

Agenda - Essex County Council, Regular Meeting

Date: Wednesday, March 5, 2025
Time: Regular Meeting 6:00PM - Closed Meeting Session 1 (3:00PM) -
Closed Meeting Session 2 (5:15PM)
Location: Council Chambers, 2nd Floor
360 Fairview Avenue West
Essex, Ontario N8M 1Y6
<https://video.isilive.ca/countyofessex/live.html>

Accessible formats or communication supports are available upon request. Contact Clerk's Office, clerks@countyofessex.ca, 519-776-6441 extension 1353

Pages

1. Closed Meeting

Two Closed Meetings will be held on March 5, 2025.

The first session at 3:00PM, and a second session at 5:15 PM.

Recommendation:

Moved by _____

Seconded by _____

That Essex County Council move into a Closed Meeting Pursuant to Section 239 (3.1) of the Municipal Act, 2001, as amended. Members of Council will receive training in relation to meeting procedures, under the Open Meeting Exceptions addressing education or training sessions for members of council or local boards as follows:

- A meeting of a council or local board or of a committee of either of them may be closed to the public if the following conditions are both satisfied:
 1. The meeting is held for the purpose of educating or training the members.
 2. At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee.

Recommendation:

Moved by _____

Seconded by _____

That Essex Council adjourn and rise from the Closed Meeting -
Session 1, at [time]PM.

Recommendation:

Moved by _____

Seconded by _____

That Essex County Council move into a Closed Meeting Pursuant to
Section 239 (2) (b), (f) and (k) of the Municipal Act, 2001, as
amended for the following reasons:

Report number 2025-0305-LLS-R09-DMS, under Open Meetings
Exception 239(2) (b) personal matters about an identifiable individual,
including municipal or local board employees; (f) advice that is
subject to solicitor-client privilege, including communications
necessary for that purpose; (k) a position, plan, procedure, criteria or
instruction to be applied to any negotiations carried on or to be
carried on by or on behalf of the municipality or local board.

Recommendation:

Moved by _____

Seconded by _____

That Essex Council adjourn, and rise from the Closed Meeting -
Session 2, at [Time]PM.

2. Moment of Reflection

3. Singing of 'O Canada'

4. Land Acknowledgement Statement

We acknowledge the land on which the County of Essex is located is
the traditional territory of the Three Fires Confederacy of First
Nations, comprised of the Ojibway, Odawa and Potawatomie Peoples.

We specifically recognize Caldwell First Nation and other First Nations
which have provided significant historical and contemporary
contributions to this region.

We also value the contributions of all Original Peoples of Turtle Island,
who have been living and working on this land from time immemorial.

5. Recording of Attendance

6. County Warden's Welcome and Remarks

7. Disclosure of Pecuniary Interest

8. Adoption of Regular Meeting Minutes

8

Minutes of the February 19, 2025 Regular Meeting of Essex County Council.

Recommendation:

Moved by _____

Seconded by _____

That the minutes of the February 19, 2025 Regular Meeting of Essex County Council be adopted as presented.

(Vote by show of hands)

9. Delegations and Presentations

9.1 Erie Shores Health Care

21

Kristin Kennedy, President and Chief Executive Officer and Kevin Black, Manager of Communications, Community Engagement and Public Affairs to make a presentation to County Council regarding Erie Shores Health Care.

10. Communications

10.1 Correspondence

Recommendation:

Moved by _____

Seconded by _____

That the correspondence listed on the Regular Agenda for March 5, 2025 be received and any noted action approved.

(Vote Electronically)

10.1.1 Association of Municipalities of Ontario (AMO)

- AMO Watchfile Newsletter
- AMO Policy Updates
- AMO Calendar - Education Events

- 10.1.2 Tourism Windsor Essex Pelee Island**
W.E. Keep You Informed: Best of Windsor Essex Awards, Southern Ontario Tourism Conference, Education Opportunities & more!

- 10.1.3 City of Windsor** 35
February 24, 2025 - Correspondence to Premier Ford RE Obstacles in Addressing Housing, Homelessness, Mental Health and Addictions issues in the Communities We Serve

- 10.1.4 Western Ontario Warden's Caucus (WOWC)** 37
February 2025 - Monthly WOWC Update

10.2 Resolutions

There are no resolutions for consideration for March 5, 2025.

11. Consent Agenda

Recommendation:

Moved by _____

Seconded by _____

That the recommendations in the Administrative Report listed as item 11.1, on the Consent Agenda for March 5, 2025, be received and approved and that the Minutes listed as 11.2 on said Consent Agenda be received.

(Vote Electronically)

- 11.1 Summary of Outstanding Reports for March 5, 2025** 44
Report number 2025-0305-LLS-R11-KH, Summary of Outstanding Reports for March 5, 2025, from Katherine Hebert, County Clerk

- 11.2 Essex-Windsor Solid Waste Authority** 49
Minutes of the January 7, 2025 Essex-Windsor Solid Waste Authority, Regular Board Meeting

12. Reports and Questions

- 12.1 Council-Staff Relations Policy 2019-001 - Compliance Review** 60
Report number 2025-0305-LLS-R08-KH, Council-Staff Relations Policy 2019-001 - Compliance Review, dated March 5, 2025 from Katherine Hebert, County Clerk
- Recommendation:**
Moved by _____
Seconded by _____
That Essex County Council receive report number 2025-0305-LLS-R08-KH, Council/Staff Relations Policy 2019-001 Compliance Review, and Approve the draft revised and updated Policy attached as Appendix C.
(Vote Electronically)
- 12.2 County Intensive Supportive Housing Program** 94
Report number 2025-0305-LLS-R10-DMS, County Intensive Supportive Housing Program, dated March 5, 2025 from David Sundin, Director, Legislative and Legal Services/County Solicitor

Recommendation:

Moved by _____

Seconded by _____

That Essex County Council receive Report Number 2025-0305-LLS-R10-DMS – County Intensive Supportive Housing Program as information.

