance:

Legislation/Bylaws/Policies:



SERVICE EVALUATION

Size	Small	This service accounts for roughly 0.77% of the Town’s in-scope expenditure.
Delivery	Contemporary	Using up-to-date methods to support delivery.
Growth	Fast	This service has fast growth at 48.37%.
Service	Satisfactory/ Above	At/above-standard
Shared	Siloed	Delivered by single department.

High Priority Medium Priority Low Priority

SERVICE DESCRIPTION

Customer Segments: Residents, internal staff/Council, local municipal partners.

Delivery Partners: N/A

Role of the Town in delivery:

- Delivered by staff (single department)

SUB-SERVICES

- Hardware
- Software
- Networks and Security

STAFF COMPLEMENT

FT Unionized: 2

Volunteer: 0

FT Non-unionized: 1

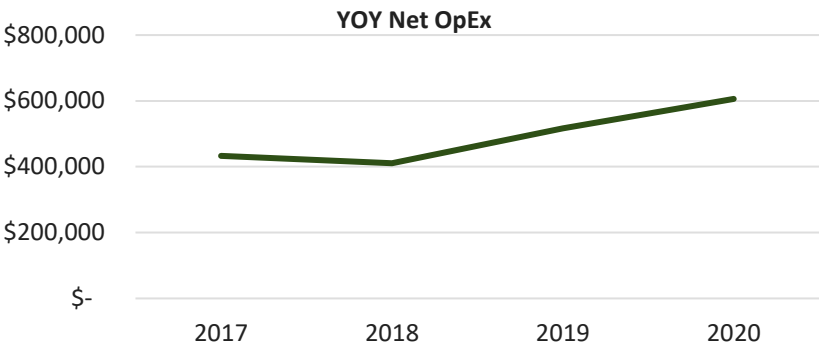
Contract: 0

SERVICE LEVEL STANDARDS

Type: Discretionary

Standards and Performance:

Legislation/Bylaws/Policies:



SERVICE EVALUATION

Size	Small	This service accounts for roughly 1.4% of the Town’s in-scope expenditure.
Delivery	Contemporary	Using up-to-date methods to support delivery.
Growth	Fast	This service has fast growth at 9.47%.
Service	Satisfactory	At-standard
Shared	Siloed	Delivered by single department.

High Priority Medium Priority Low Priority



APPENDIX D: ADDITIONAL SERVICE INFORMATION

Services Delivered Jointly with the County

CAO's Office

- EMS

Infrastructure Services

- Recycling collection (curbside)
- Landfill completed by the County for recycling and waste
- County roadways and connecting links
- CWATS trails and infrastructure
- Street lighting at jointly owned intersections

Planning Services

- Approval of Official Plan, Reviews, and Amendments
- Approval of Plans of Subdivision
- Approval of Part Lot Control Exemption

Cross-Departmental Relationships and Services

Infrastructure Services

- **Finance:** Budgeting & purchasing of goods and services. Support for billing, account reconciliation, and cost recovery for drainage projects. Asset management is a joint effort by both departments.
- **Community Services:** Infrastructure supports Community Services with equipment and expertise to complete construction tasks, and also provide support for winter control operations.
- **Clerks:** Collaboration on requests for traffic and parking related inquiries, property acquisition, reviews of agreements, working on Council agendas. Infrastructure provides support for capital projects relating to property maintenance (i.e. cemeteries).
- **HR:** Infrastructure has a large group of staff that requires attention from HR and coordinating training and HAS meetings.

Development Services

- **Development Services and Infrastructure Services:** Review of development proposals for available municipal services, impacts, and infrastructure needs.
- **Development Services and Community Services:** Review of development proposals for parkland dedication, connectivity to parks, and active transportation matters.
- **Development Services and Corporate Services:** Review of development proposals for financial impacts, and support from GIS on development initiatives and proposals.
- **Development Services and Office of the CAO:** Collaboration on economic development and tourism development initiatives with Communications Manager, support from Communications Manager on media- and public-related matters, support from Clerk on various legal and by-law matters, and support from Clerk on Council and Committee of Council matters.

Community Services

- **Infrastructure:** Grass cutting and winter control, as well as facility maintenance.
- **Finance:** Annual budget process.
- **CAO's Office:** Communications and promotions of recreation programs.
- **Committees of Council:** community services provides administrative support for committees.

Outsourced/Consulting Contracts and Other Shared Services

Outsourced/Consulting Contracts	
Service	Additional Information
<ul style="list-style-type: none"> Water and sewage treatment and storm water management ponds Large capital requiring engineering Roads and traffic studies Water and Sewer optimization studies and modelling Drainage engineering Garbage collection Winter control 	<ul style="list-style-type: none"> Contracted to OCWA: One water treatment plant, four sewage treatment facilities, and stormwater management Bridge design, major rehabilitation, sewer and watermain design, and other large projects. No additional information Studies for treatment and underground infrastructure (i.e. master plans) No additional information No additional information Some winter control, including beach roads, and facility parking lots, as well as sidewalk winter control in downtown cores

Shared Service Agreements and Joint Procurement	
Service/Item	Additional Information
<ul style="list-style-type: none"> Co-An Park Fire Road works Essex Recreation Complex Pool 	<ul style="list-style-type: none"> Shared with Amherstburg Mutual and automatic aid agreements and dispatch agreement Some road works are jointly tendered with the County (typically the higher scale rural works) Shared with Greater Essex County District School Board



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416-864-7112

Ottawa

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613-231-2630

strategycorp.com



The Corporation of the Town of Essex

Special Council Meeting Minutes

October 19, 2020, 5:00 pm

Location: <https://www.youtube.com/user/EssexOntario>

Present: Deputy Mayor Richard Meloche
Councillor Joe Garon
Councillor Morley Bowman
Councillor Kim Verbeek
Councillor Sherry Bondy
Councillor Chris Vander Doelen

Absent: Mayor Larry Snively
Councillor Steve Bjorkman

Also Present: Chris Nepszy, Chief Administrative Officer
Robert Auger, Town Solicitor, Legal and Legislative Services/Clerk
Shelley Brown, Deputy Clerk, Legal and Legislative Services
Doug Sweet, Director, Community Services/Deputy CAO
Jeffrey Morrison, Director, Corporate Services and Treasurer
Lori Chadwick, Director, Development Services
Kevin Girard, Director, Infrastructure Services
Leonardo Gil, Project Manager, Social Policy and Planning, City of Windsor
Rob Maisonville, Chief Administrative Officer, County of Essex

1. Call to Order

Deputy Mayor Meloche called the meeting to order at 5:03 PM.

2. Declarations of Conflict of Interest

There were no declarations of conflict of interest.

3. Adoption of Published Agenda

3.1 Special Council Meeting Agenda for October 19, 2020

SP20-10-007

Moved By Councillor Bowman

Seconded By Councillor Garon

That the published agenda for the October 19, 2020 Special Council Meeting be adopted as presented.

Carried

4. Public Presentations

4.1 Windsor-Essex Regional Community Safety and Well-Being Plan

- Mr. Leonardo Gil, Project Manager, Social Policy and Planning, City of Windsor, and
- Mr. Rob Maisonville, Chief Administrative Officer, County of Essex

Mr. Gil provided a PowerPoint presentation regarding the Windsor-Essex Regional Community Safety and Well-Being Plan. The presentation was an overview of the legislative requirements and defined what the Community Safety and Well-Being Plan (CSWB) is outlining key project updates and project methodologies.

Councillor Bondy stated that there is a need for mental health services and suggested that information be placed on the Town's website as a quick link for residents to access those services.

Deputy Mayor Meloche stated that he agreed with Councillor Bondy regarding information pertaining to mental health services on the Town's website.

Rob Maisonville, Chief Administrative Officer, County of Essex, stated that the county municipalities will be engaged to help develop the priorities for municipalities. Mr. Maisonville further stated that issues such as mental health, although it is a community specific, is a regional issue as well and the tools that are being developed including the online capabilities will be available for everyone to use. Mr. Maisonville advised that this is a living document that is just getting started and is meant to be updated.

Deputy Mayor Meloche stated that there are a lot of church groups in the Town that provide various services and inquired whether they were included in asset map included the report.

Leonardo Gil advised that they are currently updating the asset map to include places of worship available.

Deputy Mayor Meloche asked if groups that are not currently included could reach out to Mr. Gil to be included.

Leonardo Gil stated that an enhanced sector notification list will be sent to each municipality so that the municipalities can provide a list of contacts to be contacted and notified about the online surveys and the virtual town halls. Mr. Gil stated that this is a method that they hope will help broaden their scope and ability to engage groups.

SP20-10-008

Moved By Councillor Bondy

Seconded By Councillor Bowman

That the presentation entitled Community Safety and Well-Being Plan presented by Leonardo Gil, Project Manager, Social Policy and Planning, City of Windsor, be received.

Carried

5. **Adjournment**

SP20-10-009

Moved By Councillor Bowman

Seconded By Councillor Vander Doelen

That the meeting be adjourned at 5:49 pm.

Carried

Mayor

Clerk

Windsor-Essex Regional Community Safety and Well-Being Plan

Town of Essex Presentation

Presentation Date: Monday, October 19th 2020

Presentation By: **Leonardo Gil**, Project Manager
City of Windsor

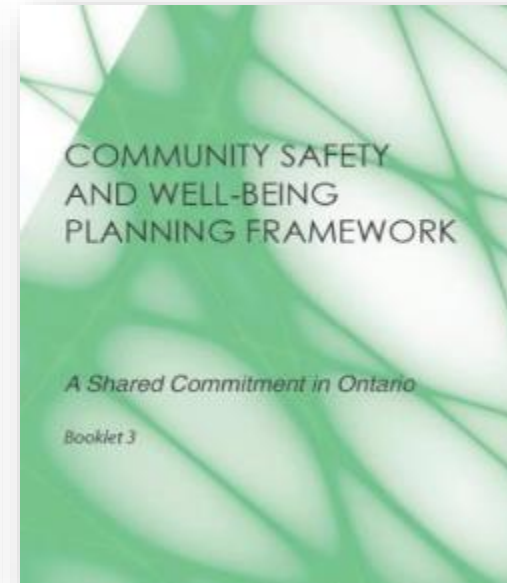
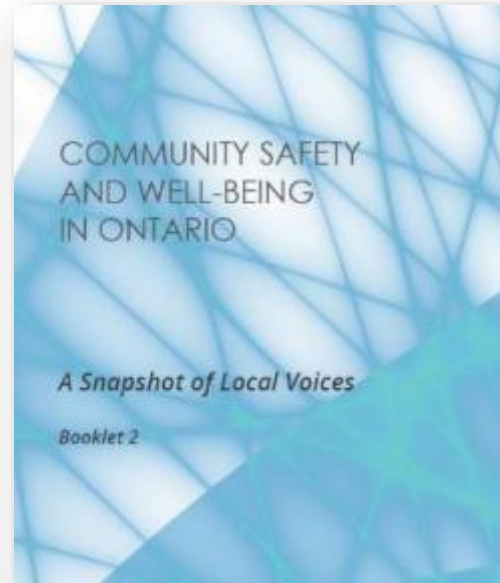
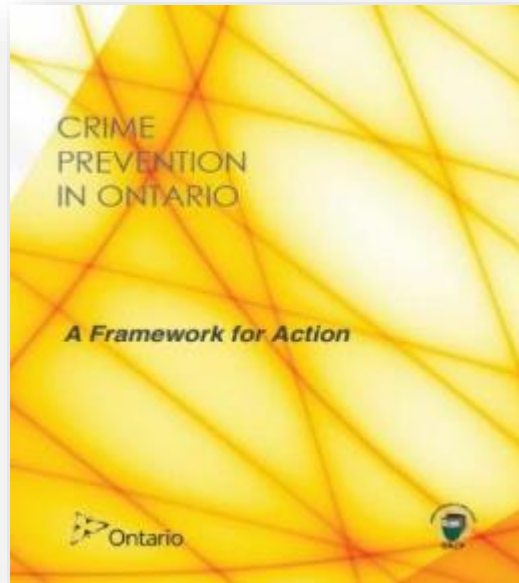


Overview

- Background
 - Legislative Requirements
 - What is Community Safety and Well-Being Planning?
 - CSWB Planning Framework
- Key Project Updates
 - Risk Factor Data Categories
 - Asset Mapping
- Project Methodologies
 - Consultation and Engagement Approaches
 - Enhanced Sector Network
 - Project Timelines



Context



2012

2014

2017

Background – Legislative Requirements

- The Province has legislated all municipalities under the *Police Services Act* to prepare and adopt a Community Safety and Well-Being (CSWB) Plan.
- In consideration of COVID-19, on April 14, 2020, the Province passed the *Coronavirus (COVID-19) Support and Protection Act, 2020* which allowed an extension to the submission deadline past January 1, 2021 to a date yet to be determined.
- **Additional legislative requirements related to CSWB planning include:**
 - Establishing a multi-sectoral advisory committee (must include 7 key sectors identified in the legislation);
 - Conducting consultations with the advisory committee, members of public, including youth, members of racialized groups and of First Nations, Métis and Inuit communities, as well as community organizations that represent these groups.
- **Contents of the plan must include:**
 - Identifying priority risk factors
 - Identifying strategies to reduce the prioritized risk factors (e.g. new services, changing or coordinating existing services)
 - Setting measurable outcomes

What is Community Safety and Well-Being Planning?

- An integrated approach to service delivery planning that involves multi-sector partnerships to proactively enhance or develop strategies to address local priorities (e.g. risk factors) related to crime and complex social issues.
- This approach recognizes that:
 - Community safety and well-being goes beyond the incidence of crime
 - For every risk there is a community strength, asset, and protective factor
 - Great work is currently being done and can be leveraged
 - Complex social issues cannot be addressed in isolation
 - All members in a community have a role to play
 - Strategies must be culturally responsive

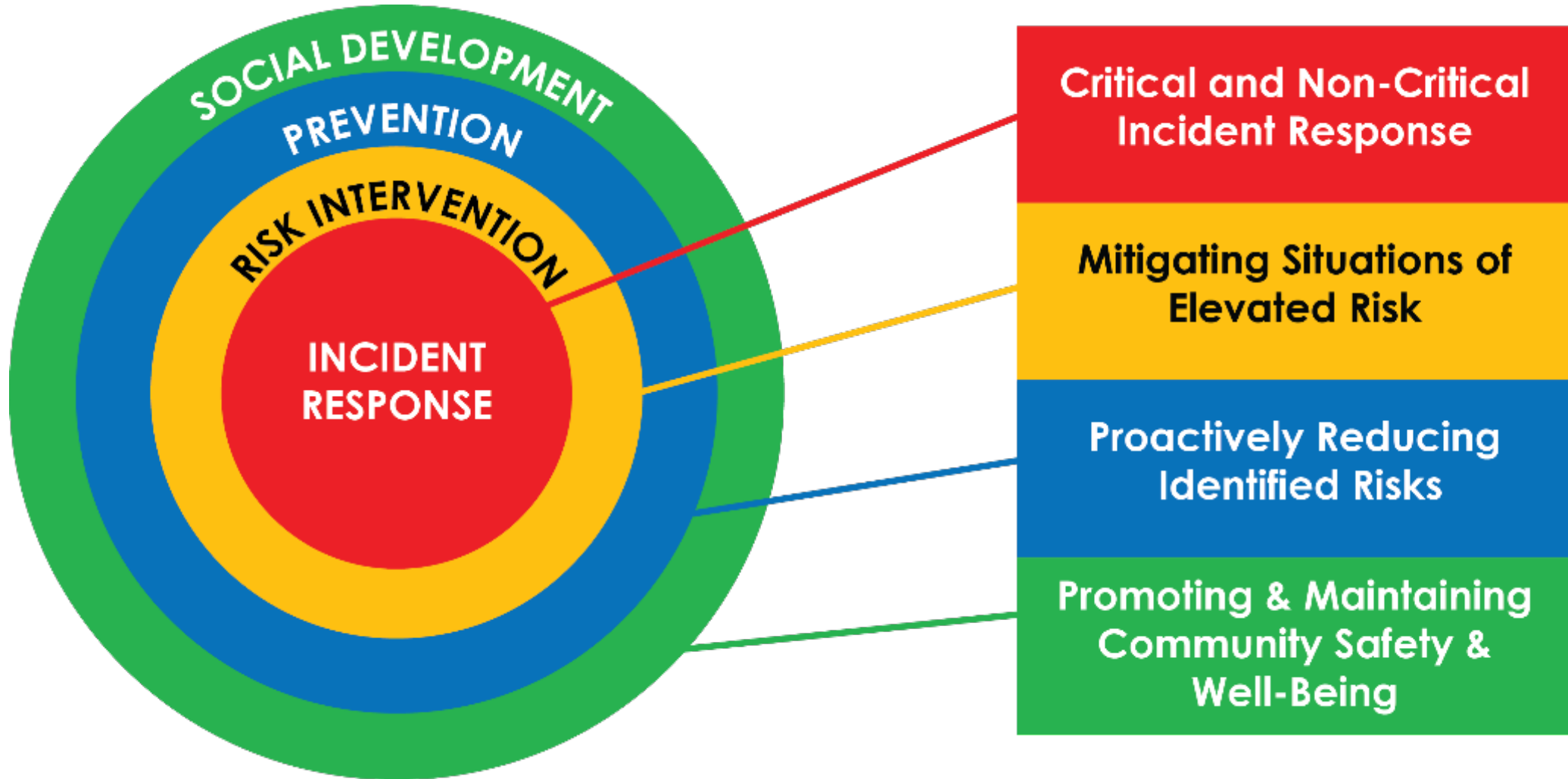


Defining CSWB in Windsor-Essex

“ A community where everyone feels safe, has a sense of belonging, equitable access to services and opportunities and can have their needs met across Windsor and Essex County ”

Windsor-Essex Regional CSWB Systems Leadership Table

The CSWB Planning Framework



SOCIAL DEVELOPMENT



- Long-term investment to improve the social determinants of health and well-being (i.e. the underlying conditions shaping daily life)
- Address complex social issues (e.g. poverty, mental health, homelessness) using an integrated, multi-sectoral approach
- Ensure awareness of/access to services in the community
- Challenge institutional boundaries and organizational culture at the system level
- Outcomes include quality of life indicators (e.g. health status, educational attainment rates)

PREVENTION



- Proactively identify and address local risk factors before they escalate
- Use evidence and data to inform programs/policies
- Implement integrated programs that involve various sectors working together to address priority issues for vulnerable groups
- Engage non-traditional groups in crime prevention efforts (e.g. local Business Improvement Areas, Libraries, etc.)
- Outcomes focused on the result of prevention efforts (e.g. increased feeling of safety)