(Vote Electronically)

Recommendation:

Moved by _____

Seconded by _____

And One of the following options:

OPTION 1

That Essex County Council directs Administration to negotiate a Contract with the Preferred Proponent with respect to an Intensive Supportive Housing Program in the County, and report back to Council regarding same;

OR

OPTION 2

That Essex County Council directs Administration to advise the Proponents that the Procurement Process is cancelled.

(Vote Electronically)

13. Unfinished Business

There are no matters of unfinished business for March 5, 2025

14. New Business

14.1 Public Reporting of Closed Meeting

14.2 AMO Municipal Finance and Economic Development Task Force

Invitation to Sandra Zwiers, Chief Administrative Officer, to participate in the AMO Municipal Finance and Economic Development Task Force

111

15. Adoption of By-Laws

Recommendation:

Moved by _____

Seconded by _____

That By-law 2025-09 be given three readings, and having been read a first, second and third time, be finally passed and enacted.

(Vote Electronically)

15.1 By-law Number 2025-09

118

Being a by-law to Confirm the Proceedings of the Council of the Corporation of the County of Essex for the Closed, Special Closed and Regular Meetings held March 5, 2025

16. Notice of Motion

17. Adjournment

Recommendation:

Moved by _____

Seconded by _____

That the Essex County Council meeting for March 5, 2025 be adjourned at [Time]PM.

(Vote by show of hands)



Essex County Council, Regular Meeting Minutes

Wednesday, February 19, 2025

6:00 PM

Council Chambers, 2nd Floor

360 Fairview Avenue West

Essex, Ontario N8M 1Y6

<https://video.isilive.ca/countyofessex/live.html>

- Council:
- Michael Akpata, Councillor
 - Joe Bachetti, Deputy Warden
 - Tracey Bailey, Councillor
 - Sherry Bondy, Councillor
 - Kimberly DeYong, Councillor
 - Chris Gibb, Councillor
 - Hilda MacDonald, Warden
 - Gary McNamara, Councillor
 - Crystal Meloche, Councillor
 - Michael Prue, Councillor
 - Rob Shepley, Councillor
 - Larry Verbeke, Councillor
 - Kirk Walstedt, Councillor
 - Tony Gaffan, Councillor, Alternate Member, Town of Kingsville
- Absent:
- Dennis Rogers, Councillor
- Administration:
- Allan Botham, Director, Infrastructure & Planning Services
 - Katherine Hebert, County Clerk
 - Darrel Laurendeau, Director, Information Technology
 - Don McArthur, Manager, Communication and Organizational Development
 - Kyla Pritiko, Director, Human Resources
 - Melissa Ryan, Director, Financial Services / Treasurer
 - David Sundin, Director, Legislative and Legal Services / County Solicitor
 - Crystal Sylvestre, Manager, Records and Accessibility / Deputy Clerk
 - Sandra Zwiers, Chief Administrative Officer
 - Ziad Fatallah, Deputy Chief, Planning & Physical Resources, EWEMS

1. Closed Meeting

There was no Closed Meeting held on February 19, 2025.

2. Moment of Reflection

3. Singing of 'O Canada'

4. Land Acknowledgement Statement

We acknowledge the land on which the County of Essex is located is the traditional territory of the Three Fires Confederacy of First Nations, comprised of the Ojibway, Odawa and Potawatomie Peoples.

We specifically recognize Caldwell First Nation and other First Nations which have provided significant historical and contemporary contributions to this region.

We also value the contributions of all Original Peoples of Turtle Island, who have been living and working on this land from time immemorial.

5. Recording of Attendance

Warden MacDonald and members of Council attended the meeting at the Essex County Administration Building, in the Council Chambers with the exception of Dennis Rogers who was absent. Tony Gaffan attended as the alternate member for the Town of Kingsville.

6. County Warden's Welcome and Remarks

Warden MacDonald expressed gratitude to federal and provincial level of governments for advocating and making plans to respond to trade actions by the U.S. government. The Warden encouraged everyone doing business in Essex County and Windsor to remain solid, stable partners who work with local companies of all sizes by standing by them and purchasing their products.

Warden MacDonald also acknowledged the passing of James Edward MacPherson. James was mayor of the Town of Essex from 1985 to 1991 and also served as reeve and deputy reeve. He died February 8 at the age of 91. Flags were lowered at the County of Essex Administration Building in his honour. His service to his community and at the county council table are appreciated and will not be forgotten.

7. Disclosure of Pecuniary Interest

Warden MacDonald called for any Disclosures of Pecuniary Interest in relation to the matters listed on the Agenda for February 19, 2025. There were no disclosures of pecuniary interest raised.

Warden MacDonald advised that if at any point during proceedings, a matter is raised, for which a member has an interest which is pecuniary in nature, a declaration may be made at any time.

8. Adoption of Regular Meeting Minutes

045-2025

Moved By Gary McNamara

Seconded By Rob Shepley

That the minutes of the February 5, 2025 Regular Meeting of Essex County Council be adopted as presented.

(Voted by show of hands)

Carried

9. Delegations and Presentations

9.1. The Bridge Youth Resource Centre

Krista Rempel, Executive Director, provided an update regarding The Bridge's Tiny Home Community.

Krista outlined plans for the next phase of the development that would offer a mix of market rate and affordable units to the community for residents 14 to 24 years of age.

It was noted that the new units will be accessible and energy efficient.

10. Communications

10.1. Correspondence

046-2025

Moved By Sherry Bondy

Seconded By Rob Shepley

That Essex County Council support correspondence received from Northumberland County dated January 31, 2025 regarding Deposit Return Program.

(Voted by Show of Hands)

Carried

047-2025

Moved By Larry Verbeke

Seconded By Crystal Meloche

That the correspondence listed on the Regular Agenda for February 19, 2025, be received and any noted action approved.

(Voted by show of hands)

Carried

10.1.1 Peterborough County

February 5, 2025 - US Imposition of Tariffs on Canadian Goods

10.1.2 Town of Hanover

February 5, 2025 - US Imposition of Tariffs on Canadian Goods

10.1.3 Northumberland County

January 31, 2025 - Deposit Return Program

10.1.4 Association of Municipalities of Ontario (AMO)

- AMO [Watchfile Newsletter](#)
- AMO [Policy Updates](#)
- AMO Calendar - [Education Events](#)

10.2. Resolutions

There were no resolutions for consideration for February 19, 2025

11. Consent Agenda

048-2025

Moved By Chris Gibb

Seconded By Michael Prue

That the recommendations in the Administrative Reports listed as items 11.1 and 11.2 on the Consent Agenda for February 19, 2025, be received and approved as required.

(Voted Electronically)

In Favour (14): Michael Akpata, Joe Bachetti, Tracey Bailey, Sherry Bondy, Kimberly DeYong, Chris Gibb, Hilda MacDonald, Gary McNamara, Crystal Meloche, Michael Prue, Rob Shepley, Larry Verbeke, Kirk Walstedt, and Tony Gaffan

Carried

11.1.2024 Statement of Councillors' Remuneration

Report number 2025-0219-FIN-R04-MR, 2024 Statement of Councillors' Remuneration, dated February 19, 2025

11.2.Summary of Outstanding Reports

Report number 2025-0219-LLS-R07-KH, Summary of Outstanding Reports, dated February 19, 2025 from Katherine Hebert, County Clerk.

It was noted that there was a missing item from the Outstanding Reports list. Resolution 336-2024 regarding a report from Administration on the subject of IWE services, dated November 28, 2024 was omitted. Administration will update the report to include the missing item.

12. Reports and Questions

049-2025

Moved By Crystal Meloche

Seconded By Chris Gibb

That the order of business be amended so that agenda item 14.1 Invest Windsor-Essex - Rescind Previous Decision of Council and Approval of 2025 Budget for Invest Windsor-Essex, be considered prior to Item 12.1

(Voted by Show of Hands)

Carried

Note: New Business Item 14.1 Invest Windsor-Essex - Rescind Previous Decision of Council and Approval of 2025 Budget for Invest Windsor-Essex, was considered prior to Reports and Questions item 12.1 2025 Tax Policy Discussion and Recommendation – Per Resolution 049-2025.

12.1.2025 Tax Policy Discussion and Recommendation

Report number 2025-0219-FIN-R07-MR, 2025 Tax Policy Discussion and Recommendation, dated February 19, 2025 from Melissa Ryan, Director, Financial Services/Treasurer

Melissa Ryan provided Council with the updated levy amount based on Council's resolutions under agenda item 14.1 regarding Invest Windsor Essex.

The County tax levy for 2025 is 3.61% with a dollar requirement of \$140,043,690.

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052-2025

Moved By Gary McNamara

Seconded By Larry Verbeke

That Essex County Council receive this report for information.

And further that Essex County Council adopt the tax ratios as set out in By-law 2025-07 for the 2025 taxation year;

And further that the Essex County Tax Assistance Program for Low-Income Seniors and Low-Income Persons with disabilities established under By-law 04-2004 and amended under By-law 2021-05 continue with no amendments;

And further that the Essex County Charity tax Rebate Program established under By-law 16-2007 continue with no amendments.

(Voted Electronically)

In Favour (14): Michael Akpata, Joe Bachetti, Tracey Bailey, Sherry Bondy, Kimberly DeYong, Chris Gibb, Hilda MacDonald, Gary McNamara, Crystal Meloche, Michael Prue, Rob Shepley, Larry Verbeke, Kirk Walstedt, and Tony Gaffan

Carried

12.2. Annual Credit Rating-Evaluation-Cost Benefit Analysis

Report number 2025-0219-FIN-R06-MR, Annual Credit Rating-Evaluation-Cost Benefit Analysis, dated February 19, 2025, from Melissa Ryan, Director, Financial Services/Treasurer

Melissa Ryan explained the process undertaken to investigate the cost-benefit analysis and impacts of undergoing the credit review and rating process each year.

It was noted that although the County is not currently borrowing regularly to meet financial and operational obligations, there are projects in the coming years that may require that borrowing is undertaken. There are significant financial obligations for the recently discussed County Roadway Expansion as well as the New Acute Care Hospital, to name a few.

053-2025

Moved By Crystal Meloche

Seconded By Sherry Bondy

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That Essex County Council receive report number 2025-0219-06-FIN-MR, Annual Credit Rating Evaluation-Cost Benefit Analysis as information.