RISK INTERVENTION



- Reduce harm before critical or non-critical response is required (e.g. situations of acutely elevated risk)
- Implement immediate multi-sector responses (e.g. situation tables, the Violent Threat Risk Assessment Protocol) to address multiple risk factors
- Collaborate with acute care agencies (e.g. mental health, addictions, transitional housing)
- Collect risk-based data (e.g. Risk-Driven Tracking Database)
- Outcomes focused on mitigating harm (e.g. reduction in emergency room visits and victimization rates)

INCIDENT RESPONSE



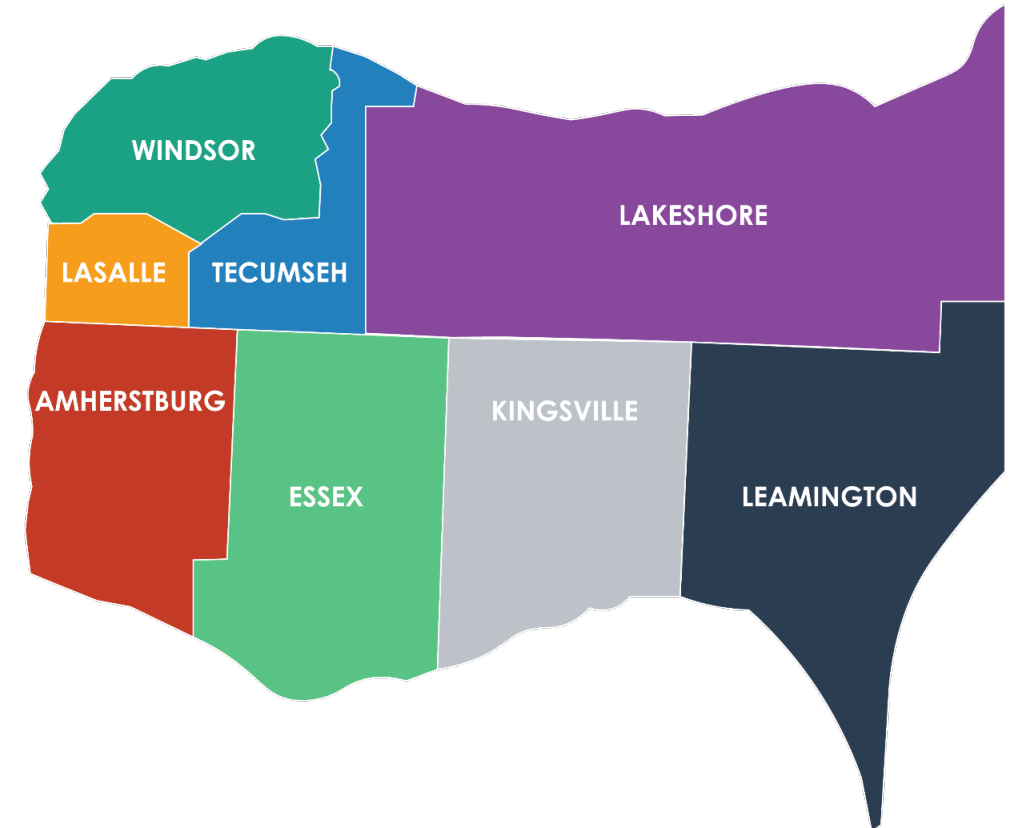
- Critical and non-critical incidents requiring first responders (e.g. Police, Fire, EMS)
- Police as the primary response to persons in crisis often non-criminal in nature
- Significant resources that could be better dedicated to reducing the number of incidents requiring enforcement/corrections (e.g. reactive vs. proactive)
- Limited information being shared about the incident at hand
- Focused on output measures (e.g. number of calls for services, number of complaints received, response times)

The CSWB Planning Framework (cont.)

- CSWB Plans result in integrated approaches to service delivery that involve multi-sectoral partnerships to proactively address local priorities related to crime and complex social issues.
- The CSWB planning framework promotes upstream activities by focusing on social development, prevention, and risk intervention.
- CSWB Plans leverage and build upon existing efforts and partnerships and encourages the development of shared goals across sectors.
- Upon endorsement of the Plan, partners can work toward implementing shared goals and strategies.
- CSWB Plans are living documents which involve an ongoing process of issue identification and planning through continued collaboration with community organizations, leaders and residents.
- Ultimately, all members in a community are seen to have a role to play and as such, identified strategies must strive to be culturally and socially responsive.

Key Project Updates

- Project Updates
- Risk Factor Data Categories
- Asset Mapping



Key Project Updates

Since the July 13th Council Report (CR337/2020), the following key steps have taken place:

- Finalization of revised project methodologies and timelines.
- Discussions with AMO and OMSSA representatives including a Province wide CSWB working group have been completed to assess the status of other municipalities as well as the provincial deadline.
 - Discussions have lead to a presumed deadline of December 31, 2021. As of the writing of this presentation a Provincial deadline has not yet been established.
- Finalization of Consulting Agreement. Consulting firm **StrategyCorp** has been successfully awarded the contract through a RFP.
- Presentation to Regional CAOs table to provide project updates.
- Re-engagement of the Data team has been completed to establish current state analysis data categories and indicators.
- Completion of an interactive Regional Asset Map developed in partnership with the City of Windsor's Geomatics Department.
- Held first virtual Regional Systems Leadership Table meeting since the project pause.

Risk Factor Data Categories

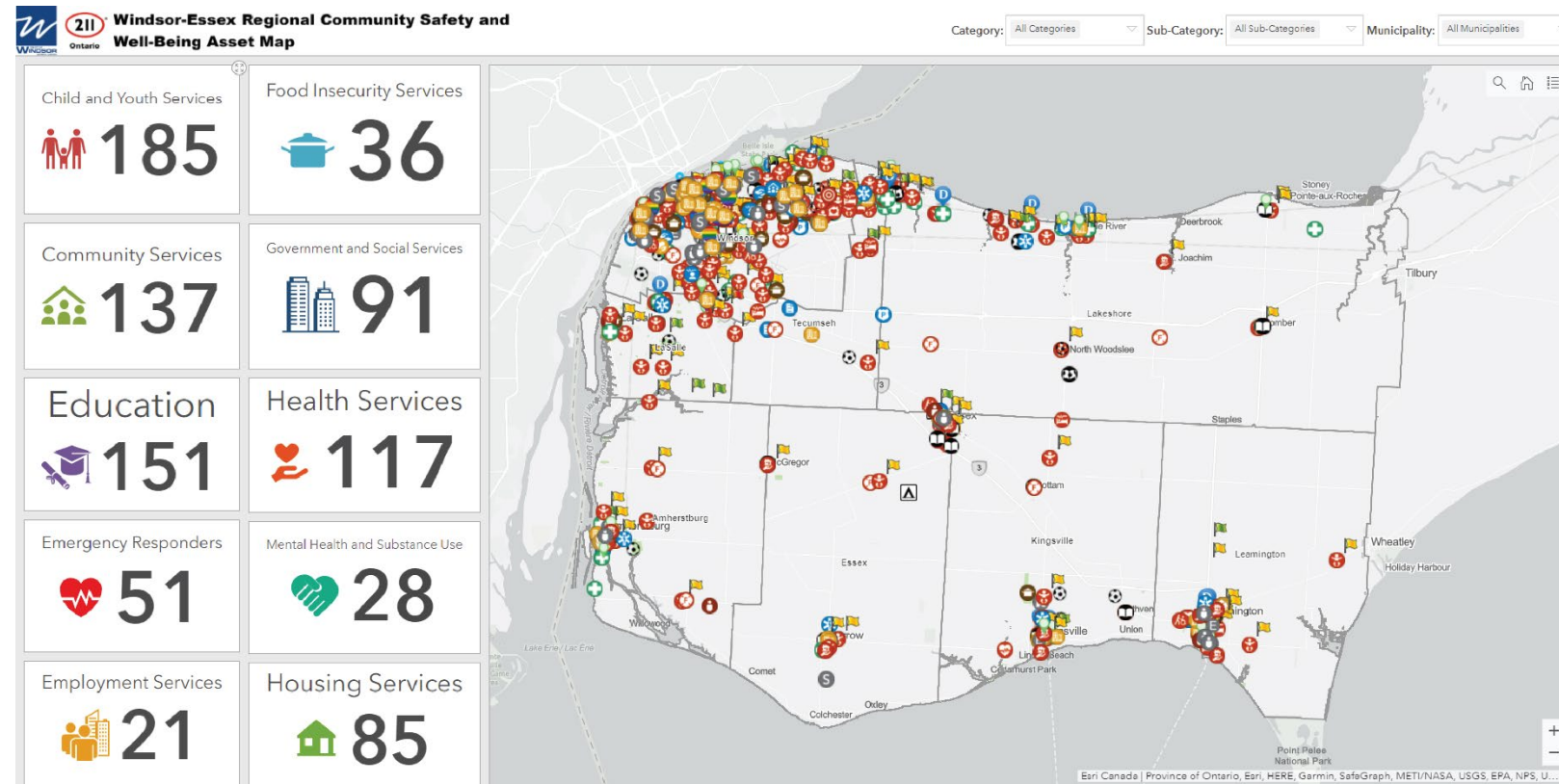
- Through research and in consultation with the Data Team, 21 risk and protective factor categories identified in the CSWB Framework were synthesized into the following 7 data categories.
 1. Crime and Victimization
 2. Education
 3. Financial Security
 4. Mental Health & Substance Use
 5. Physical Health
 6. Housing & Neighbourhoods
 - A. Housing
 - B. Environment
 7. Covid-19 Impact
 - A. Health
 - B. Economic
- Publicly available databases were used to identify indicators relevant to the seven categories.
- Data team members have been consulted through an online survey, group meeting and one-on-one meetings to finalize indicators for each category.
- These data categories and indicators will form the basis of the Current State Analysis as well as inform the development of the online survey.
- To support the Regional Systems Leadership Table in identifying and prioritizing local issues, qualitative approaches will be used throughout the consultation phase to contextualize data.

Asset Mapping

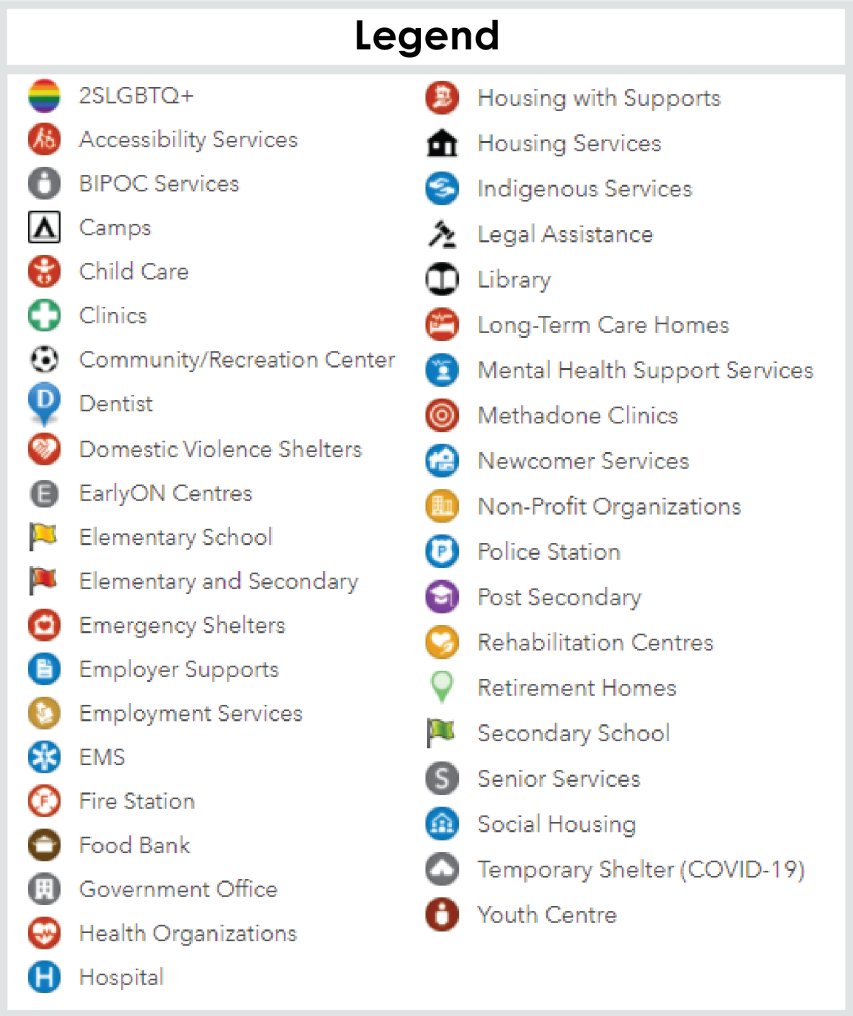
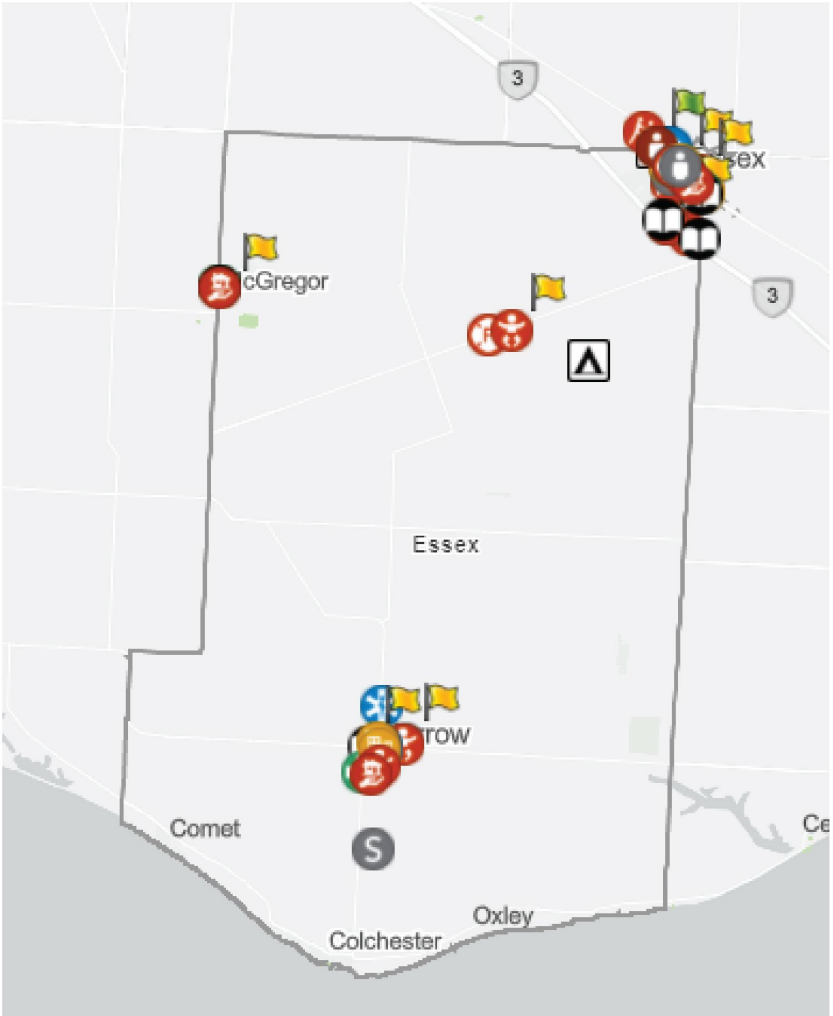
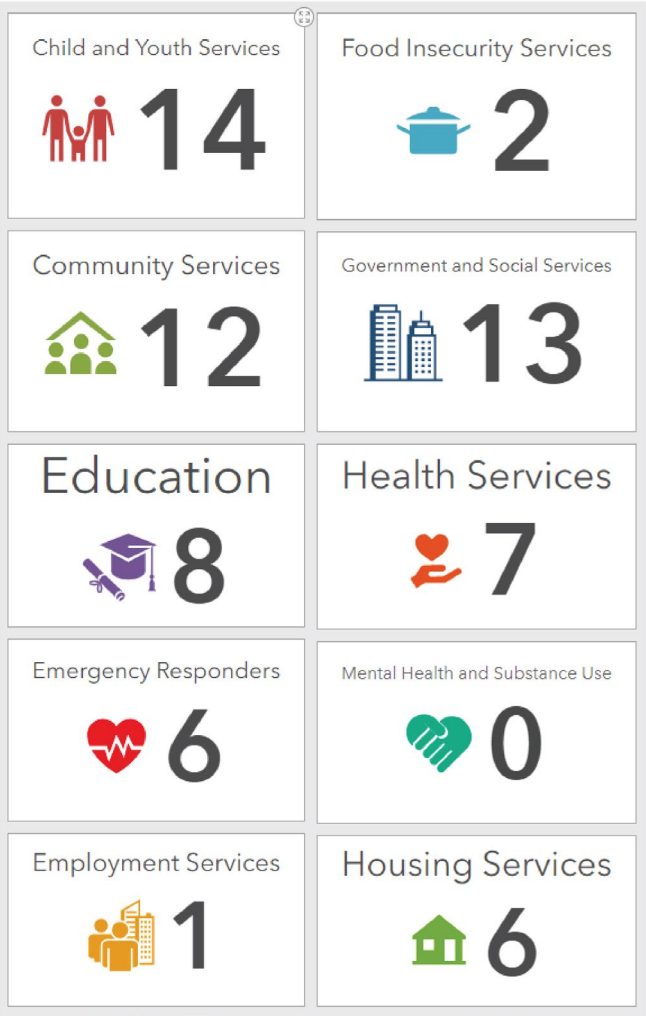
- Asset mapping within the Framework includes the following:
 - Existing Body Inventory:** Collating a list of existing committees and leadership bodies.
 - Strategy Inventory:** Establishing a list of existing strategies, plans and frameworks.
 - Asset Map:** Mapping community assets.

RCSWB Asset Map

- Completed in partnership with the City of Windsor's Geomatics Department.
- Assets were compiled in consultation with 211 and the County of Essex Geomatics department.
- Over 900 assets** were mapped throughout Windsor and Essex County.



Asset Mapping – Town of Essex



Updated as of 10-14-2020

Project Methodologies

- Consultation and Engagement Approach
- Enhance Sector Network
- Project Timeline

Consultation and Engagement Approach

- Due to considerations and restrictions related to COVID-19, an online engagement process will be used.
- Dial in options and CSWB Tool Kits which include paper copies of the survey will be used to mediate barriers to participation.