(Voted Electronically)

In Favour (14): Michael Akpata, Joe Bachetti, Tracey Bailey, Sherry Bondy, Kimberly DeYong, Chris Gibb, Hilda MacDonald, Gary McNamara, Crystal Meloche, Michael Prue, Rob Shepley, Larry Verbeke, Kirk Walstedt, and Tony Gaffan

Carried

12.3.Appointment of Auditors for the County of Essex

Report number 2025-0219-FIN-R05-MR, Appointment of Auditors for the County of Essex, dated February 19, 2025, from Melissa Ryan, Director, Financial Services/Treasurer

054-2025

Moved By Chris Gibb

Seconded By Tony Gaffan

That Essex County Council receive report number 2025-0219-FIN-R05-MR, Appointment of Auditor and;

That Essex County Council approve the re-appointment of KPMG LLP for a five-year period, commencing January 1, 2025, subject to renewal and confirmation by By-law, in accordance with the fees presented on pg.15 of Appendix A-KPMG Fee Proposal 2025-2029.

(Voted Electronically)

In Favour (14): Michael Akpata, Joe Bachetti, Tracey Bailey, Sherry Bondy, Kimberly DeYong, Chris Gibb, Hilda MacDonald, Gary McNamara, Crystal Meloche, Michael Prue, Rob Shepley, Larry Verbeke, Kirk Walstedt, and Tony Gaffan

Carried

12.4.Administration Building Renovations Phases

Report number 2025-0219-IPS-R05-AB, Administration Building Renovations Phases, dated February 19, 2025, from Allan Botham, Director, Infrastructure and Planning Services

Allan Botham provided Council with an update regarding the renovations to the County of Essex Administration Building that

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began in 2011. The renovations that had been completed and that are currently underway, addressed outdated systems and provided enhancements to safety and accessibility features.

Current renovations were on the upper-floor and relate primarily to the meeting rooms. There still remain areas within the building which need to be brought up to code and modernized to suit the operations of the County, and those include the lobby spaces and basement areas.

It was noted that this type of report would be helpful if it were to be brought forward at the beginning of each term of Council.

055-2025

Moved By Gary McNamara

Seconded By Joe Bachetti

That Essex County Council receive report number 2025-0219-IPS-R05-AB, Administration Building Renovation Phases as information.

(Vote Electronically)

In Favour (14): Michael Akpata, Joe Bachetti, Tracey Bailey, Sherry Bondy, Kimberly DeYong, Chris Gibb, Hilda MacDonald, Gary McNamara, Crystal Meloche, Michael Prue, Rob Shepley, Larry Verbeke, Kirk Walstedt, and Tony Gaffan

Carried

13. Unfinished Business

There was no Unfinished Business for February 19, 2025

14. New Business

Note: New Business Item 14.1 Invest Windsor-Essex - Rescind Previous Decision of Council and Approval of 2025 Budget for Invest Windsor-Essex, was considered prior to Reports and Questions item 12.1 2025 Tax Policy Discussion and Recommendation – Per Resolution 049-2025.

14.1. Invest Windsor-Essex - Rescind Previous Decision of Council and Approval of 2025 Budget for Invest Windsor-Essex

Members of Council discussed the resolution from the November 28, 2024 Budget meeting and information that had become available since that time.

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It was noted that Invest WindsorEssex had begun the process of a Strategic Plan and it would be prudent for Administration to wait until the information from that process was available to provide Council with a fulsome report in Q3.

Joe Bachetti raised the following:

Whereas at its December 4, 2024 meeting County Council passed resolution number 337-2024 which was duly moved by Tracey Bailey and seconded by Sherry Bondy as follows:

That Essex County Council reduce the funding allocation to Invest WindsorEssex by 15% to \$953,750; and

That a letter be sent to the Board of Directors and the interim CEO advising them of the reduction.

Whereas that motion was carried by a vote of 8-6 in favour by members of County Council.

Therefore, I move as follows:

050-2025

Moved By Joe Bachetti

Seconded By Gary McNamara

That Essex County Council resolution # 337-2024 which states '*That Essex County Council reduce the funding allocation to Invest Windsor Essex by 15% to \$953,750*', be rescinded.

(Voted Electronically)

In Favour (8): Michael Akpata, Joe Bachetti, Chris Gibb, Hilda MacDonald, Gary McNamara, Crystal Meloche, Michael Prue, and Larry Verbeke

Opposed (6): Tracey Bailey, Sherry Bondy, Kimberly DeYong, Rob Shepley, Kirk Walstedt, and Tony Gaffan

Carried

051-2025

Moved By Joe Bachetti

Seconded By Gary McNamara

That Essex County Council approve 2025 funding of Invest Windsor Essex at the originally proposed level of \$1,122,060, with the difference of \$168,310 between the original proposed funding level and the amount included in the Budget being added to the County's

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tax levy for 2025, and with Invest Windsor Essex being advised that the County requires that Invest Windsor Essex complete its strategic plan in 2025.

(Voted Electronically)

In Favour (8): Michael Akpata, Joe Bachetti, Chris Gibb, Hilda MacDonald, Gary McNamara, Crystal Meloche, Michael Prue, and Larry Verbeke

Opposed (6): Tracey Bailey, Sherry Bondy, Kimberly DeYong, Rob Shepley, Kirk Walstedt, and Tony Gaffan

Carried

14.2. Removal of Interprovincial Trade Barriers

Michael Akpata raised the following:

Whereas the recent threats of an imposition of tariffs on Canadian production would have had a substantial effect on the items produced in the County of Essex.

And that there has only been granted a 30-day reprieve before they may be implemented.

And that these tariffs were going to be applied by another country and therefore can be deemed as being external to the Province and the Country.

And Whereby the Internal trade has been deemed by the Canadian Federation of Independent business (CFIB) to represent 18 % of Canada's GDP. And that in July, the CFIB released a report that said removing interprovincial barriers could boost the economy by up to \$200 billion annually. And that items produced, grown, and manufactured in Essex County are sent across Canada and are in many cases subject to these interprovincial barriers.

Therefore, I move as follows:

056-2025

Moved By Michael Akpata

Seconded By Crystal Meloche

That the County of Essex call upon both the Provincial and Federal Government to eliminate inter provincial trade barriers to ensure that items produced in the County of Essex can move without barriers freely across the country; and

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That a letter be sent to Association of Municipalities of Ontario (AMO), Western Ontario Warden's Caucus (WOWC), Eastern Ontario Warden's Caucus (EOWC) and all Local MP's and MPPs for support.

(Voted Electronically)

In Favour (14): Michael Akpata, Joe Bachetti, Tracey Bailey, Sherry Bondy, Kimberly DeYong, Chris Gibb, Hilda MacDonald, Gary McNamara, Crystal Meloche, Michael Prue, Rob Shepley, Larry Verbeke, Kirk Walstedt, and Tony Gaffan

Carried

14.3. Buy Canadian Procurement Strategy

Michael Akpata raised the following:

Whereas the recent threats of an imposition of tariffs on Canadian production would have had a substantial effect on the items produced in the County of Essex.

And that there has only been granted a 30-day reprieve before they may be implemented.

And that these tariffs were going to be applied by another country and therefore can be deemed as being external to the Province and the Country. And that the County of Essex, the Province of Ontario, and Canada as a whole has a widely diverse economic base.

And that much like any other 2 tier system the County of Essex is a consumer of both goods and services.

Therefore, I move the following:

057-2025

Moved By Michael Akpata

Seconded By Chris Gibb

That the County of Essex begin the process to examine the viability of beginning a "Buy Canadian Procurement strategy" And that as part of the strategy Canadian content is reviewed and percentages of Canadian content are clearly defined as part of the procurement; and,

That the County of Essex clearly define the term "Canadian Content" for the purposes of procurement of both goods and services.

(Voted Electronically)

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In Favour (14): Michael Akpata, Joe Bachetti, Tracey Bailey, Sherry Bondy, Kimberly DeYong, Chris Gibb, Hilda MacDonald, Gary McNamara, Crystal Meloche, Michael Prue, Rob Shepley, Larry Verbeke, Kirk Walstedt, and Tony Gaffan

Carried

15. Adoption of By-Laws

058-2025

Moved By Joe Bachetti

Seconded By Tracey Bailey

That By-laws 2025-06 through 2025-08, be given three readings, and having been read a first, second and third time, be finally passed and enacted.

(Voted Electronically)

In Favour (14): Michael Akpata, Joe Bachetti, Tracey Bailey, Sherry Bondy, Kimberly DeYong, Chris Gibb, Hilda MacDonald, Gary McNamara, Crystal Meloche, Michael Prue, Rob Shepley, Larry Verbeke, Kirk Walstedt, and Tony Gaffan

Carried

15.1.By-law Number 2025-06

Being a By-law to Appoint Auditors of the Corporation of the County of Essex for the five-year period commencing for the fiscal year ended December 31, 2025.

15.2.By-law Number 2025-07

Being a By-law to Establish Tax Policy and Levy Property Taxes for the year 2025 as amended.

15.3.By-law Number 2025-08

Being a by-law to Confirm the Proceedings of the Council of the Corporation of the County of Essex for the Regular Meeting held February 19, 2025.

16. Notice of Motion

There were no Notices of Motion brought forward for February 19, 2025.

17. Adjournment

059-2025

Moved By Kimberly DeYong

Seconded By Crystal Meloche

That the Essex County Council meeting for February 19, 2025 be adjourned at 8:11 PM.

(Voted by show of hands)