Engagement Approach

1. Municipal Council Presentations | Oct. – Nov. 2020

- Presentations will ensure all elected officials within the region are informed of the CSWB planning efforts.

2. Enhanced Sector Network | Oct. – Dec. 2020; Jan. – Jul. 2021

3. Online and Print Public Surveys | Feb. – Mar. 2021

4. Virtual Town Halls | Feb. – Mar. 2021

- Nine sessions will be conducted: 1 session per municipality; 2 sessions for the City of Windsor.

5. Virtual Focus Groups with CAOs and Elected Officials | Apr. 2021

Enhanced Sector Network Approach

Purpose

- To leverage existing strategies and leadership within Windsor and Essex County.
- To best inform the CSWB process and Regional Systems Leadership Table through the contextualization of community data from multiple population lenses.
- To ensure diverse voices from historically underrepresented communities are heard and priorities are woven throughout the planning process.

Structure

- The ESN will consist of eight (8) network groups. Each group will be comprised of representatives from existing committees and community organizations.

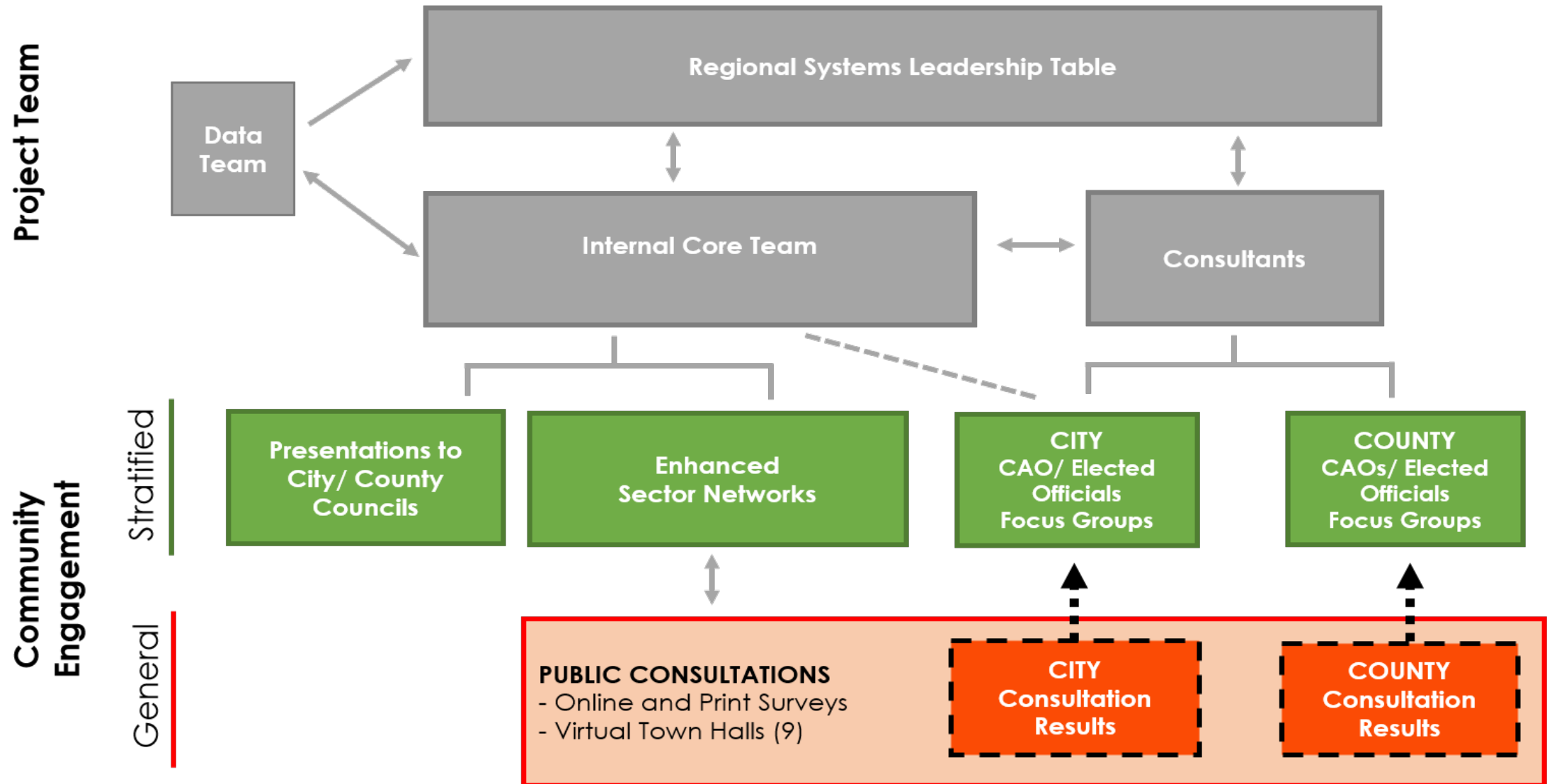
1. Indigenous Communities
2. Racialized Persons
3. Newcomers
4. Youth

5. Seniors
6. 2SLGBTQ+
7. Accessibility Communities
8. Broader Community Groups

Meetings

- Group members will be asked to participate in two (2) meetings over the course of the project.
- Meetings will involve qualitative activities piloted in previous community conversations as well as a prioritization process based on the results of public consultation data analyses.

Engagement Structure Overview



Project Timeline

Estimated Project Timeframe

- June, 2020 – November, 2021 (16 months)

Factors Considered in Timeline Development

- Impact of COVID-19 on community and resident priorities
- Impact of COVID-19 on community assets as well as risk and protective factor data
- Need for greater diversity and inclusion in the planning process.
- Extended deadline advocacy through AMO and OMSSA
- Presumed extended deadline of Dec. 31, 2021

Key Milestones

- **Municipal Council Presentations:** October – November
- **Public Consultation Period:** February 1, 2021- March 12, 2021 (6 week consultation)
- **Report submission to City Council:** September, 2021
- **Report submission to County Council(s):** October – November 2021

Thank You



Leonardo Gil

Project Manager, Community Safety &
Well Being Plan

Social Policy & Planning Dept., CDHS



lgil@citywindsor.ca



519-255-5200 x 5432

DANKE!
THANK YOU!
MERCI!
GRAZIE!
GRACIAS!
DANK JE WEL!

.....

Please add Mr. Tim O'Hagan as a delegate for the November 16th regular council meeting. The particulars are below.

Shelley Brown, Dipl. M.M., Dipl. M.A. | Deputy Clerk Town of Essex | Legal and Legislative Services
33 Talbot Street South, Essex, ON, N8M 1A8
519-776-7336 ext 1129 | 519-890-6661
Learn more online at the links below:

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

From: Tim [<mailto:ohagantim@hotmail.com>]
Sent: Thursday, October 22, 2020 10:26 PM
To: Brown, Shelley <sbrown@essex.ca>
Subject: Re: St. Vincent de Paul parking update request

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Hi Shelly,
Can make November 16th meeting. Please advise details.
Tim

Sent from my iPad

> On Oct 20, 2020, at 2:21 PM, Brown, Shelley <sbrown@essex.ca> wrote:
>
> Good afternoon Mr. O'Hagan,
> I circulated your request to our staff for review and it is recommended that you or a representative of your organization come to council as a delegate as they may have questions given the fact that the spots you are asking for will affect parking for the businesses in the downtown core.
> Please let me know if you can attend. Our next regular council meetings are November 2nd and November 16th. Should you wish to be on the November 2nd council agenda we would need to know no later than October 27th.
> I await your response.
>
>
> Shelley Brown, Dipl. M.M., Dipl. M.A. | Deputy Clerk Town of Essex |
> Legal and Legislative Services
> 33 Talbot Street South, Essex, ON, N8M 1A8
> 519-776-7336 ext 1129 | 519-890-6661
> Learn more online at the links below:
>
>
>
>

> -----Original Message-----

> From: Tim [<mailto:ohagantim@hotmail.com>]

> Sent: Wednesday, October 14, 2020 4:04 PM

> To: Brown, Shelley <sbrown@essex.ca>

> Subject: St. Vincent de Paul parking update request

>

> CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

>

>

> At a September 20th, 2020 meeting of the Essex Chapter (SVDP), it was decided to ask Essex Council to reconfigure the stores existing Centre Street parking signage.

>

> Currently the donation drop off and food storage section doors have 2 parking spots designated as two hour, 7am to 6pm, Monday through Saturday. The store hours are 10am to 5pm, Monday through Saturday.

>

> Society members use the food section doors for delivery and pick up for clients. Windsor head office and donors use the drop off door. The head office truck is a large commercial vehicle which serves area stores.

>

> Past experience is that the general public use these locations to both drop off donations, quickly leave or stay and shop throughout town. The latter creates a situation where the parking area is always full. This results in volunteers having to carry heavy containers for long distances from the store doors and the society truck being unable to park.

>

> It is requested that these locations be made available only for quick merchandise drop offs and volunteers during stores hours and days.

>

> If approved all SVDP members will be given identification cards to be placed in their vehicles.

>

> Thank you

> Tim O'Hagan

> 519-560-1848

> SVDP Essex Chapter Member

St. Vincent de Paul Parking Request



Legend

- Essex Assessment
- Essex Assessment_light
- Water
- Essex County Municipalities

Notes

THIS MAP IS NOT TO BE USED FOR NAVIGATION

Copyright the Corporation of the Town of Essex, 2019. Data herein is provided by the Corporation of the Town of Essex on an 'as is' basis. Assessment parcel provided by Teranet Enterprises Inc. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable.

1: 475



10/29/2020



Report to Council

Department: Development Services

Division: Economic Development

Date: November 16, 2020

Prepared by: Nelson Silveira, Economic Development Officer

Report Number: Economic Development-2020-19

Subject: Building Report and Development Overview October 2020

Number of Pages: 2

Recommendation(s)

That Economic Development -2020-19 entitled Building Report and Development Overview October 2020 prepared by Nelson Silveira, Economic Development Officer dated November 16, 2020 be received for information.

Purpose

To provide council with a monthly update on total construction values and real estate data in the Town of Essex.

Background and Discussion

Please refer to attached Building Report and Development Overview.

Link to Strategic Priorities

- ☐ Manage, invest and plan for sustainable municipal infrastructure which meets current and future needs of the municipality and its citizens.
- ☐ Create a safe, friendly and inclusive community which encourages healthy, active living for people of all ages and abilities.
- ☐ Provide a fiscal stewardship and value for tax dollars to ensure long-term financial health to the municipality.
- ☒ Manage responsible and viable growth while preserving and enhancing the unique rural and small town character of the community.
- ☐ Improve the experiences of individuals, as both citizens and customers, in their interactions with the Town of Essex.
- ☐ Improve the Town's capacity to meet the ongoing and future service needs of its citizens while ensuring the corporation is resilient in the face of unanticipated changes or disruptions.

Report Approval Details

Document Title:	Building Report and Development Overview October 2020 - Economic Development-2020-19.docx
Attachments:	<ul style="list-style-type: none">- Building 2020-10.pdf- Development Overview - October 2020.pdf
Final Approval Date:	Nov 9, 2020

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



Lori Chadwick, Director, Development Services - Nov 9, 2020 - 10:11 AM



Chris Nepszy, Chief Administrative Officer - Nov 9, 2020 - 10:40 AM

Report Number: Building 2020-10
Date: November 3, 2020
Subject: October 2020 Building Report

Number of Permits and Construction Value

Permit Type	Permits Issued	Prior Months	Year Total	Cancelled Permits	Monthly Construction Value	Prior Months Construction Value	Less Cancelled Construction Values	Jan-Oct 2020 Construction Values	Jan-Oct 2019 Construction Values
Single Family Residence								\$ -	\$ -
Ward 1	1	54	55		\$ 45,500.00	\$ 27,975,000.00	\$ -	\$ 28,020,500.00	\$ 15,255,250.00
Ward 2	0	2	2		\$ -	\$ 1,580,000.00	\$ -	\$ 1,580,000.00	\$ 3,291,000.00
Ward 3	2	15	17		\$ 1,850,000.00	\$ 12,264,000.00	\$ -	\$ 14,114,000.00	\$ 7,390,975.00
Ward 4	6	0	6		\$ 2,340,000.00	\$ -	\$ -	\$ 2,340,000.00	\$ -
Multiple Residential	0	0	0		\$ -	\$ -	\$ -	\$ -	\$ 14,000,000.00
Addition/Sunrooms	1	22	23		\$ 410,000.00	\$ 2,247,650.00	\$ -	\$ 2,657,650.00	\$ 2,257,000.00
Garages/Carports	6	23	29		\$ 242,000.00	\$ 832,102.00	\$ -	\$ 1,074,102.00	\$ 1,717,500.00
Decks/Porches	1	17	18		\$ 15,000.00	\$ 220,500.00	\$ -	\$ 235,500.00	\$ 210,350.00
Fences/Pool	6	65	71		\$ 145,500.00	\$ 1,171,500.00	\$ -	\$ 1,317,000.00	\$ 1,079,600.00
Demolition	0	6	6		\$ -	\$ 65,000.00	\$ -	\$ 65,000.00	\$ 140,000.00
House Raising	0	1	1		\$ -	\$ 20,000.00	\$ -	\$ 20,000.00	\$ 245,000.00
Pole Barns	3	31	34		\$ 105,000.00	\$ 2,541,000.00	\$ -	\$ 2,646,000.00	\$ 2,637,700.00
Commercial/Industrial	0	7	7		\$ -	\$ 16,445,400.00	\$ -	\$ 16,445,400.00	\$ 2,700,000.00
Miscellaneous	1	15	16		\$ 5,480.50	\$ 212,000.00	\$ -	\$ 217,480.50	\$ 670,700.00
Shed	2	11	13		\$ 20,000.00	\$ 141,500.00	\$ -	\$ 161,500.00	\$ 182,000.00
Roof	2	12	14		\$ 40,200.00	\$ 367,000.00	\$ -	\$ 407,200.00	\$ 236,000.00
Septic System	1	13	14		\$ 20,000.00	\$ 340,000.00	\$ -	\$ 360,000.00	\$ 340,000.00
Sign	7	11	18		\$ 7,200.00	\$ 29,100.00	\$ -	\$ 36,300.00	\$ 92,300.00
Green Houses/Winery	0	0	0		\$ -	\$ -	\$ -	\$ -	\$ -
Renovations	0	11	11		\$ -	\$ 949,000.00	\$ -	\$ 949,000.00	\$ 503,500.00
Additions/Renovation-Commercial/Industrial/Inst	0	12	12		\$ -	\$ 4,737,500.00	\$ -	\$ 4,737,500.00	\$ 1,640,000.00
Plumbing only	0	3	3		\$ -	\$ 55,000.00	\$ -	\$ 55,000.00	\$ -
Demolition Out Buildings	0	2	2		\$ -	\$ 6,000.00	\$ -	\$ 6,000.00	\$ 8,000.00
Total Permits/Construction Value	39	333	372	0	\$ 5,245,880.50	\$ 72,199,252.00	\$ -	\$ 77,445,132.50	\$ 54,596,875.00

Permit Fee Totals		Development Charges	Monthly Totals	Year To Date
		Charged - SFR	\$ 22,624.00	\$ 776,289.00
Monthly Total	\$ 42,779.66	Charged - Com/Ind/Inst	\$ -	\$ -
Yearly Total	\$ 454,955.38	Waived - SFR	\$ 65,562.00	\$ 91,560.00
Previous Year Total	\$ 367,257.58	Waived - Com/Ind/Inst	\$ -	\$ 238,530.27

Monthly Building Permit Totals

Permit Categories	January	February	March	April	May	June	July	August	September	October	November	December	Total	Cancelled Permits	Year Total
Single Family Residence															
Ward 1	9	12	5	5	5	4	8	0	6	1			55		55
Ward 2	0	0	0	0	0	0	2	0	0	0			2		2
Ward 3	0	0	2	1	2	4	3	1	2	2			17		17
Ward 4	0	0	0	0	0	0	0	0	0	6			6		6
Multiple Residential	0	0	0	0	0	0	0	0	0	0			0		0
Addition/Sunrooms	2	0	2	1	0	2	6	2	7	1			23		23
Garages/Carports	2	1	3	1	0	2	4	4	6	6			29		29
Decks/Porches	0	0	0	0	5	1	6	3	2	1			18		18
Fences/Pools	0	1	6	1	11	9	20	9	8	6			71		71
Demolition	2	1	1	0	1	0	1	0	0	0			6		6
House Raising	0	0	0	0	0	0	0	1	0	0			1		1
Pole Barns	0	0	4	5	5	4	4	7	2	3			34		34
Commercial/Industrial	0	0	1	0	0	1	1	3	1	0			7		7
Miscellaneous	0	0	0	1	2	1	2	4	5	1			16		16
Shed	1	0	0	0	2	0	2	2	4	2			13		13
Roof	0	0	1	0	1	2	4	3	1	2			14		14
Septic System	0	1	1	1	4	1	2	1	2	1			14		14
Sign	0	0	1	0	0	6	2	2	0	7			18		18
Green Houses/Winery	0	0	0	0	0	0	0	0	0	0			0		0
Renovations	0	0	0	1	1	1	3	0	5	0			11		11
Additions/Renovation-Commercial/Industrial/Institutional	4	0	4	0	1	2	1	0	0	0			12		12
Plumbing only	1	1	0	0	0	0	0	1	0	0			3		3
Demolition Out Buildings	0	1	0	0	0	0	0	0	1	0			2		2
Total	21	18	31	17	40	40	71	43	52	39	0	0	372	0	372

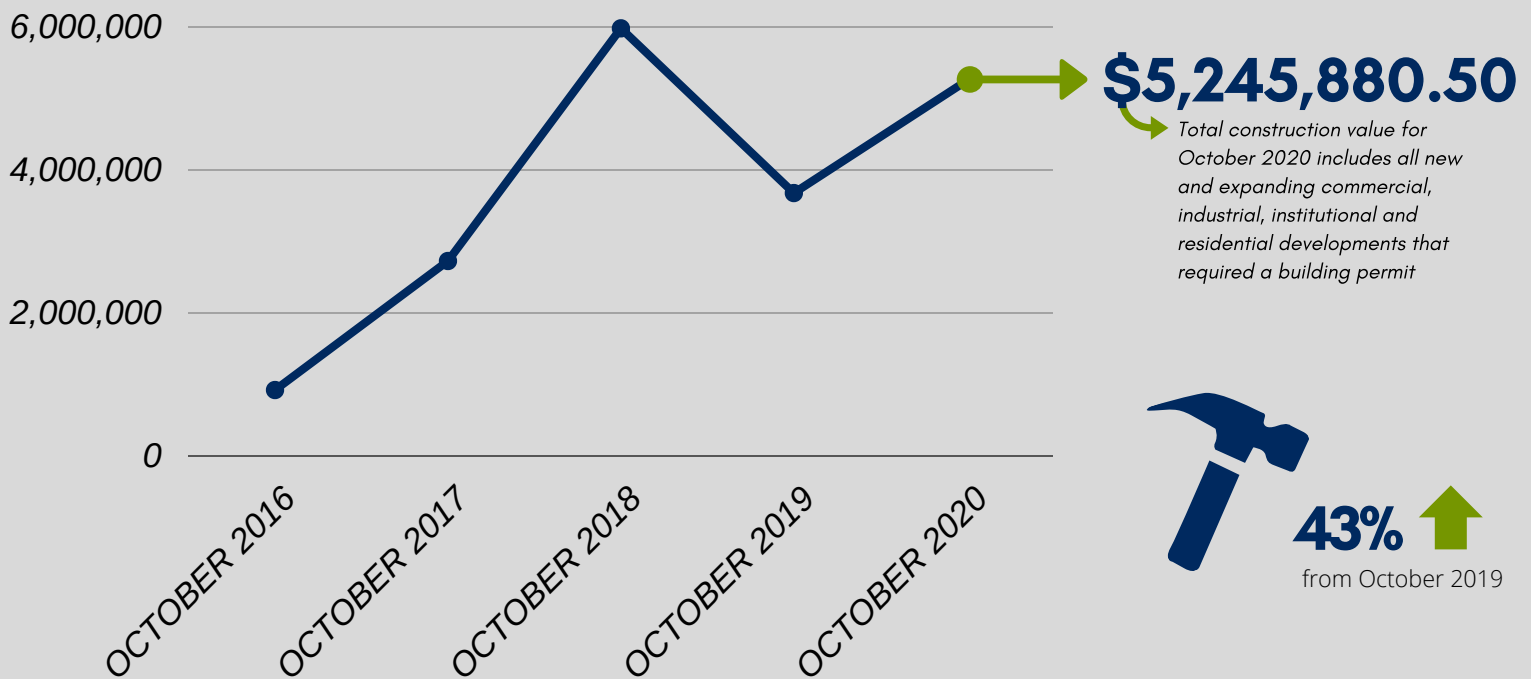
Monthly Permit Fee Totals

Permit Categories	January	February	March	April	May	June	July	August	September	October	November	December	Total	Cancelled	Year Total
														Permits	
Single Family Residence	\$ 25,213.15	\$ 33,093.30	\$ 20,452.06	\$ 22,147.55	\$ 23,652.60	\$ 21,934.65	\$ 50,354.00	\$ 2,077.00	\$ 23,208.55	\$ 27,752.46			\$ 249,885.32	\$ -	\$ 249,885.32
Single Family Residence-Plumbing	\$ 5,400.00	\$ 7,200.00	\$ 4,200.00	\$ 3,600.00	\$ 4,200.00	\$ 4,800.00	\$ 7,800.00	\$ 600.00	\$ 4,800.00	\$ 5,850.00			\$ 48,450.00	\$ -	\$ 48,450.00
Single Family Residence-Septic	\$ -	\$ -	\$ 700.00	\$ 700.00	\$ 1,400.00	\$ 1,400.00	\$ 3,500.00	\$ -	\$ 700.00	\$ 1,400.00			\$ 9,800.00	\$ -	\$ 9,800.00
Multiple Residential	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			\$ -	\$ -	\$ -
Additions/Sunrooms	\$ 1,770.00	\$ 100.00	\$ 576.80	\$ 4,224.00	\$ -	\$ 683.46	\$ 5,652.20	\$ 1,026.00	\$ 5,075.39	\$ 3,330.40			\$ 22,438.25	\$ -	\$ 22,438.25
Garages/Carports	\$ 304.00	\$ 247.50	\$ 414.40	\$ 135.00	\$ -	\$ 664.45	\$ 473.60	\$ 598.00	\$ 2,076.00	\$ 1,855.20			\$ 6,768.15	\$ -	\$ 6,768.15
Decks/Porches	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100.00	\$ 649.75	\$ 331.25	\$ 265.00	\$ 100.00			\$ 1,446.00	\$ -	\$ 1,446.00
Fences/Pool	\$ -	\$ 60.00	\$ 360.00	\$ 60.00	\$ 700.00	\$ 760.00	\$ 1,420.00	\$ 800.00	\$ 600.00	\$ 420.00			\$ 5,180.00	\$ -	\$ 5,180.00
Demolition	\$ 200.00	\$ 100.00	\$ 100.00	\$ -	\$ 100.00	\$ -	\$ 100.00	\$ -	\$ -	\$ -			\$ 600.00	\$ -	\$ 600.00
House Raising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200.00	\$ -	\$ -			\$ 200.00	\$ -	\$ 200.00
Pole Barns	\$ -	\$ -	\$ 2,333.60	\$ 2,866.60	\$ 1,420.40	\$ 1,152.20	\$ 1,971.20	\$ 2,013.60	\$ 1,634.40	\$ 581.60			\$ 13,973.60	\$ -	\$ 13,973.60
Commercial/Industrial	\$ -	\$ -	\$ 3,976.00	\$ -	\$ -	\$ 12,810.00	\$ 8,550.00	\$ 30,723.62	\$ 820.80	\$ -			\$ 56,880.42	\$ -	\$ 56,880.42
Miscellaneous	\$ -	\$ -	\$ -	\$ 100.00	\$ 400.00	\$ 200.00	\$ 400.00	\$ 650.00	\$ 950.00	\$ -			\$ 2,700.00	\$ -	\$ 2,700.00
Shed	\$ 100.00	\$ -	\$ -	\$ -	\$ 200.00	\$ -	\$ 200.00	\$ 200.00	\$ 300.00	\$ 260.00			\$ 1,260.00	\$ -	\$ 1,260.00
Roof	\$ -	\$ -	\$ 100.00	\$ -	\$ 100.00	\$ 600.00	\$ 400.00	\$ 300.00	\$ 100.00	\$ 280.00			\$ 1,880.00	\$ -	\$ 1,880.00
Septic System	\$ -	\$ 700.00	\$ 700.00	\$ 700.00	\$ 2,200.00	\$ 700.00	\$ 1,400.00	\$ 700.00	\$ 1,400.00	\$ 700.00			\$ 9,200.00	\$ -	\$ 9,200.00
Sign	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 150.00	\$ 200.00	\$ 100.00	\$ -	\$ 250.00			\$ 800.00	\$ -	\$ 800.00
Green Houses/Winery	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			\$ -	\$ -	\$ -
Renovations	\$ -	\$ -	\$ -	\$ 912.28	\$ 100.00	\$ 1,437.64	\$ 999.00	\$ -	\$ 2,709.50	\$ -			\$ 6,158.42	\$ -	\$ 6,158.42
Additions/Renovation-Commercial/Industrial/Institutional	\$ 11,591.60	\$ -	\$ 3,439.62	\$ -	\$ 644.00	\$ 960.00	\$ 100.00	\$ -	\$ -	\$ -			\$ 16,735.22	\$ -	\$ 16,735.22
Plumbing only	\$ 150.00	\$ 100.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150.00	\$ -	\$ -			\$ 400.00	\$ -	\$ 400.00
Demolition Out Buildings	\$ -	\$ 100.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100.00	\$ -			\$ 200.00	\$ -	\$ 200.00
Total	\$ 44,728.75	\$ 41,700.80	\$ 37,452.48	\$ 35,445.43	\$ 35,117.00	\$ 48,352.40	\$ 84,169.75	\$ 40,469.47	\$ 44,739.64	\$ 42,779.66	\$ -	\$ -	\$ 454,955.38	\$ -	\$ 454,955.38

Monthly Construction Value Total

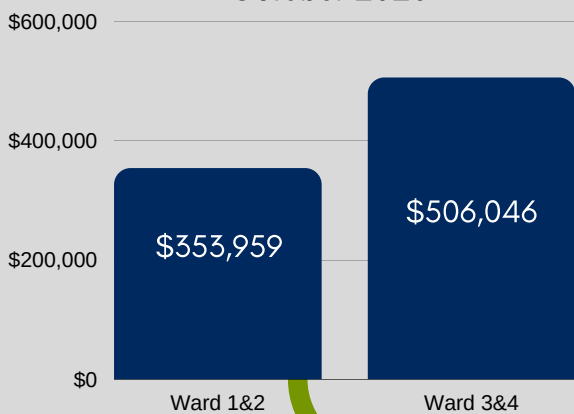
Permit Categories	January	February	March	April	May	June	July	August	September	October	November	December	Total	Cancelled Permits	Year Total
Single Family Residence															
Ward 1	\$ 4,459,000.00	\$ 5,771,000.00	\$ 2,706,000.00	\$ 2,634,000.00	\$ 2,628,000.00	\$ 2,050,000.00	\$ 4,477,000.00	\$ -	\$ 3,250,000.00	\$ 45,500.00			\$ 28,020,500.00	\$ -	\$ 28,020,500.00
Ward 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,580,000.00	\$ -	\$ -	\$ -			\$ 1,580,000.00	\$ -	\$ 1,580,000.00
Ward 3	\$ -	\$ -	\$ 1,410,000.00	\$ 1,650,000.00	\$ 1,658,000.00	\$ 2,420,000.00	\$ 3,501,000.00	\$ 515,000.00	\$ 1,110,000.00	\$ 1,850,000.00			\$ 14,114,000.00	\$ -	\$ 14,114,000.00
Ward 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,340,000.00			\$ 2,340,000.00	\$ -	\$ 2,340,000.00
Multiple Residential	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			\$ -	\$ -	\$ -
Additions/Sunrooms	\$ 145,000.00	\$ 12,000.00	\$ 140,000.00	\$ 650.00	\$ -	\$ 120,000.00	\$ 880,000.00	\$ 150,000.00	\$ 800,000.00	\$ 410,000.00			\$ 2,657,650.00	\$ -	\$ 2,657,650.00
Garages/Carports	\$ 100,000.00	\$ 60,000.00	\$ 102.00	\$ 28,000.00	\$ -	\$ 102,000.00	\$ 83,000.00	\$ 104,000.00	\$ 355,000.00	\$ 242,000.00			\$ 1,074,102.00	\$ -	\$ 1,074,102.00
Decks/Porches	\$ -	\$ -	\$ -	\$ -	\$ 40,000.00	\$ 5,000.00	\$ 102,000.00	\$ 47,000.00	\$ 26,500.00	\$ 15,000.00			\$ 235,500.00	\$ -	\$ 235,500.00
Fences/Pool	\$ -	\$ 1,000.00	\$ 161,000.00	\$ 35,000.00	\$ 69,500.00	\$ 146,000.00	\$ 312,000.00	\$ 177,000.00	\$ 270,000.00	\$ 145,500.00			\$ 1,317,000.00	\$ -	\$ 1,317,000.00
Demolition	\$ 25,000.00	\$ 5,000.00	\$ 5,000.00	\$ -	\$ 10,000.00	\$ -	\$ 20,000.00	\$ -	\$ -	\$ -			\$ 65,000.00	\$ -	\$ 65,000.00
House Raising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000.00	\$ -	\$ -			\$ 20,000.00	\$ -	\$ 20,000.00
Pole Barns	\$ -	\$ -	\$ 577,000.00	\$ 744,000.00	\$ 203,000.00	\$ 205,000.00	\$ 270,000.00	\$ 310,000.00	\$ 232,000.00	\$ 105,000.00			\$ 2,646,000.00	\$ -	\$ 2,646,000.00
Commercial/Industrial	\$ -	\$ -	\$ 1,302,400.00	\$ -	\$ -	\$ 2,960,000.00	\$ 2,775,000.00	\$ 9,142,000.00	\$ 266,000.00	\$ -			\$ 16,445,400.00	\$ -	\$ 16,445,400.00
Miscellaneous	\$ -	\$ -	\$ -	\$ 15,000.00	\$ 25,000.00	\$ 10,000.00	\$ 55,000.00	\$ 70,000.00	\$ 37,000.00	\$ 5,480.50			\$ 217,480.50	\$ -	\$ 217,480.50
Shed	\$ 35,000.00	\$ -	\$ -	\$ -	\$ 26,700.00	\$ -	\$ 20,000.00	\$ 30,000.00	\$ 29,800.00	\$ 20,000.00			\$ 161,500.00	\$ -	\$ 161,500.00
Roof	\$ -	\$ -	\$ 10,000.00	\$ -	\$ 15,000.00	\$ 65,000.00	\$ 67,000.00	\$ 185,000.00	\$ 25,000.00	\$ 40,200.00			\$ 407,200.00	\$ -	\$ 407,200.00
Septic System	\$ -	\$ 25,000.00	\$ 35,000.00	\$ 25,000.00	\$ 75,000.00	\$ 25,000.00	\$ 50,000.00	\$ 35,000.00	\$ 70,000.00	\$ 20,000.00			\$ 360,000.00	\$ -	\$ 360,000.00
Sign	\$ -	\$ -	\$ 2,500.00	\$ -	\$ -	\$ 600.00	\$ 25,000.00	\$ 1,000.00	\$ -	\$ 7,200.00			\$ 36,300.00	\$ -	\$ 36,300.00
Green Houses/Winery	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			\$ -	\$ -	\$ -
Renovations	\$ -	\$ -	\$ -	\$ 100,000.00	\$ 100,000.00	\$ 200,000.00	\$ 95,000.00	\$ -	\$ 454,000.00	\$ -			\$ 949,000.00	\$ -	\$ 949,000.00
Additions/Renovation-Commercial/Industrial/Institutional	\$ 3,570,000.00	\$ -	\$ 877,000.00	\$ -	\$ 210,000.00	\$ 67,500.00	\$ 13,000.00	\$ -	\$ -	\$ -			\$ 4,737,500.00	\$ -	\$ 4,737,500.00
Plumbing only	\$ 15,000.00	\$ 15,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000.00	\$ -	\$ -			\$ 55,000.00	\$ -	\$ 55,000.00
Demolition Out Buildings	\$ -	\$ 5,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000.00	\$ -			\$ 6,000.00	\$ -	\$ 6,000.00
Total	\$ 8,349,000.00	\$ 5,894,000.00	\$ 7,226,002.00	\$ 5,231,650.00	\$ 5,060,200.00	\$ 8,376,100.00	\$ 14,325,000.00	\$ 10,811,000.00	\$ 6,926,300.00	\$ 5,245,880.50	\$ -	\$ -	\$ 77,445,132.50	\$ -	\$ 77,445,132.50

Total Monthly Construction Value

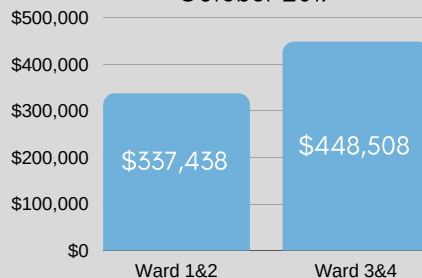


Real Estate

Average Sale Price October 2020



Average Sale Price October 2019



Total Single Family Dwellings Sold October 2020



Total Homes Sold 2020





Report to Council

Department: Community Services
Division: Parks and Facilities
Date: November 16, 2020
Prepared by: Doug Sweet, Director of Community Services
Report Number: Parks and Facilities-2020-09
Subject: CS-2020-DaSilva's Martial Arts Lease at Harrow Arena
Number of Pages: 4

Recommendation(s)

The following three (3) recommendations are provided for the Council's consideration:

1. That Community Services Report 2020-013 entitled "DaSilva's Academy of Martial Arts Lease at Harrow Arena" **be received**, and
2. That Council **approve** entering into an agreement with DaSilva's Academy of Martial Arts Lease at Harrow Arena for leased space at the Harrow Arena located at 243 McAfee for one (1) year commencing on the first day of December, 2020 and concluding on November 30, 2021 with an option to renew for an additional two (2) years beginning on December 1, 2021 subject to the general terms and conditions as outlined in By-Law 1899; and
3. That Bylaw 1899 **receives** First, Second, Third readings at the November 16, 2020 Council meeting.

Purpose

To obtain Council approval to enter into an agreement with DaSilva's Academy of Martial Arts to lease the upstairs space at Harrow Arena located at 243 McAfee for their martial arts instructional program.

Background and Discussion

DaSilva's Academy of Martial Arts has been renting the upstairs space at the Harrow Arena to offer a martial arts program since September 2017. DaSilva's Academy of Martial Arts has approached Administration and has requested to enter into a formal lease agreement with the Town to have exclusive use of the space, and Administration is recommending that the lease be for a one (1) year term with an option to renew for two (2) more years.

Financial Impact

The lease will require the Tenant pay an annual fee of \$7,200 including HST or a monthly rate of \$600 including HST. It is recommended for the lease agreement that the Consumer Price Index (CPI) be incorporated into the monthly base rate annually beginning December 1st.