Carried

Hilda MacDonald,
Warden, County of Essex

Katherine J. Hebert,
County Clerk

Date Signed

ERIE SHORES HEALTHCARE

ANNUAL REPORT TO THE COUNTY OF ESSEX

ERIE SHORES HEALTHCARE TODAY: Growing To Meet Demand

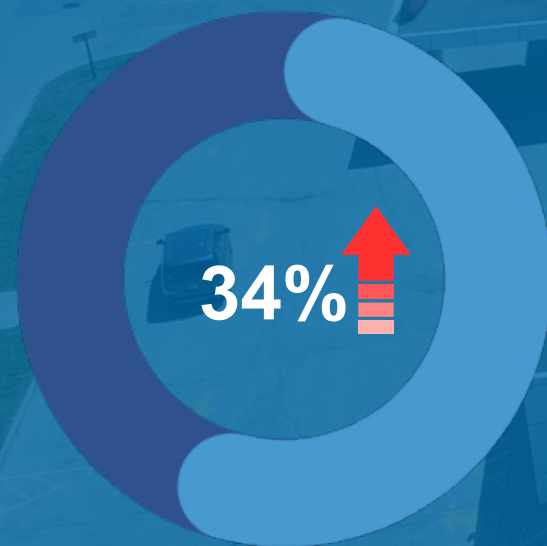
ESHC TODAY

ESHC REPORT | GROWING TO MEET DEMAND

here we
GROW
again

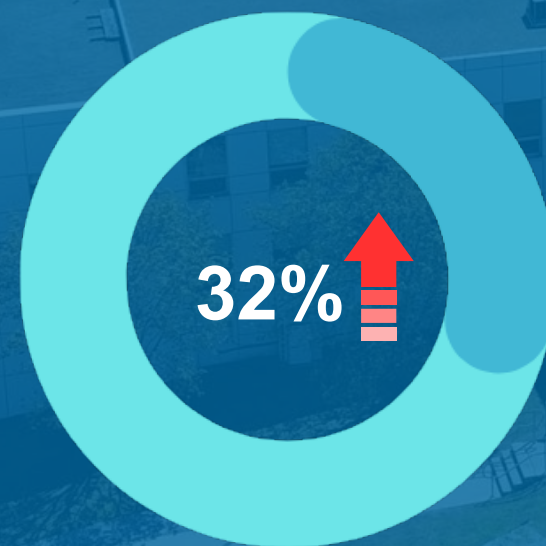
ESHC LANDSCAPE CONTINUES TO GROW

Regional healthcare hub – Expanded service area
Increased Patient Demand (2023 vs 2025)



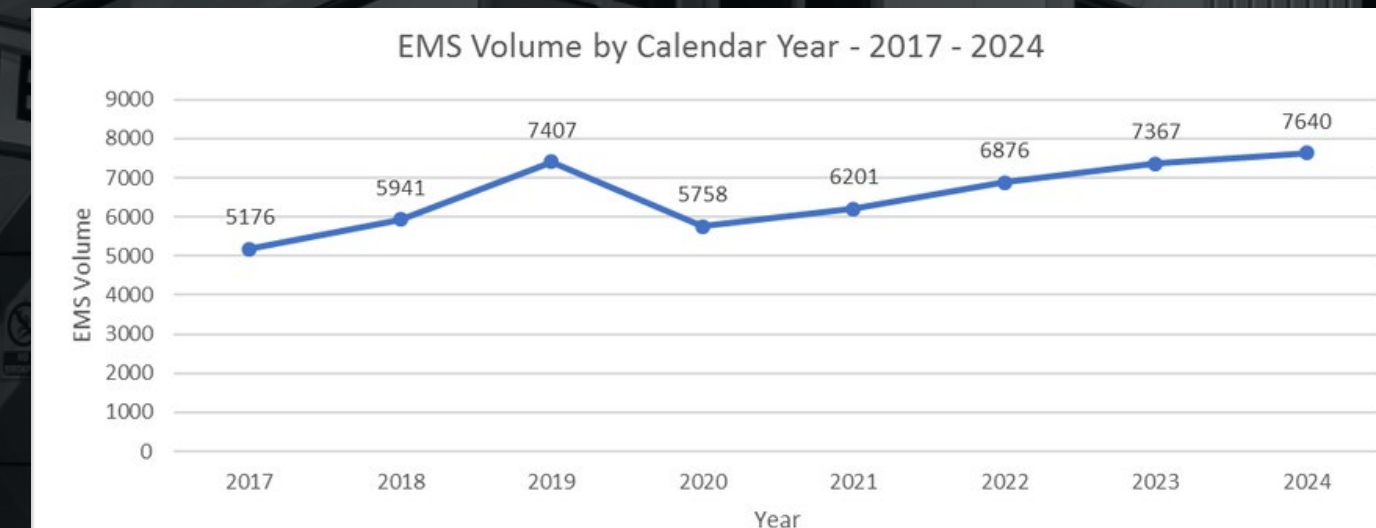
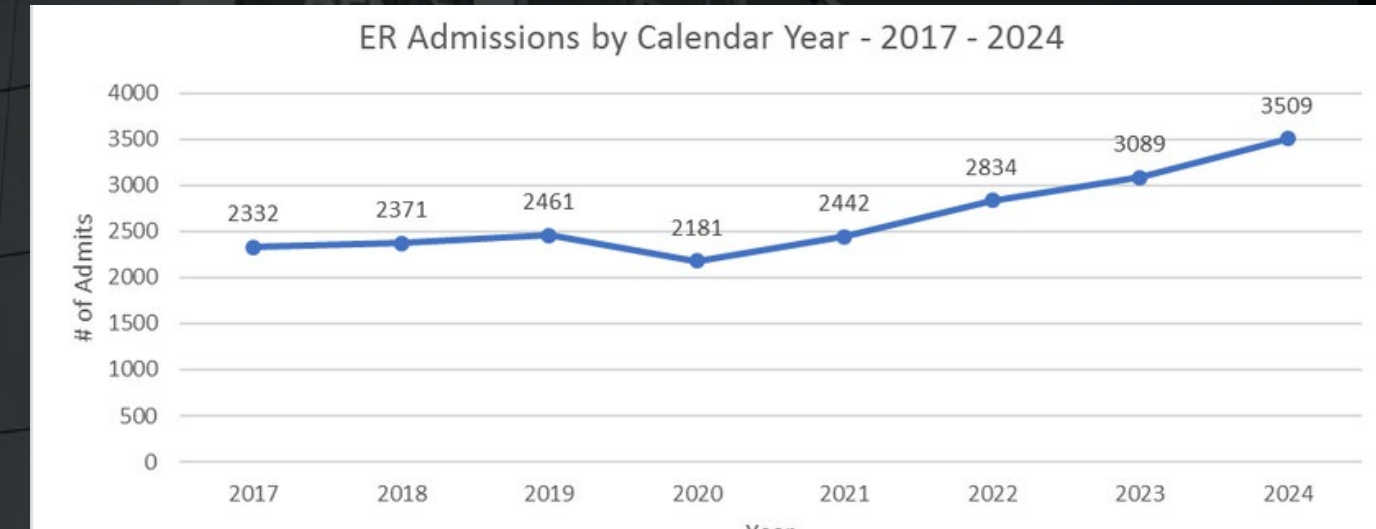
ESHC ED ADMISSIONS

- Admissions to ED have increased by 34%



ESHC EMS VOLUMES

- Calls to EMS have increased by 32%



70% of days above 121% occupancy

HOW YOU ARE HELPING

How You Are Helping

ESHG REPORT | GROWING TO MEET DEMAND

- **EXPANDING UROLOGY SERVICES**

- Partially funded by the County of Essex contribution
- Impact:
 - More urology services offered locally → Less patient travel.
 - Shorter wait times for essential procedures.
 - Better continuity of care in Essex County.
- **THANK YOU** for making this possible!