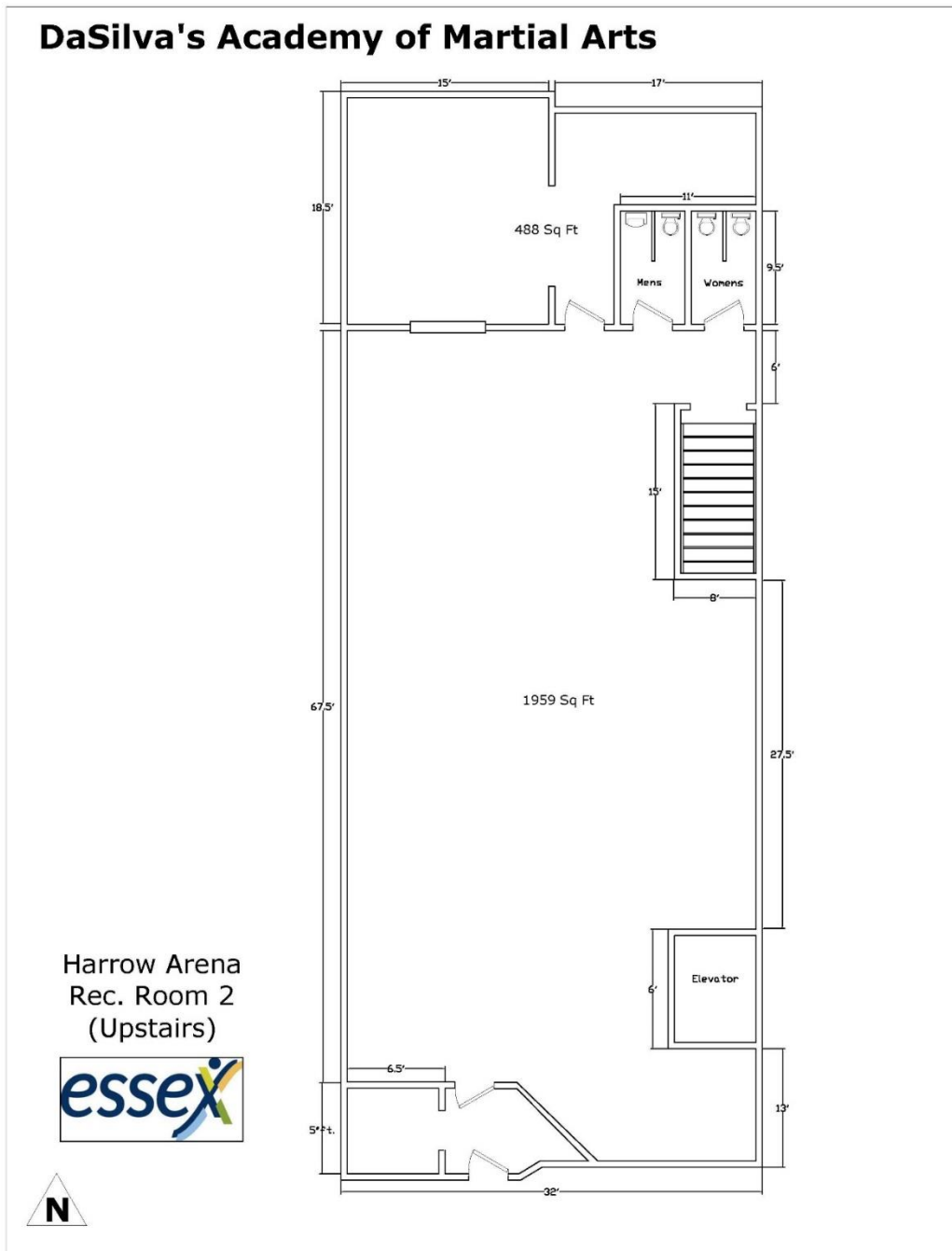
The Tenant shall also provide monthly rental payments in the form of twelve (12) post-dated cheques based on the recommended monthly lease amount as provided above at the time of entering into this Lease Agreement.

Consultations

Jeffrey Morrison, Director of Corporate Services

Robert Auger, Town Solicitor/Clerk

Schedule 'A' – Lease Area – DaSilva's Academy of Martial Arts



Link to Strategic Priorities

- ☐ Manage, invest and plan for sustainable municipal infrastructure which meets current and future needs of the municipality and its citizens.
- ☒ Create a safe, friendly and inclusive community which encourages healthy, active living for people of all ages and abilities.
- ☒ Provide a fiscal stewardship and value for tax dollars to ensure long-term financial health to the municipality.
- ☐ Manage responsible and viable growth while preserving and enhancing the unique rural and small town character of the community.
- ☐ Improve the experiences of individuals, as both citizens and customers, in their interactions with the Town of Essex.
- ☐ Improve the Town's capacity to meet the ongoing and future service needs of its citizens while ensuring the corporation is resilient in the face of unanticipated changes or disruptions.

Report Approval Details

Document Title:	CS-2020-DaSilva's Martial Arts Lease at Harrow Arena - Parks and Facilities-2020-09.docx
Attachments:	- By Law 1899 DaSilva's Academy of Martial Arts lease Agreement Harrow Arena.docx
Final Approval Date:	Nov 9, 2020

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

A handwritten signature in black ink, appearing to read "Chris Nepszy". The signature is fluid and cursive, with a period at the end.

Chris Nepszy, Chief Administrative Officer - Nov 9, 2020 - 3:27 PM

Schedule "A" to By-Law Number 1899

**The Corporation of the Town of Essex
By-Law Number 1899**

Being a by-law to authorize the execution of a Lease Agreement between the Corporation of the Town of Essex as Lessor and Josh DaSilva operating as DaSilva's Academy of Martial Arts as Lessee with respect to the lease of a certain portion of the building located at 243 McAfee Street, Harrow, Ontario and as further identified and described in the Lease Agreement attached hereto as Schedule "A" to this By-Law Number 1899.

Whereas the Corporation of the Town of Essex is the operator of the building located at 243 McAfee Street, Harrow, Ontario (the "Lands");

And Whereas the Town of Essex is desirous of leasing a certain portion of the building and accordingly entering into a Lease Agreement with Josh DaSilva operating as DaSilva's Academy of Martial Arts pursuant to the terms and conditions of the Lease Agreement attached as Schedule "A" to this By-Law Number 1899;

Now therefore the Council of The Corporation of the Town of Essex hereby enacts as follows:

1. That the Mayor and Clerk are hereby authorized to execute the Lease Agreement between The Corporation of the Town of Essex and Josh DaSilva operating as DaSilva's Academy of Martial Arts for the lease of a certain portion of the building located at 243 McAfee Street, Harrow, Ontario as described in Schedule "A" to this By-Law 1899 a copy of which is attached hereto.

Read a first, a second and a third time and finally passed on November 16, 2020

Schedule "A" to By-Law Number 1899

Mayor

Clerk

Schedule "A" to By-Law Number 1899

This Agreement made in duplicate this 16th day of, November, 2020

In Pursuance of the Short Forms of Lease Act

Between:

The Corporation of the Town of Essex

"Corporation"

And

DaSilva's Academy of Martial Arts

"DaSilva's Academy"

Witnesseth:

Whereas the Municipal Act, 2001, S.O. 2001, Chapter 25, provides the Municipality may, for its own purposes, exercise its powers under the culture, park, recreation and heritage sphere of jurisdiction in the Municipality;

And Whereas Section 11 provides that the Municipality may pass By-Laws respecting matters relating to culture, parks, recreation and heritage;

And Whereas the Corporation is the Operator of the building located at 243 McAfee Street, Harrow, Ontario;

And Whereas in consideration of the rents, covenants and agreements hereinafter reserved and contained on the part of DaSilva's Academy of Martial Arts to be paid observed and performed, the said Corporation hath demised and leased and by these presents doth demise and Lease unto the said DaSilva's Academy of Martial Arts all that messuage and tenement located in the municipality of Essex and being more specifically described as follows:

Schedule "A" to By-Law Number 1899

Harrow Arena Upstairs program space and adjoining storage/all-purpose space totalling two thousand, four hundred and forty-seven square feet (2447 ft. ²), located at 243 McAfee Street, Harrow, Ontario.

and being composed of the area as shown on Schedule "A" attached hereto (hereinafter called the "DaSilva's Academy of Martial Arts Lease Space"), **upon the following terms and conditions:**

To have and to hold the premises for one (1) year term with the option to continue an additional two (2) years, to be computed from the first day of December 1, 2020, and ending on day 30 of November, 2021.

Yielding and paying therefore rental as follows:

Lease for a one (1) year term shall be the sum of \$7,200 including applicable Harmonized Sales Tax (HST) or the monthly rate of \$600 including applicable HST with the Consumer Price Index (CPI) be incorporated into the base rate annually with an annual start date of the first day of December, and the Tenant shall also annually provide monthly rental payments in the form of twelve (12) post-dated cheques based on the recommended renewed rental amount in each subsequent year.

DaSilva's Academy covenants with the Corporation the following thirteen (13) items:

1. To pay the rent,
2. To pay any and all costs associated with the reasonable operation of the leased premises,
3. To maintain the premises in a state of cleanliness and to repair any damage caused thereto by his own willful or negligent conduct or that of persons who are permitted on the premises by him,

Schedule "A" to By-Law Number 1899

4. Not to assign or sublet the premises without the consent of the Corporation, such consent not to be arbitrarily or unreasonably withheld and DaSilva's Academy shall pay the Corporation's reasonable expenses incurred thereby,
5. Not to carry on upon the premises any business that may be deemed a nuisance or by which the insurance on the premises will be increased,
6. To leave the premises in good repair, reasonable wear and tear and damage by fire lightning and tempest only excepted,
7. To undertake and agree to maintain the leased areas located at 243 McAfee Street in good condition and free from litter,
8. Will repair according to notice in writing, reasonable wear and tear and damage by fire lightning and tempest only excepted,
9. Shall throughout the term of this lease, at his own expense, keep in force for the benefit of the Corporation and DaSilva's Academy, comprehensive general liability insurance in respect of injury to or death of one or more persons or property damage with limits of not less than Two Million Dollars (\$2,000,000) per occurrence covering the leased premises described herein. The Corporation of the Town of Essex shall be named as an additional insured in the policy of insurance and the policy shall contain a cross liability and separation clause. Such policy of insurance shall not be changed, cancelled or allowed to lapse without providing the Corporation with thirty (30) days' notice in writing. DaSilva's Academy will provide a Certificate of Insurance for such comprehensive liability insurance upon entering into this Lease Agreement,
10. Shall throughout the term of this lease, at his own expense, keep in force insurance against loss or damage by fire on any equipment, inventory and supplies owned by DaSilva's Academy and maintained on site,
11. Shall not make any alterations, additions or improvements to the leased premises without first submitting the plans and specifications (including materials to be

Schedule "A" to By-Law Number 1899

used) thereof to the Corporation and without first obtaining approval in writing of the Corporation, such approval may not be unreasonably withheld,

12. To promptly notify the Corporation of any repairs to be made by the Corporation, and upon giving prior notice in accordance with The Commercial Tenancies Act, the Corporation shall be permitted to enter and view the state of repair and to make any such repairs. DaSilva's Academy shall be responsible for any and all applicable inspections, including but not limited to, the Town of Essex Fire and Building Departments, and
13. To permit the Town and its agents' access to areas of the building that can only be accessed through DaSilva's Academy leased space, upon providing reasonable notice to DaSilva's Academy.

The Corporation covenants with DaSilva's Academy:

1. To provide DaSilva's Academy with quiet enjoyment of the premises, and
2. The Corporation shall, during the term of this Lease and any renewal thereof make structural repairs to the roof, exterior walls, foundations, drains and sewers of the building caused by the structural defect or weakness unless caused by the misconduct or negligence of DaSilva's Academy its agents, servants, invitees or those for whom DaSilva's Academy is at law responsible in which event such repair shall be made by the Corporation at the expense of DaSilva's Academy, the cost of such repairs to be paid by DaSilva's Academy.

Provided that DaSilva's Academy is not in breach of the terms of this Agreement, DaSilva's Academy may remove his fixtures, if such removal may be, and is done without injury to the premises.

Provided that in the event of damage to the premises by fire, lightning or tempest, rent shall cease until the premises are rebuilt.

Schedule "A" to By-Law Number 1899

Provided that, where the premises become vacant and so remain for a period of thirty (30) days, it shall be presumed that DaSilva's Academy has abandoned the premises and the Corporation may re-enter and take immediate possession of the premises.

Proviso for re-entry by the Corporation on non-payment of rent or non-performance of covenants, provided that such re-entry shall, at all times, be in accordance with the provisions of The Commercial Tenancies Act.

Provided DaSilva's Academy has not been in default during the term of this Lease and it is mutually agreeable between the Corporation and DaSilva's Academy, DaSilva's Academy shall have and is hereby granted, an option to extend the term of this Lease for an additional two (2) year period at a mutually agreeable rent upon providing such notice is in writing to the Corporation thirty (30) days prior to the end of this Lease term, with such renewal to begin upon the expiration of the term of this Lease without any further right to renew.

Provided that the Corporation shall have the right to cancel this Lease Agreement at any time during the term of the Agreement, as a result of declaring the building surplus or determining another use for the building, upon providing notice in writing to DaSilva's Academy thirty (30) days prior to the cancellation of such Agreement.

It is hereby declared and agreed that the expressions "Corporation" and "DaSilva's Academy" wherever used in this Indenture, shall, when the context allows, include, be binding on and enure to the benefit of not only the parties hereto, but also their respective executors, administrators and assigns.

And it is further agreed between the parties hereto that wherever the singular and masculine are used throughout this Lease they shall be construed as if the plural or feminine had been used, where the context or the party or parties hereto so require, and

Schedule "A" to By-Law Number 1899

the rest of the sentence shall be construed as if the grammatical and terminological changes thereby rendered had been made.

The following addresses are provided for the Corporation and DaSilva's Academy for purposes of providing notice:

Corporation:	The Corporation of the Town of Essex 33 Talbot Street South, Essex, Ontario, N8M 1A8 Telephone: 519-776-7336
DaSilva's Academy:	Josh DaSilva, Operating as DaSilva's Academy of Martial Arts 342 Lakewood Drive, Amherstburg, ON N9V 2Y8 Telephone: 519-819-2832

In Witness Whereof the said parties hereto have duly executed this Agreement.

Signed, Sealed and Delivered in the presence of:

_____	DaSilva's Academy of Martial Arts
_____	_____
Witness as to signature of	Josh DaSilva

Signed, Sealed and Delivered in the presence of:

The Corporation of the Town of Essex

_____	_____
Witness as to signature of	Mayor, Larry Snively
_____	_____
Witness as to signature of	Clerk, Robert Auger

Schedule "A" to By-Law Number 1899

We have authority to bind the Corporation

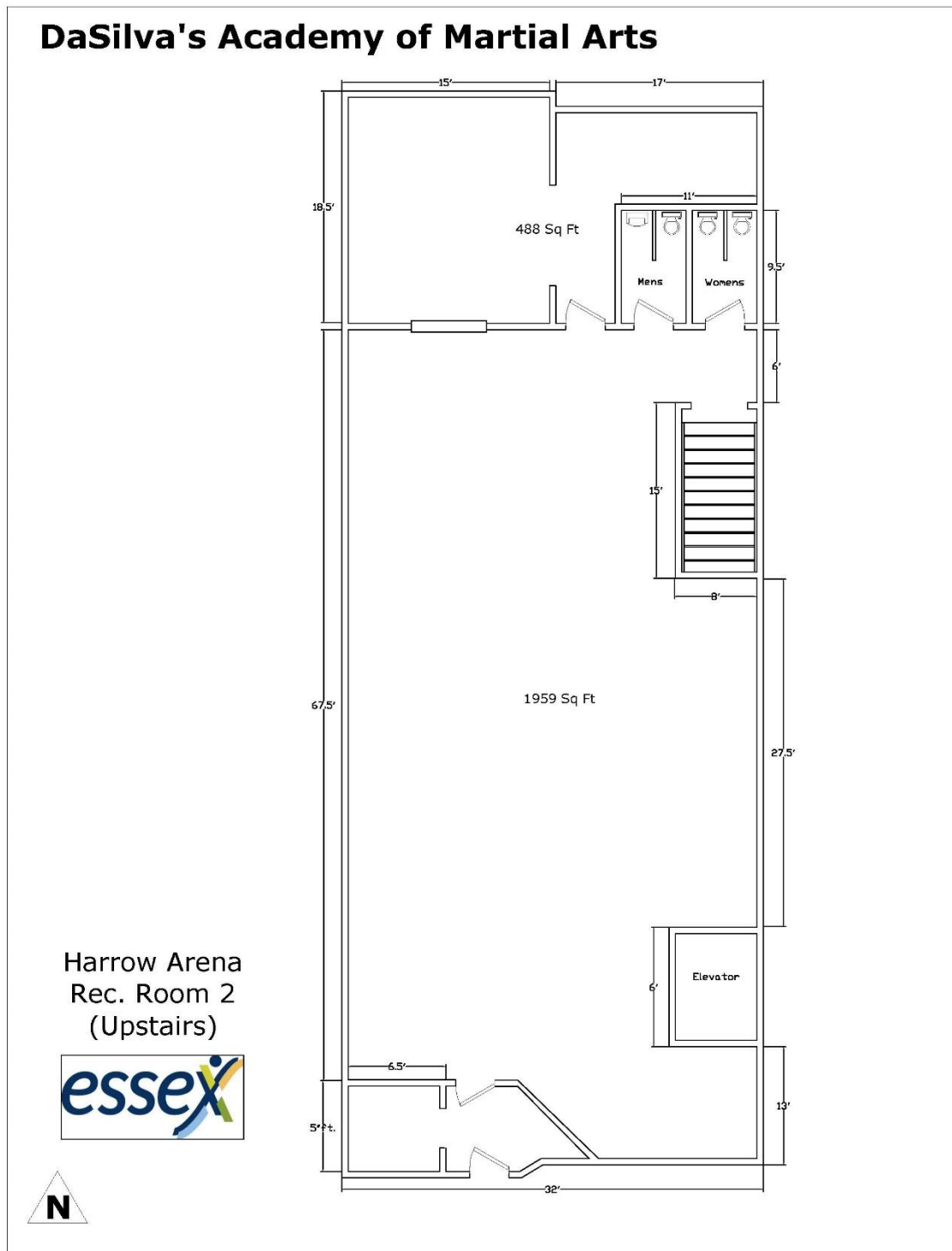
Receipt of Lease Agreement:

I hereby acknowledge receiving a duplicate original copy of the herein of the Assignment of Lease Agreement.

DaSilva's Academy of Martial Arts

Josh DaSilva

Schedule 'A' – DaSilva's Academy of Martial Arts Lease Space





Report to Council

Department: Office of the CAO
Division: Office of the CAO
Date: November 16, 2020
Prepared by: Chris Nepszy, P.Eng., PE, CAO
Report Number: CAO-2020-09
Subject: Corporate Strategic Plan: 2020 Progress Report
Number of Pages: 10

Recommendation(s)

That Report CAO-2020-09 entitled Corporate Strategic Plan: 2020 Progress Report prepared by Chris Nepszy, CAO dated November 16, 2020 be received for information.

Purpose

A Council-directed Corporate Strategic Plan is an essential tool which establishes overall direction and priorities, aligns organizational efforts, and supports future decision-making. The purpose of this report is to provide a progress update to Council on the status of initiatives identified in the 2019-2022 Corporate Strategic Plan.

Background and Discussion

The development of the 2019 – 2022 Corporate Strategic Plan included extensive preparation, engagement, and outreach.

Council established six key values for the Town's 2019-2022 Corporate Strategic Plan as follows: 1) Progressive and Sustainable Infrastructure, 2) Healthy Community and Quality of Life, 3) Financial and Economic Stewardship, 4) Vibrant Growth and Development, 5) Citizen and Customer Experience and 6) Organizational Effectiveness and Resiliency.

Each priority area listed was broken down into recommended goals and actions based on the cumulative feedback from all who were engaged during the consultation process and can be viewed at www.essex.ca/StrategicPlan.

This progress report is not meant to be a complete description of the works completed by Administration during the past year. Staff are also engaged in delivering core services and participating in other significant Town initiatives.

Facing a global pandemic has made this year unprecedented and challenging for many in our community. Even with the required shift in focus, we maintained and delivered on our commitment to provide essential municipal services to citizens, stakeholders, and business owners. Staff members from across our organization have stepped up and found innovative ways to continue to not only provide critical programs and services, but to achieve progress on many of the initiatives identified in the Corporate Strategic Plan. Highlights of the progress are attached. As can be seen, all the priorities are not mutually exclusive. Although initiatives are grouped under the most relevant of the six (6) key values, many support the achievement in goals of multiple areas.

This is the first time Council has seen a progress report on the Strategic Plan. As a result of Council's commitment, many initiatives are trending in the desired direction. As we look forward to recovering from the pandemic, the work on the plan continues. That being said, continued dialogue on initiatives and their relevancy in these dynamic times is crucial for the plan's success. Administration is looking to meet with Council next spring (approximately ½ way through plan) to re-assess initiatives and determine if we continue with all, or implement a pivot strategy.

Financial Impact

Administration will continue to identify financial impacts associated with the recommended actions, some of which have already been included in the 2021 budget. Remaining work plan actions will be incorporated into future budgets for Council's consideration.

Consultations

Doug Sweet, Deputy CAO

Alex Denonville, Manager, Communications

Link to Strategic Priorities

- ☐ Manage, invest and plan for sustainable municipal infrastructure which meets current and future needs of the municipality and its citizens.
- ☐ Create a safe, friendly and inclusive community which encourages healthy, active living for people of all ages and abilities.
- ☐ Provide a fiscal stewardship and value for tax dollars to ensure long-term financial health to the municipality.
- ☐ Manage responsible and viable growth while preserving and enhancing the unique rural and small town character of the community.
- ☒ Improve the experiences of individuals, as both citizens and customers, in their interactions with the Town of Essex.
- ☐ Improve the Town's capacity to meet the ongoing and future service needs of its citizens while ensuring the corporation is resilient in the face of unanticipated changes or disruptions.

Where You **BELONG**

2020 STRATEGIC PLAN PROGRESS REPORT



PROGRESSIVE AND SUSTAINABLE INFRASTRUCTURE

Manage, invest, and plan for sustainable municipal infrastructure which meets the current and future needs of the municipality and its citizens.



OVER
35km

of drains brushed or cleaned to maintain/improve local drainage.

17

culverts built or reconstructed covering over 200m.

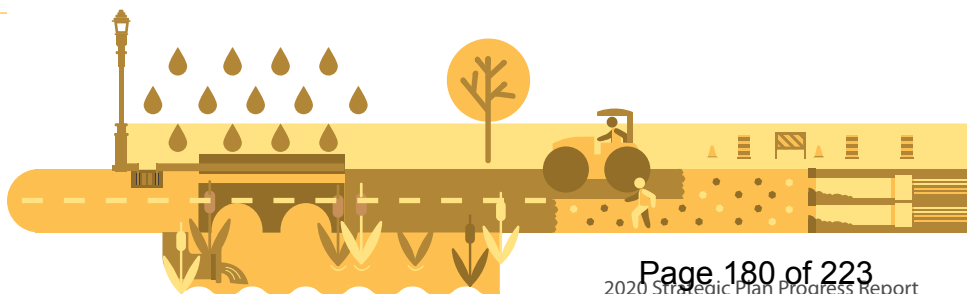
UPDATED
950

light fixtures to high-efficiency Light-emitting Diodes (LEDs).

RECYCLED
18,000

tons of aggregate from old roads and sidewalks to be used for future projects.

- Launched the Smart Community Internet Performance Testing platform, in partnership with the Canadian Internet Registration Authority, to better understand Internet infrastructure gaps.
- Implemented a new Capital Projects Map to highlight upcoming capital works for residents and stakeholders. Continued progress made with GIS to keep infrastructure mapping up-to-date for internal use.
- Continuing to work closely with local developers to achieve infrastructure goals in all urban centres.
- Currently completing a hydraulic assessment and drainage modelling study in Ward 4. Master Plan to assess the needs of the entire municipality to follow.
- Early work on a Town-wide Energy Conservation Demand Plan has been completed, with goal of 2021 publication.
- Continuing to work with the Ontario Clean Water Agency to review new water treatment technology and processes.
- Launched the Shoreline Protection Loan program to assist property owners with protecting their properties without impacting Town finances.
- Modified the sandbag program to assist residents with protecting their properties.
- Participated in the Regional Energy Task Force to identify potential cost-saving measures within the corporation.
- Purchased and implemented new playground inspection software.



HEALTHY COMMUNITY AND QUALITY OF LIFE

Create a safe, friendly, and inclusive community which encourages healthy, active living for people of all ages and abilities.



OVER

22,000

views of Essex Plays at Home
program videos and activities.

HOSTED

745

individual community
recreation programs.

192

participants in Live At Home
activities.

INSTALLED

2

Bike Repair Stations in Essex Centre
and Colchester.

- Pivoted programming to online recreational videos and activities during the COVID-19 public health crisis.
- Work ongoing towards the Essex Centre Outdoor Sports Complex, including communication with partners and user groups and plans for phased approach to construction of facility.
- Added new part-time recreation programmer to increase and enhance programming in all four urban centres, with costs offset by user fees.
- Continued adherence to High Five accreditation recreation standards, which is Canada's quality standard for children's programs.
- Implemented beach water quality testing at Colchester Beach in lieu of Windsor-Essex County Health Unit testing.
- Participating in the County Wide Active Transportation System Committee.
- Completed the County Road 50 Active Transportation Route, and matched funds to install two bike repair stations and host bike safety rodeos and CanBike training events.
- Re-opened the Essex Recreation Complex, Essex Centre Sports Complex, and the Harrow and Colchester South Community Centre with new COVID-19 safety protocols in place.
- Implemented new signage at Colchester Beach to enhance visitor experience and promote the corporate website.



FINANCIAL AND ECONOMIC STEWARDSHIP

Provide fiscal stewardship and value for tax dollars to ensure the long-term financial health of the municipality.



0%

property tax increase in 2020.

\$5.8 million

dedicated to the Asset Management Plan Lifecycle Reserve.

MORE THAN

\$59 million

in reserves.

- Currently reviewing debt annually as part of five year financial plan and four year budget forecast.
- Implementing annual review of Community Services user fees to ensure parity with neighbouring municipalities.
- Continuing to promote the Asset Management Plan using new graphics and online materials for members of the public.
- Continuing to expand the use of the Asset Management Plan into decision-making, including budgeting and financial forecasts
- Continuing to leverage funds from all levels of governments, community partners, and private businesses to accomplish strategic goals, including the Harrow Streetscape Project, Digital Growth Grant, and Community Improvement Plans.
- Completed a Development Charges Study to balance competitiveness in attracting investments while ensuring taxpayers do not bear the costs of servicing growth.
- Undertaking a comprehensive corporate fee study.
- Maintained aggressive budget and financial forecast timelines.



VIBRANT GROWTH AND DEVELOPMENT

Manage responsible and viable growth while preserving and enhancing the unique rural and small town character of the community.



OVER
\$72million

in 2020 construction value up to September.

OVER
3,800

visits to the Economic Development microsite.

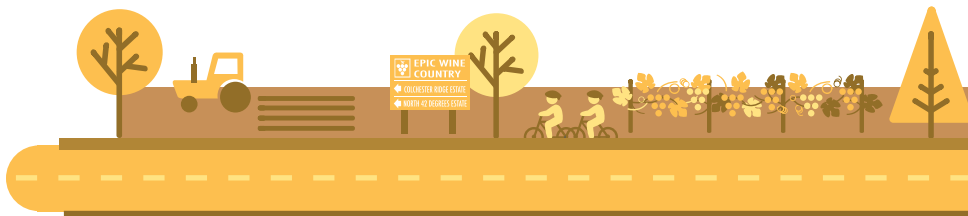
145

applications to growth & development programs (eg. CIPs, Digital Growth Grant.)

281

total development permits issued in 2020 up to September.

- Harrow Streetscape project currently in engineering phase with construction to begin in early 2021. Essex Streetscape project currently in preliminary design stage.
- Implemented new wayfinding signage in Colchester and McGregor, with follow up work to be completed as part of Harrow & Essex Centre streetscape projects.
- Continued to work closely with the Ontario Ministry of Transportation to enhance opportunities for developable lands in the Highway 3 Corridor.
- Submitted a grant application for funding of a new agri-tourism strategy.
- Currently updating the Zoning By-law to permit detached Secondary Dwelling Units to improve housing/rental market, including affordable housing.
- Publication of new Development Standards Manual expected in early 2021.
- Continued promotion of the Join Us in Essex campaign and advertisements to promote and encourage small business investment.
- Worked closely with the Municipality of Leamington on route, pickup location, and in-person payment options for the LTW Transit Bus Line.
- Amended the Official Plan to align with Provincial Policy Statements designed to strengthen the agricultural sector.
- Continuing to promote the Community Improvement Plans along with changes to encourage on-farm diversification and residential development.



CITIZEN AND CUSTOMER EXPERIENCE

Improve the experiences of individuals, as both citizens and customers, in their interactions with the Town of Essex.



OVER

1,500

hits to the new Online Services Hub at essex.ca.

72

digital submissions to the new Essex Works Report a Problem System (March-September).

25

Council and Committee meetings publicly broadcast via YouTube.

- Created a new Online Services Hub (essex.ca/OnlineServices) featured prominently on the Town of Essex website and social media accounts.
- Implemented the new online EssexWorks Report a Problem System to improve customer service and transparency.
- Work ongoing towards the development of a business case for a potential customer care centre at the Harrow & Colchester South Community Centre.
- Investigating potential to increase use of Virtual City Hall for other municipal services and fees (eg. dog tags and building permits.)
- Implemented new procedures to enable citizen and stakeholder delegations during electronic Council meetings.
- Continued use and expansion of online surveys and other digital feedback options for citizens and stakeholders.
- Ongoing work towards survey standards to better align corporate efforts and improve opportunities for qualitative and quantitative analysis.



ORGANIZATIONAL EFFECTIVENESS AND RESILIENCY

Improve the Town's capacity to meet the ongoing and future service needs of its citizens while ensuring the corporation is resilient in the face of unanticipated changes or disruptions.



32

employees participating in the new Performance Management System.

NEARLY

2,400

taxpayers registered for pre-authorized monthly or quarterly payments.

\$1.1 million

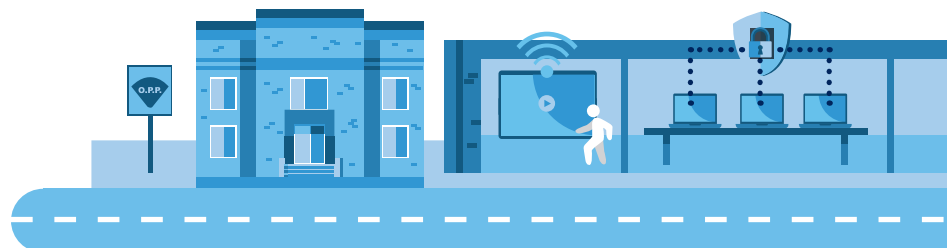
in property tax payments processed through Virtual City Hall in 2020.

MORE THAN

300

online submissions to the 2020 Community Policing Satisfaction Survey.

- Conducted the 2020 Community Policing Satisfaction Survey, which provided data to Council on citizen's perceptions of local policing.
- Kicked off the HR Performance Management System to provide staff more effective and actionable feedback on their job performance and potential for growth within the corporation.
- Contracted StrategyCorp to conduct a full review of organizational capacity, internal service improvements, and shared services with Essex County and neighbouring municipalities.
- Implementing new accessible and less-ink document standards.
- Completed a full review of staff job descriptions to assist with succession planning/cross training opportunities.
- Working towards the implementation of an Intranet system to improve internal communications and staff engagement.
- Improved communications to staff members with regular updates, print products, and events hosted by the Office of the CAO.
- Launched a staff newsletter to improve internal communications and recognize staff achievements.



SWIFT Announces \$19M In Broadband Improvements For Essex County

October 30, 2020

- Essex County to receive \$19 million in broadband upgrades to support five fibre-to-the-home projects.
- More than 5,000 households to see improvements in broadband internet services throughout the municipalities of Essex, Kingsville, Leamington and Lakeshore.
- Construction to be fully completed by Fall of 2022.

(Essex County, ON) October 30, 2020 – Southwestern Integrated Fibre Technology (SWIFT) today announced it has awarded contracts to expand high-speed fibre-optic broadband services to 5,173 households and businesses across 20 communities in Essex County.

“SWIFT continues to remain focused on implementing it’s Southwestern Ontario broadband expansion plan to drive economic growth across our region,” said David Mayberry, SWIFT Board Chair. “Today’s newly announced fibre projects will provide greater access to high-speed services to bring increased employment opportunities and significant economic benefits to Essex County.”

“High speed internet is a necessity not a luxury in our digital world and today’s announcement will provide it to more than 5,000 additional properties in Essex County. This investment in crucial connectivity recognizes the essential role that fast and reliable internet plays in attracting investment, encouraging innovation and creating opportunities for education and economic prosperity,” said Warden Gary McNamara, Essex County.

SWIFT has awarded \$8.5 million in federal and provincial funding to improve high-speed internet connectivity throughout the municipalities of Essex, Kingsville, Leamington and Lakeshore. In total Essex County will receive \$19 million in broadband upgrades, including more than \$10.5 million in contributions from the internet service providers, to support five fibre-to-the-home projects.

Cogeco Connexion has been awarded funding to support three fibre-to-the-home projects. The newly awarded projects will collectively service 207 kilometres of underserved roadway throughout Essex County to bring high-speed internet to 3,687 homes and businesses within the municipalities of Essex, Kingsville and Leamington. The projects represent a collective total investment of \$13.3 million and will be completed with service available by late 2022.

“We are more than thrilled to participate and support the towns of Essex and Kingsville, as well as the Municipality of Leamington, to offer a powerful, reliable and affordable Fibre network to their respective residents and businesses. With this joint commitment with SWIFT, we will together contribute to the Government’s goal to

accelerate high-speed internet access to all Ontarians. Moreover, we are proud of this major announcement as part of our four-year commitment to invest more than \$1 billion in the operation and expansion of our robust broadband network,” said Michel Blais, Vice President, Network, Operations and Technology Delivery, Cogeco.

TekSavvy Solutions will receive funding to support two fibre-to-the home projects to deploy 52 kilometres of fibre-optic line within the Town of Lakeshore. Representing a collective total investment of \$5.8 million, the new fibre networks will provide high-speed internet service to 1,486 households by late 2021.

“TekSavvy has been working with SWIFT and local governments to build out the high speed internet infrastructure across Southwestern Ontario,” said Charlie Burns, Chief Technology Officer, TekSavvy. “We are very excited to be working with SWIFT on the initiatives in Essex County and look forward to continuing together as we expand Fibre to the Home access for Canadians throughout 2021.”

Collectively the awarded projects will service nearly 260 kilometres of underserved roadway to deliver high-speed fibre connectivity to many more residents living in Essex County.

“SWIFT continues to work quickly to advance broadband expansion across Southwestern Ontario. In Essex County 40% of network build is scheduled to be completed within the next 12 months with construction slated to begin later this year,” said Barry Field, SWIFT Executive Director. “The rollout of these new fibre-optic projects will deliver reliable broadband to many more locations throughout the County to provide residents with increased access to essential high-speed services.”

Today’s newly announced projects are part of SWIFT’s \$209 million broadband expansion plan that aims to bring better broadband access to approximately 50,000 underserved homes and businesses across Southwestern Ontario.

Additional Information:

[Essex County Project Overview](#)

About SWIFT

Southwestern Integrated Fibre Technology (SWIFT) is a non-profit regional broadband project initiated by the Western Ontario Wardens’ Caucus to subsidize the construction of high-speed broadband networks across Southwestern Ontario, Caledon and the Niagara Region.

The project was approved for funding up to \$127.4 million under the New Building Canada Fund – Small Communities Fund (NBCF-SCF), a joint federal and provincial infrastructure funding program, and leverages additional funding from municipal partners and private sector investors to bring the total project investment to \$209 million to improve access to broadband services across the region.

Media Contact:

Melissa O’Brien

melissa.obrien@swiftruralbroadband.ca

Manager, Communications and Stakeholder Relations

Southwestern Integrated Fibre Technology

226.256.1640

Maldstone

Essex

Harrow



CORPORATE SERVICES DEPARTMENT
TELEPHONE 613-968-6481
FAX 613-967-3206

City of Belleville

169 FRONT STREET
BELLEVILLE, ONTARIO
K8N 2Y8

October 28, 2020

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

Dear Premier Ford:

**RE: Accessibility for Ontarians with Disabilities Act – Web-site Support
New Business
10, Belleville City Council Meeting, October 26, 2020**

This is to advise you that at the Council Meeting of October 26, 2020, the following resolution was approved.

“WHEREAS Section 14(4) of O. Reg 191/11 under the Accessibility for Ontarians with Disabilities Act requires designated public sector organizations to conform to WCAG 2.0 Level AA by January 1, 2021; and

WHEREAS the City remains committed to the provision of accessible goods and services; and

WHEREAS the City provides accommodations to meet any stated accessibility need, where possible; and

WHEREAS the declared pandemic, COVID-19, has impacted the finances and other resources of the City; and

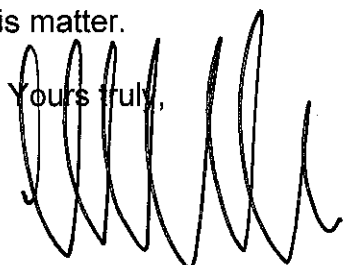
WHEREAS the Accessibility for Ontarians with Disabilities Act contemplates the need to consider technical or economic considerations in the implementation of Accessibility Standards;

..12

BE IT THEREFORE RESOLVED THAT the Corporation of the City of Belleville requests that the Province of Ontario consider providing funding support and training resources to municipalities to meet these compliance standards; and

THAT this resolution be forwarded to the Premier of the Province of Ontario, Prince Edward-Hastings M.P.P., Todd Smith, Hastings – Lennox & Addington M.P.P., Daryl Kramp, the Association of Municipalities of Ontario and all municipalities within the Province of Ontario.”