Expanding Services & Improving Care

here we
GROW
again

ESHG REPORT | GROWING TO MEET DEMAND



EXPANDING SERVICES

- **#1 in Ontario for Ambulance Offload Times (12 consecutive months).**
- **MRI hours expanded: Now 16 hours/day, 5 days/week.**
- **Chemotherapy Services Expanded: More local cancer care options.**
- **Critical Care Program launched: Fewer patient transfers out of region.**
- **Mobile Medical Unit Funding Secured through 2027.**

Capacity & Resource Strain

ESHG REPORT | GROWING TO MEET DEMAND

here we
GROW
again

ESHG LANDSCAPE CONTINUES TO GROW

- 34% ER volume increase → longer wait times.
- Occupancy often exceeds 121% → beds in short supply.
- Emergency & inpatient congestion requires further expansion.



Admission Discharge Unit

ESHG REPORT | GROWING TO MEET DEMAND

EASING EMERGENCY & INPATIENT DISCHARGES

- Dedicated space for faster admissions & discharges.
- Reduces hospital bottlenecks.
- Proven to free up ER beds 7 hours faster

Currently, the \$2.2M cost is unfunded



The Next Funding Priorities

ESHG REPORT | GROWING TO MEET DEMAND

here we
GROW
again

UNFUNDED NEEDS

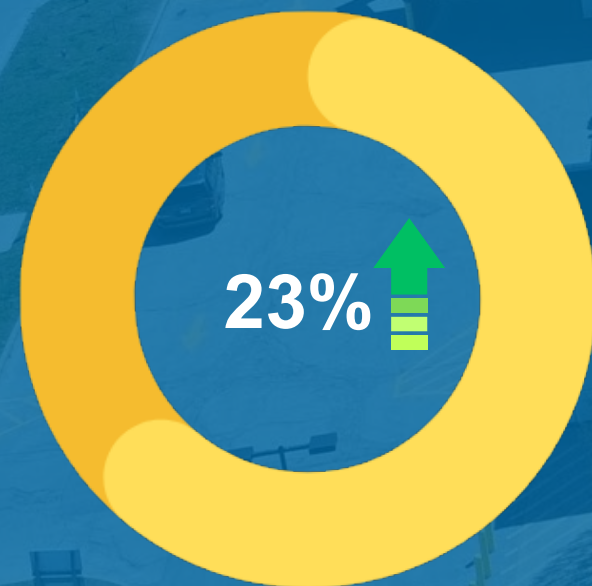
- Admission-Discharge Unit (ADU): \$2.2M needed.
- Rehab beds converted to acute care: \$1.7M needed.
- Unbudgeted operational costs: Security, IT, cybersecurity, physician top-ups.