Thank you for your attention to this matter.

Yours truly,


Matt MacDonald
Director of Corporate Services/City Clerk

MMacD/nh

Pc: AMO

Todd Smith, MPP Prince Edward-Hastings
Daryl Kramp, MPP Hastings – Lennox & Addington
Councillor Thompson, City of Belleville
Ontario Municipalities

November 3, 2020

Please be advised that during the Committee of the Whole meeting on October 29, 2020 the following motion was carried;

RESOLUTION NO. CW-407-2020

DATE: October 29, 2020
MOVED BY: Councillor MacNaughton
SECONDED BY: Councillor St-Jean

Resolution by Councillor MacNaughton regarding Bill 218, Supporting Ontario's Recovery and Municipal Elections Act, 2020 is proposing changes to the Municipal Elections Act of 1996

WHEREAS municipalities in Ontario are responsible for conducting the fair and democratic elections of local representatives; and

WHEREAS Government of Ontario, with Bill 218, Supporting Ontario's Recovery and Municipal Elections Act, 2020 is proposing changes to the Municipal Elections Act of 1996

- to prohibit the use of ranked ballots in future Municipal Elections, and
- extend nomination day from the end of July to the second Friday in September; and

WHEREAS each municipal election is governed by the Municipal Elections Act which was amended in 2016 to include the option to allow Municipalities to utilize ranked ballots for their elections and shorter nomination periods; and

WHEREAS London, Ontario ran the first ranked ballot election in 2018 and several other municipalities since have approved bylaws to adopt the practice, or are in the process of doing so including our regional neighbours in Kingston via a referendum return of 63%; and

WHEREAS the operation, finance and regulatory compliance of elections is fully undertaken by municipalities themselves; and,

WHEREAS local governments are best poised to understand the representational needs and challenges of the body politic they represent, and when looking at alternative voting methods to ensure more people vote safely, it becomes more difficult to implement these alternatives with the proposed shorter period between Nomination day and the October 24, 2022 Election day;

NOW THEREFORE BE IT RESOLVED THAT Corporation of the County of Prince Edward Council send a letter to the Ministry of Municipal Affairs and Housing urging that the Government of Ontario continues to respect Ontario municipalities' ability to apply sound representative principles in their execution of elections;

AND THAT the Corporation of the County of Prince Edward Council recommends that the Government of Ontario supports the freedom of municipalities to run democratic elections within the existing framework the Act currently offers;

AND THAT this resolution be circulated to all Ontario Municipalities, AMO and AMCTO.

CARRIED



Catalina Blumenberg, **Clerk**

November 4, 2020

AMO Policy Update – Additional Funding for Broadband

Ontario Announces \$680 Million in More Funding for Broadband

Today the Province [announced](#) an additional \$680 million to improve and expand broadband and cellular access across the province. This funding is on top of the \$315 million to support the [Up to Speed: Ontario's Broadband and Cellular Action Plan](#). It is also consistent with the [Ontario Onwards Action Plan](#)'s commitment to improve access to broadband and cellular services.

Today's investment doubles the [Improving Connectivity in Ontario \(ICON\)](#) program, to \$300 million to support rural, northern, and remote connectivity. Details on the remaining funding announced should be available in the coming weeks.

AMO is pleased that the Province is making additional broadband and cellular investments a priority. Municipal governments are hearing loud and clear the need for better connectivity from students, families, businesses, and seniors across Ontario. Municipal governments are hopeful that this investment, combined with the federal government's anticipated Universal Broadband Fund (UBF), will help connect residents and communities to faster and better services.

AMO will provide additional details on these funding allocations as they become available.

AMO's [COVID-19 Resources](#) page is being updated continually so you can find critical information in one place. Please send any of your municipally related pandemic questions to covid19@amo.on.ca.

*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.



Please consider the environment
before printing this.

Association of Municipalities of Ontario
200 University Ave. Suite 801, Toronto ON Canada M5H 3C6

Wish to Adjust your AMO Communication Preferences ? [Click Here](#)

Celebrate

2020

Essex Citizen of Year

GERRY BELANGER!

November 15th 2020

4:30 - 6:30pm walk through

Pasta dinner Take-out ONLY

Pre-order dinner tickets \$15pp

Essex Railway Station 519-776-9800

Essex Legion Branch 201

Sponsors

**Knights of Columbus council 3305, Essex Rotary,
Royal Canadian Legion Branch 201, & Essex Heritage Inc.**

From: Denonville, Alex

Sent: Wednesday, November 4, 2020 3:45 PM

To: CouncilMembers <CouncilMembers@essex.ca>

Subject: Walking Track at Essex Centre Sports Complex to re-open on November 9



Media Release

November 4, 2020

COVID-19 Response: Community Update

Walking Track at Essex Centre Sports Complex to re-open on November 9

The Walking Track at the Essex Centre Sports Complex will re-open to the public on Monday, November 9, with new protocols in place.

The track will be open to the public, Monday to Friday from 7:00am to 2:30pm. All visitors will be required to wear a mask, sign in, and undertake a standard COVID-19 screening procedure.

"As the days get colder we know residents are looking for somewhere to be active while staying safe," said Doug Sweet, Deputy CAO and Director, Community Services, adding that walkers and track users must continue to abide by physical distancing and hand hygiene practices.

The operating hours will give Town of Essex staff members the time to disinfect high touch points prior to opening for ice rink user groups. Current group size limitations also means the track will remain closed on weekends.

For guidance on what individuals can do to reduce their risk of contracting the virus, or what to do if they display symptoms, please visit the [Ontario Ministry of Health's COVID-19 resource page](#). For local updates, please visit [Windsor Essex County Health Unit's Novel Coronavirus page](#).

Media Contact

Alex Denonville

Manager, Communications

adenonville@essex.ca

519-990-7546

From: [Denonville, Alex](#)
To: [Town of Essex All Staff](#)
Subject: Ribbon Cutting in Essex Centre
Date: Friday, November 6, 2020 1:44:00 PM



Media Advisory
November 6, 2020

Ribbon Cutting in Essex Centre

Members of the local media are invited to attend a ribbon cutting ceremony for a new business opening in the Town of Essex.

Business: Tony's Joint
Location: 20 Talbot Street South, Essex Centre, N8M 1A8
Date: Saturday, November 7, 2:00pm

The event will feature brief remarks by the business owners and elected leaders, followed by a ribbon cutting ceremony.

Tony's Joint is the first legal retail cannabis store to open its doors in the Town of Essex. The store welcomes customers, above the age of 19, to enjoy a wide range of cannabis products, from smokeable dried herb to cannabis-infused edibles and tinctures. Tony's Joint was also the first legal cannabis retail operation to open its doors in Essex County.

"Tony's Joint came to the Town of Essex because we saw great potential. It's a safe, friendly and family-oriented community with many other beautiful, local businesses," said Anthony Cervini, owner. "We were drawn to the idea of being in the hub of the county and we hope to bring more visitors and customers to help the Town prosper."

"Tony's Joint is a great example of the potential for investments in our community from the new and expanding legal cannabis sector," said Mayor Larry Snively. "To Anthony, store employees, and new customers, welcome to the Town of Essex."

The store operates under the regulations laid out by regulations in the Cannabis Licence Act and related legislation. Under those regulations, all cannabis products are stored in a secured room separate from the customer area.

Digital images of the ribbon cutting will be provided to local media after the event.

Media Contact
Alex Denonville
Manager, Communications

adenonville@essex.ca

519-990-7546

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November 6, 2020

admin@erca.org

P.519.776.5209

F.519.776.8688

360 Fairview Avenue West
Suite 311, Essex, ON N8M 1Y6

Dear Mayor and Members of Council:

As a follow-up to recent board decisions, we wanted to apprise you of additional actions and matters for consideration since our letter of September 4, 2020. As you know, on August 28, the Essex Region Conservation Authority discovered it was the victim of a complex and sophisticated phishing scam, whereby fraudsters infiltrated our system, impersonated a staff member, and forged documents.

Immediately upon detection of this crime, the police, our banks, and insurers were notified. In addition to the police investigation, the Board launched a robust internal investigation, including a forensic audit of our IT systems. These investigations have concluded without question that this crime was perpetrated by individuals outside of the organization.

This investigation helped us identify how this security breach occurred, and we have implemented measures to better protect the organization, and reduce vulnerabilities against future cyber attacks. There continues to be discussions with our bank and insurers to determine if any of these funds are recoverable.

While prudent financial management has allowed us to be financially positioned to weather this storm, the investigation also highlighted that running an organization so leanly comes with an element of risk. ERCA's Annual Revenues for programs and services ranks consistently in the top 10 of all 36 Conservation Authorities. At the same time, ERCA's operational levy funds less than 40% of its operations, placing ERCA in the bottom five of all Conservation Authorities, and well below the provincial average of approximately 50%.

As well, the epic Lake levels we are experiencing have triggered a higher demand for development approvals than anywhere else in the Province, with a much smaller staff complement to respond. Our region has been under almost constant flood threat for most of the past two years, placing further significant demands on the Authority, without additional resources. These are matters the Board must take into consideration as we move forward.

Following Richard Wyma's resignation, Tim Byrne has agreed to serve as the Interim General Manager for the Authority. A hiring committee has been established to identify a new General Manager to continue to implement the important watershed-based conservation work that's needed to ensure the Windsor-Essex region remains one of the best places in Canada to live, work, invest, and raise a family.

Thank you for your continued support and partnership.

Sincerely,

Kieran McKenzie

Chair, Essex Region Conservation Authority



Essex Climate Adaptation Team Meeting Minutes

Wednesday, August 19th, 2020

Zoom Virtual Meeting

1. Roll Call

Present: Councillor Kim Verbeek

Amandeep Hans

Andrea Descargar

Dan Metcalfe

Gina Pannunzio

Maddie Peters

Matthew Child

Megan Balsillie

Kelsey Amlin

William Baker

Brian Lennie

Brandi Bechard

Brian Hyland

Also Present: Niharika Bandaru, Climate Change Analyst

Claire Sanders, Climate Change Specialist, ERCA

Jeff Watson, Planner, Planning Services

Corinne Chiasson, Assistant Planner, Planning Services

Sarah Aubin, Planning Assistant, Recording Secretary

Rita Jabbour, Manager, Planning Services

Lori Chadwick, Director of Development Services

Regrets: Tyler Oglan

Members of the Public: Cameron Fioret

2. Declarations of Conflict of Interest

None

3. Adoption of Published Agenda

Moved by: Dan Metcalfe

Seconded by: Gina Pannunzio

(ECAT 2020-08-12) That the August 19th, 2020 Essex Climate Adaptation Team Agenda be adopted as presented.

“Carried”

4. Adoption of Minutes

Moved by: Brian Lennie

Seconded by: Kelsey Amlin

(ECAT 2020-08-13) That the July 14th, 2020 Essex Climate Adaptation Team minutes be adopted as presented.

“Carried”

5. New Discussions

a. Vision Statement Update

Niharika Bandaru, Chair, reviews the revised Vision Statement with the members.

“The Town of Essex will adapt to changing climate conditions and embrace new opportunities **for a** healthy, vibrant, and sustainable community **benefiting** residents, businesses and visitors”

b. Objectives Presentation and Discussion

Niharika reminds the members of the Objectives options for the Climate Change Adaptation Plan and states that the feedback provided by the members, through a feedback form previously, sparked revisions to each option of the Objectives.

The members discuss and review the revised options.

Moved by: Matthew Child

Seconded by: Amandeep Hans

(ECAT 2020-08-14) That the following objectives for the Climate Change Adaptation Plan be adopted as recommendations to Administration as presented.

Committee to approve Objectives for the Climate Change Adaptation Plan:

Community Objective 1:

Support the enhancement of community health, safety, and quality of life

Community Objective 2:

Help preserve natural assets and support the adoption of nature-based solutions

Community Objective 3:

Minimize risk to built infrastructure and property

Community Objective 4:

Support opportunities for investment into adaptation-based innovation, technology, and economic development

Community Objective 5:

Help improve, enhance, and secure resources for emergency preparedness

Community Objective 6:

Promote engagement and participation in climate change awareness and adaptation opportunities.

“Carried”

c. Present Risk Prioritization Results

I. High Priority Impacts

Niharika Bandaru, Chair discusses Risk Prioritization and reviews with the members the High, Medium and Low impacts.

II. Role of Municipality (Mitigation vs Adaptation)

Claire Sanders, Essex Region Conservation Authority presents a presentation to the members regarding mitigation vs adaptation.

d. Action Items to accompany determined Objectives; Committee Activity

Niharika Bandaru, Chair advises the members that they will be broken up into three groups in breakout rooms. She states that each group will have two (2) objectives to review and discuss for 30 minutes.

Group 1:

Objective 1: Support the enhancement of community health, safety and quality of life

Objective 2: Help preserve natural assets and support the adoption of nature-based solutions.

Hosted by Corinne Chiasson

Gina Pannunzio

Matthew Child

Amandeep Hans

Brandi Bechard

Rita Jabbour

Corinne Chiasson provides a summary of Group 1 discussion. She states they reviewed the Risk Prioritization Chart and discussed Objective 1 in great detail. The members stated that creating a campaign that partners with the health unit would assist with communicating with the community and different municipalities by putting out heat alerts via text and website alerts. She continues to state that they discussed COVID-19 and how emergency situations can hit one community but possibly not the next. She advises that within a heat wave should one cooling centre go down within the Town of Essex, we could partner with a neighbouring municipality and utilize their cooling centre. She states ensuring a contingency plan would suffice for Objective 1 to ensure we continue to provide safety and quality of life for our residence.

She provides a summary of Objective 2. She states that the Town of Essex has stakeholders in the region such as the Essex Region Conservation Authority. She states that

the Town review their stakeholders and look at how to educate the community and provide full services to our residences and getting stakeholders involved in the education process to support our natural assets within the community.

Group 2:

Objective 3: Minimize risk to built infrastructure and property

Objective 4: Support opportunities for investment into adaptation-based innovation, technology, and economic development

Hosted by: Jeff Watson

William Baker

Brian Lennie

Brian Hyland

Andrea Descargar

Claire Sanders

Jeff Watson provides a summary of Group 2 discussion. He advises that when discussing Objective 3 the members stated that the Town should seek solutions and guidance from private businesses or government agencies such as OMAFRA, and those that are addressing climate issues. He continues to state that a solution could be faster permitting processing for infrastructure mitigation projects. He states that the Town should look at providing adequate drainage for roads, so that farms and businesses can move their products during heavy rainfalls.

He continues on to state that the members discussed Objective 4 and stated that the Town could expand the Community Improvement Plan program and provide grants to businesses for climate impact solutions. He states that the grants can also be provided to Incubator businesses that provide a climate solutions. He states a discussion and feedback from businesses such as E.L.K on what they are doing with regards to Climate Adaptation and provide that information to the community, farmers, and businesses within the Town of Essex. He states that the Town could review and know our task that are required during a climate disaster and be prepared to act when higher levels of government ask us to act.

Group 3:

Objective 5: Help improve, enhance, and secure resources for emergency preparedness and response

Objective 6: Promote engagement and participation in climate change awareness and adaptation opportunities.

Hosted by: Niharika Bandaru

Kelsey Amlin

Megan Balsillie

Maddie Peters

Dan Metcalfe

Kim Verbeek, Councillor

Niharika Bandaru provides a summary of Group 3 discussion. She states that the members discussed Objective 5 and stated that currently the County has demonstrated a well-balanced emergency preparedness plan with regards to fire week. She states that on a municipal level we need to prepare the residents and provide information regarding flooding, pet shelters, cooling and warming centres and where evacuation centres are placed at within the community. She states that the Town needs to get people engaged by having people take ownership, but how can we do this? She states that a contest through students can be done to provide awareness. Family activity weeks where they participate and a prize can be won for participating. She continues to states that the Town can prepare a registry system for those who would like to volunteer during catastrophic events. She also states that a registry for those who would like to be checked upon. She continues to state that these method of interaction should be done through many platforms such as websites, text, phone calls.

She advises that the members stated regarding Objective 6 that the Town should encourage participation in natural spaces, such as community gardens. She continues to state that multiple projects within a surplus lot such as Colchester school house can be achieved with community gardens and composting centre.

e. Questions and Comments

None

6. Delegations

None

7. Future Meetings

a. Essex Climate Adaptation Team Meeting October 2020

October 7th, 2020 at 6 p.m.

8. Adjournment

Moved by: Kim Verbeek, Councillor

Seconded by: Matthew Child

(ECAT 2020-08-15)That the meeting be adjourned at 7:45 p.m.

“Carried”

Chair

Recording Secretary



Essex Municipal Heritage Committee (EMHC)

Thursday, September 24th, 2020 - 5:00 PM

Location: Electronic Zoom Meeting

Accessible formats or communication supports are available upon request. Please contact the Planning Department at essexplanning@essex.ca or 519-776-7336 extension 1128

"The EMHC is the resource base for information and knowledge for Council, administration and the community on all matters of heritage"

1. Roll Call

Present:	Laurie Brett, Chair
	Richard Kokovai, Vice Chair
	Phil Pocock
	Laurie Brett
	Richard Kokovai
	Laurie Kowtiuk
	Joseph Lucas
	Claudette Gauthier
Also Present:	Rita Jabbour, Staff Liaison
	Sarah Aubin, Recording Secretary
Regrets:	Councillor Steve Bjorkman
	Anthony Paniccia

2. Declarations of Conflict of Interest

None.

3. Adoption of Published Agenda

- a) That the published Agenda for Thursday September 24th, 2020 EMHC Regular Meeting be adopted

Moved by Laurie Kowtiuk

Seconded by Joe Lucas

(EMHC-2020-09-18) That the published agenda for the September 24th, 2020 Regular EMHC meeting, be adopted as presented.

"Carried"

4. Adoption of Minutes

- a) That the Special Minutes from the Thursday, July 9th, 2020 EMHC Special Meeting be adopted.

Moved by Laurie Kowtiuk

Seconded by Joe Lucas

(EMHC 2020-09-19) That the special minutes from the July 9th, 2020 Special EMHC Meeting be adopted as circulated.

"Carried"

5. Public Presentations

None.

6. Unfinished Business

- a) Greater Marketing and Public Education about Heritage– Ongoing

Rita Jabbour, Staff Liaison, asks the members if they have any greater marketing and public education events that they are attending or know of within the community.

Laurie Brett, Chair, states that given the current COVID-19 circumstances all opportunities for greater marketing or public education have been cancelled or postponed.

Richard Kokovai states that he would like to be provided with copies of the Heritage tour brochures so that he may distribute them to the wineries within the Town. He notes that these locations are currently open.

Rita advises that she will prepare copies of the brochure for Richard.

- b) Cemeteries –ongoing

Rita advises the members that the project to designate cemeteries throughout the Town of Essex is still ongoing and that the Clerks department will be placing the item within their budget for 2021.

She states that the identification plaque at the McCormick Cemetery needs to be replaced. The cemetery is designated under the Ontario Heritage Act and therefore no alteration of the property is permitted if the alteration is likely to affect the heritage attributes unless consent is granted through Council who in turn must consult with their heritage committee.

The heritage attributes respecting the property include the:

- Original location of the cemetery
- Oldest headstone in the county
- Marble headstones
- Cement wall which protects the cemetery
- Burial place of UEL
- Burial place of a war of 1812 veteran and 1837-1838 rebellion

She advises that the plaque will not impact any of these attributes.

Laurie Brett asks if any members of the McCormick family are still United Empire Loyalists. She states that the family should have some input on the sign if possible. Rita advises that she will relay the committee's comments to the Clerk's division. She will try to contact the family members to discuss the sign revisions and provide them with the opportunity to provide their input.

c) Listing –ongoing

Rita advises she will send out listing information for the Ferris and Huffman cemetery as ownership is clear.

Laurie Brett advises her to move forward with sending the listing information to the owners of Ferris and Huffman cemetery.

Richard Kokovai states that Ferris Cemetery has no access to it and is in the middle of a field.

Rita advises that there are many cemeteries throughout the Town of Essex that do not have public access to them. She states that Ferris may have a public right of way however. She continues to state that research can be done to see if this is the case.

Richard states that he believes this should be done before listing the property.

She advises she will do more research and return to the committee with an update at the next meeting.

Rita advises the members that the protection of Heritage Village appears to be possible by way of either listing, designating or by registering a conservation easement through the Ontario Heritage Trust. . She advises that more clarification on ownership is required. She suggests that more research be completed on the conservation easement and ownership prior to approaching the board.

Richard Kokovai advises that he has contact with board members and states that he will provide the ownership information for the members and Rita at the next meeting.

d) Heritage Designation and Interpretive Plaque Program – ongoing

e) Reports to Council

f) Studies and Master Plans – on going

g) Friends of the Colchester Schoolhouse – Ongoing

h) Heritage Week 2021- ongoing

Rita advises that no theme or date for 2021 heritage week has been unveiled as of yet. She states that it is historically the third week in February and states that we should proceed as such. She states that the Ontario Heritage Trust does a Doors Open every year, but this year this event will be done digitally by offering virtual tours and online activities. She states that this could be one of the ways to proceed with heritage week. Sarah Aubin, Recording Secretary, advises that she has spoken with the Manager of Communications with regards to a virtual tour and states that it could be completed

for a few historical locations within the Town of Essex. She states she will provide the locations and a timeline to the committee at the next meeting.

She advises she will also contact the Public, Catholic and French school boards with regards to the heritage week colouring books and high school student submissions. She advises that given the current circumstances she has been reviewing different ways to have a heritage talk during heritage week.

The committee could contact historians within the Town and prepare a prerecorded video that can be accessible via YouTube during heritage week.

She notes that another idea is to invite heritage speakers such as Seamus Gunn and Elise Harding-Davis to participate in a virtual heritage talk during heritage week. This could also provide for more public participants. She will update the members at the next meeting if there are interested speakers.

Joe Lucas states that the Town has much history and states that he would like to see during heritage week administration place a call to the residents to provide their photographs, stories and any other item of historical information that can be shared with the public.

He states that this is a good way to reminisce about the past.

He continues to state that having an "open mic" night at the Heritage village or any of the Town facilities with regards to heritage might be something to be done during heritage week or for any other community activity.

Laurie Brett advises that administration can place both the heritage idea proposed by Joe Lucas and "open mic" night on their list of activities either during heritage week or during another community engagement activity.

Richard Kokovai states that he would like to see the committee prepare a 5 year plan with regards to items the committee would like to have completed during its term. He states that could be something the committee could prepare at a future meeting.

Rita advises that it would be the cultural master plan and states she will propose to have it within the budget for 2021.

i) Charles Maedel Commemoration Project –ongoing

Rita advises that the name change of the Essex Community Centre to Maedel Community Centre has been approved.

Laurie Brett, states that administration can possibly review a plaque for the location so that those who attend the community centre know why it was named Maedel Community centre.

Rita advises that she will review the budget and explore the possibility of a plaque unveiling in 2021.

j) Heritage Walking Tour and Digital Component

Rita presents materials to the Committee that was provided by the Manager of Communications with regards to a Heritage Walking Tour.

Richard Kokovai states that the committee could place a call out to the residents and ask if they have any photographs of the old town hall, post office, parks and other businesses that could be provided to the Town Hall digitally.

Laurie Brett, states that the town could put the photos where the “pins” would be and the residents could bring up the photos and see that a vacant lot once had a building with a thriving business. It would provide some further clarification on the local history.

- k) Batten Schoolhouse and Iler Schoolhouse - ongoing

7. Reports from Administration

None.

8. Correspondence

None.

9. New Business

- a) COVID-19

Rita advises the members that COVID 19 has had a very large impact on heritage events and projects proposed for 2020. She states that due to gathering restrictions and staff resources, the Committee was not able to unveil any plaques in 2020, for example.

She states that heritage preservation efforts must continue even in light of a pandemic but may take on a different form.

- b) Heritage Summer Student

Rita advises that due to the COVID pandemic a summer student was not hired. She states that this also had an impact on conducting heritage projects because the student would have supported her in completing the projects..

- c) List of Historically Significant Names

Rita states that the committee previously requested to have a list made of historically significant names of those within the Town of Essex.

Laurie Brett states that the committee should ensure that there are rationale behind the specific person they are wanting to put forward for consideration for the list.

Rita advises that this item could be discussed at each meeting and encourages the committee to do some research on those they think should merit from future recognition.

10. Notices of Motion

11. Adjournment

Moved by Joe Lucas

Seconded by Laurie Kowtiuk

(EMHC-2020-09-20) That the meeting be adjourned at 6:42 p.m.

Next Meeting Date October 29th, 2020 at 5:00 pm Location: TBD

Chair

Recording Secretary



Essex Police Services Board (EPSB)

Regular Meeting Minutes

A regular meeting of the Essex Police Service Board was held on Thursday, October 1, 2020 - 4:30 PM the meet was an electronic meeting held via Zoom.

1. Roll Call

Present:	Councillor, Kim Verbeek, Vice-Chair
	Katie McGuire Blais
	Richard Tapping
	Karen Robertson
	Councillor, Morley Bowman
Also Present:	A/Staff Sergeant Todd Lavigne
	Inspector Glenn Miller
	Chris Nepszy, Chief Administrative Officer
	Doug Sweet, Director of Community Services /
	Deputy CAO
	Sarah Aubin, Recording Secretary

2. Declarations of Conflict of Interest

None

3. Adoption of Published Agenda

a) Thursday October 1 2020 Essex Police Service Board Regular Meeting Agenda

Moved by Karen Robertson

Seconded by Councillor, Morley Bowman

(EPSB-20-10-25) That the published agenda for the October 1, 2020 Regular Essex Police Service Board meeting, be adopted as presented. **“Carried”**

4. Adoption of Minutes

- a) Thursday, September 3, 2020 Essex Police Service Board Regular Meeting Minutes

Moved by Katie McGuire Blais

Moved by Richard Tapping

(EPSB 20-10-26) That the minutes of the September 3, 2020 Essex Police Service Board Meeting, be adopted as circulated. **“Carried”**

5. Public Presentations

None

6. Unfinished Business

1. Police Service Board Website

Doug Sweet, Deputy CAO advises the members that the Town of Essex website has been updated with regards to the Police Service Board. He states that there is now a contact email for the board and the posted meeting schedule.

2. Facilities Tour Update (O.P.P.)

Inspector Glenn Miller advised that he will contact administration with a few dates for an upcoming the facility tour.

3. False Alarm Report Update

Doug Sweet, Deputy CAO, advised that he spoke with the Clerk regarding False Alarms and advises that there is currently a draft report that will be going to council for approval in late 2020 early 2021.

7. Reports from Administration

1. Monthly Reports

August

- a) Police Services Board Report for Essex
- b) Police Services Board Monthly Overview August 2020
- c) OPP Detachment Board Report

d) Windsor & Essex County Crime Stoppers Report

2. Other Reports

a) **Community Safety and Policing Grant**

8. Other Reports

a) Information Purposes Only

1. **20-0130** Federal Calls for Proposals to Combat Human Trafficking
2. **20-0133** Risk Driven Tracking Database 2019 Annual Report
 - a. **20-0133** 2019 Annual Report (August 28, 2020)
3. **20-0136** Security from trespass and Protecting Food Safety Act, 2020
 - a. **20-0136** Memo David Hagarty
4. **20-0138** Updates to permitted off-road vehicles and three wheeled motorcycle licensing
 - a. **20-0138** Memo Nosa Ero-Brown
 - b. **20-0138** Appendix A: Off Road Vehicle Requirements

Moved by Councillor, Morley Bowman

Seconded by Karen Robertson

(EPSB-20-10-27) That the Correspondence in Agenda item 8 be received. **“Carried”**

9. New Business

a) Community out Reach / Engagement

Chris Nepszy, CAO advised the members that he and the Chair met, with Inspector Glenn Miller and Sergeant Lavigne to discuss the findings from the police survey.

He states that the biggest items that came from the survey is visibility.

He advises the Town of Essex is the 4th safest community in Canada, but that administration partnered with the O.P.P. will provide further information to the public regarding what is transpiring within the community.

He states that he will be reviewing with the Communications Manager on getting the information out to the public members.

He states that there was also a discussion regarding speeding as it is the number one complaint from residence and states that administration in conjunction with the O.P.P. will be reviewing a better process for addressing those concerns.

11. Announcements / Notices of Motion

12. Adjournment

Moved by: Katie McGuire Blais

Seconded by: Morley Bowman

(EPSB-20-10-28) That the meeting be adjourned at 5:22 p.m.

Next Meeting Date Thursday, November 5, 2020 at 4:30 p.m. via zoom.

Chair

Recording Secretary

Essex Accessibility Advisory Committee

Meeting Minutes

An in-person meeting of the Essex Accessibility Advisory Committee (EAAC) was held on Wednesday, October 28, 2020 in the Shaheen meeting room of the Essex Centre Sports Complex, 60 Fairview Avenue West, Essex, Ontario. Due to the ongoing COVID-19 pandemic and current restrictions in place, the meeting was open to the public with social distancing and other public health guidelines in place however, no public members attended.

Chair, Richard Kokovai welcomed the new member in attendance to the committee and called the meeting to order at 10:32 AM.

1. Roll Call

Present: Richard Kokovai, Chair
Lisa Wallace, Vice-Chair
Geraldine Dozois
Claudette Gauthier
Fern Walsh

Also Present: Doug Sweet, Director, Community Services/Deputy CAO
Janice Aloisio, Committee Secretary

Delegate: Jason Pillon, Assistant Deputy Fire Chief/Fire Prevention and Public Education

Regrets: Councillor, Sherry Bondy
Julia Welch
Ron McDermott
Breanna Caverhill
Jeff Morrison, Director, Corporate Services/Treasurer

2. Declarations of Conflict of Interest

- There were no declarations of conflicts of Interest.

3. **Delegate:** Jason Pillon, Assistant Deputy Fire Chief/Fire Prevention and Public Education

- Jason Pillon spoke to the committee members present about the new Fire Station being built on County Road 15 in the Town of Essex and the various accessible and other key features it will have along with providing the floor plan and layout for the new station.
- The Chair thanked Jason Pillon for his presentation and he left the meeting at 10:45 am.

4. Adoption of Published Agenda

- a. Regular Essex Accessibility Advisory Committee Agenda for October 28, 2020

Moved by: Claudette Gauthier

Seconded by: Geraldine Dozois

(EAAC20-10-014) That the published agenda for the Wednesday, October 28, 2020, regular meeting of the Essex Accessibility Advisory Committee be adopted as circulated. **“Carried”**

5. Adoption of Minutes from September 25, 2020

- a. Regular Essex Accessibility Advisory Committee Minutes for September 25, 2020

Moved by: Fern Walsh

Seconded by: Lisa Wallace

(EAAC20-10-015) That the minutes of the regular Essex Accessibility Advisory Committee meeting held September 25, 2020, be adopted as circulated. **“Carried”**

6. Old Business

a) Community Awareness Project Partnership with Essex District High School and Kingsville District High School

- No update reported;
- Project will be on hold until further notice.

b) Committee's Multi-Year Plan Working Initiatives

- No update;
- Bring forward to next month agenda.

7. New Business

a. Essex AAC and other Local Municipalities in the County

- Fern Walsh advised that the Essex County Advisory Committee will be sending out an invitation to the neighbouring County municipalities in the near future to arrange for a joint membership meeting with the Chairs and Vice-Chairs of the county accessible advisory committees.

b. ERCA John R. Park Homestead Visitor's Centre discussion

- Doug Sweet advised that Council received and supported the Committee's recommendation from the September meeting and that the Clerk's department send a letter of support to ERCA regarding providing either a paved or packed stone walkway through John R. Park Homestead and the new visitor's centre to provide better accessible access to the planned visitor's centre and the Homestead's grounds;
- Upon completion of a letter, a copy will be circulated to the committee through the secretary.

c. Rick Hansen Foundation Update

- No update

d. Request for Consideration of Accessibility Improvements on County Road 8 between Talbot Street and Highway 3 – Update

- Doug Sweet advised that Council supported the Committee's September meeting's recommendation to have the Clerk's office send a letter to the County of Essex recommending a paved sidewalk access on County Road 8 from Talbot Street North to Highway 3 to better accommodate those with mobility challenges to provide better access to the restaurants and businesses in that area;
- Upon completion of the letter, the Secretary will circulate a copy to the membership.

e. Application to become a Youth Accessibility Leader under the Youth Innovation Component of the Enabling Accessibility Fund – Doug Sweet

- Doug Sweet advised that the application will be completed prior to the deadline by either the Town's Youth Council representative or by the Treasury department's student and notice will be provided to the committee through the secretary upon completion;
- Committee members had a brief discussion on projects that may be submitted for a grant application such as screenings around the current ball diamonds to provide better accessibility for those with walkers or in wheelchairs.

8. Correspondence

- None

9. Next Meeting Date

- The next in-person meeting date is on Wednesday, November 25, 2020 at 10:30 am at the Essex Centre Sports Complex in the Shaheen meeting room.

10. Adjournment

Moved by: Lisa Wallace

Seconded by: Geraldine Dozois

(EAAC20-10-016) That this meeting adjourns at 11: 10 am. **“Carried”**

Richard Kokovai, Chair

Janice Aloisio, Secretary

The following Notice of Motions are being presented this evening for Council's consideration:

15.2.1 Councillor Bondy

RE: Kingsville Odour By-Law

That Administration review for implementation of a by-law prohibiting and regulating lights and odours, similar to that recently passed by the Town of Kingsville.

15.2.2 Deputy Mayor Meloche

RE: Town of Essex 2021 Tax Rate Increase

That being the current calendar year of 2020 has been a financial stress to many Essex residents with the special circumstances regarding COVID-19, and being that it is likely these stresses will continue into 2021, that Administration come to Council with a 0% increase in the general tax levy for our initial budget discussions, in the hope that Essex Council can keep the general tax levy at a zero percent increase for a second year in a row.

The Corporation of the Town of Essex

By-Law Number 1963

Being a by-law to confirm the proceedings of the November 2, 2020, Regular Meeting of Council of The Corporation of the Town of Essex

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

And whereas it is deemed expedient that a by-law be passed to authorize the execution of Agreements and other documents and that the proceedings of the Council of The Corporation of the Town of Essex at its meetings be confirmed and adopted by by-law.

Now therefore be it resolved that the Council of The Corporation of the Town of Essex enacts as follows:

1. That the actions of the Council of The Corporation of the Town of Essex in respect of all recommendations in reports and minutes of committees, all motions and resolutions and all other actions passed and taken by the Council of The Corporation of the Town of Essex, documents and transactions entered into during the November 2, 2020 meeting of Council, are hereby adopted and confirmed as if the same were expressly contained in this by-law.
2. That the Mayor and proper officials of The Corporation of the Town of Essex are hereby authorized and directed to do all the things necessary to give effect to the actions of the Council of The Corporation of the Town of Essex during the said November 2, 2020 meeting referred to in paragraph 1 of this by-law.
3. That the Mayor and the Clerk are hereby authorized and directed to execute all documents necessary to the actions taken by this Council as described in Section 1 of this by-law and to affix the Corporate Seal of The Corporation of the Town of Essex to all documents referred to in said paragraph 1.

Read a first and a second time and provisionally adopted on November 2, 2020.

Mayor

Clerk

Read a third time and finally adopted on November 16, 2020.

Mayor

Clerk

The Corporation of the Town of Essex

By-Law Number 1967

Being a by-law to confirm the proceedings of the November 16, 2020, Regular Meeting of Council of The Corporation of the Town of Essex

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

And whereas it is deemed expedient that a by-law be passed to authorize the execution of Agreements and other documents and that the proceedings of the Council of The Corporation of the Town of Essex at its meetings be confirmed and adopted by by-law.

Now therefore be it resolved that the Council of The Corporation of the Town of Essex enacts as follows:

1. That the actions of the Council of The Corporation of the Town of Essex in respect of all recommendations in reports and minutes of committees, all motions and resolutions and all other actions passed and taken by the Council of The Corporation of the Town of Essex, documents and transactions entered into during the November 16, 2020 meeting of Council, are hereby adopted and confirmed as if the same were expressly contained in this by-law.
2. That the Mayor and proper officials of The Corporation of the Town of Essex are hereby authorized and directed to do all the things necessary to give effect to the actions of the Council of The Corporation of the Town of Essex during the said November 16, 2020 meeting referred to in paragraph 1 of this by-law.
3. That the Mayor and the Clerk are hereby authorized and directed to execute all documents necessary to the actions taken by this Council as described in Section 1 of this by-law and to affix the Corporate Seal of The Corporation of the Town of Essex to all documents referred to in said paragraph 1.

Read a first and a second time and provisionally adopted on November 16, 2020.

Mayor

Clerk

Read a third time and finally adopted on December 7, 2020.

Mayor

Clerk