Investing In Our HealthCare Workers

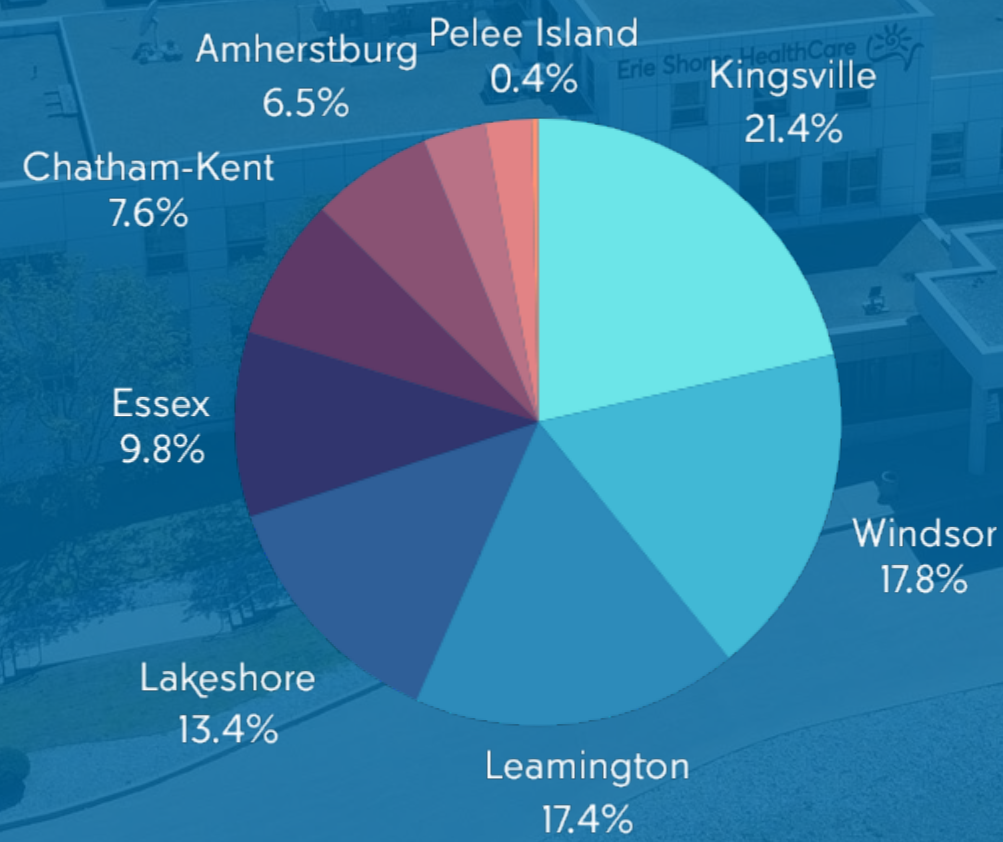
ESHG REPORT | GROWING TO MEET DEMAND

- 23% growth in hospital staff – But demand still rising.
- High workloads & burnout remain challenges.
- Recruitment & retention of specialized staff is crucial.



EMPLOYEES

Hospital Staff has increased by 23%



Where our 600 Full-Time Staff Live



Building on Success for the Future

ESHG REPORT | GROWING TO MEET DEMAND

- **Phase 3 Chemotherapy Expansion** → More local treatment options.
- **Diagnostic Imaging Upgrades:** Mammography, BMD, Nuclear Medicine.
- **Growing Critical Care & Inpatient Capacity** → Fewer patient transfers.
- **Expanding Mobile & Community-Based Healthcare.**



Strengthening Community Involvement

ESHG REPORT | GROWING TO MEET DEMAND

here we
GROW
again

- **Board of Directors** – Representing each catchment area.
- **Public Open Houses** – Engaging with the community.
- **High School Volunteer Program** – Investing in the next generation.
- **Top Employer in Southwestern Ontario 2025.**



Your Investment is Making a Difference

ESHG REPORT | GROWING TO MEET DEMAND

here we
GROW
again

GREAT THINGS ARE HAPPENING

- Urology expansion is already improving care.
- Further expansion in Spring/Summer 2025
- Stay tuned for more exciting announcements!

Thank you for continuing to support local healthcare.



A photograph of the Erie Shores HealthCare building, a modern multi-story structure with large glass windows. A white ambulance with "Erie Shores HealthCare" and "PARAMEDICS" branding is parked in front. A large white text overlay reads "THANK YOU QUESTIONS?".

THANK YOU QUESTIONS?



IN REPLY, PLEASE REFER
TO OUR FILE NO. _____

COUNCIL SERVICES DEPARTMENT

February 24, 2025

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

Dear Premier Ford,

Windsor City Council, at its meeting held February 10, 2025 adopted the following resolution:

Decision Number: CR56/2025

That Given the significant challenges municipalities across Ontario including the City of Windsor, face in addressing Housing, Homelessness, Mental Health and Addiction in the communities we serve; and, Recognizing the major obstacles faced by municipalities including Windsor to provide supportive housing and the resulting Homelessness and Encampment crisis in municipalities across Ontario; and,

Noting that the Auditor General of Ontario has recently concluded that the Government of Ontario's Opioid Strategy does not have efficient, effective or adequate processes in place to address the crisis, an analysis accepted by the Ontario Ministry of Health; and,

Given the comprehensive, robust, objective, inclusive and data-driven analysis undertaken by the Association of Municipalities of Ontario (AMO), representing over 400 municipalities across Ontario, on the full suite of issues cited above including the unprecedented proliferation of Encampments across the province of Ontario:

That Windsor City Council **ENDORSE** the AMO Policy Update on Encampments and the Opioid Crisis along with the supporting documents: Homeless Encampments in Ontario: A Municipal Perspective and The Opioid Crisis: A Municipal Perspective; and further,

That Council **CALLS UPON** the Government of Ontario **TO ADDRESS** the issues cited above by implementing the recommendation proposed by AMO in the documents referenced in this motion; and,

That Council **DIRECT** Administration to apprise through direct correspondence the Premier and all relevant Provincial Ministers, as well as, all local representatives elected to Senior Levels of Government, the County of Essex and the Municipal Councils in Essex County of the passing of this motion; and,

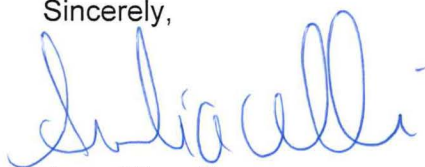
That the Province **BE REQUESTED** to establish a Ministry of Homelessness to allow for oversight; and,

That the report of the Executive Initiatives Coordinator dated January 24, 2025, entitled "AMO Reports on the Opioid Crisis & Homeless Encampments: A Municipal Perspective – City Wide" **BE RECEIVED** for information.

Carried.

Your consideration to Windsor City Council's resolution would be most appreciated.

Sincerely,



Anna Ciacelli
Deputy City Clerk and Supervisor of Council Services
AC/wf

cc: Hon. Peter Bethlenfalvy, Minister of Finance
Hon. Paul Calandra, Minister of Municipal Affairs and Housing
Hon. Kinga Surma, Minister of Infrastructure
Mr. Andrew Dowie, Member of Provincial Parliament, Windsor-Tecumseh
Ms. Lisa Gretzky, Member of Provincial Parliament, Windsor West
Mr. Anthony Leardi, Member of Provincial Parliament, Essex
Mr. Irek Kusmierczyk, Member of Parliament, Windsor-Tecumseh
Mr. Chris Lewis, Member of Parliament, Essex
Mr. Brian Masse, Member of Parliament, Windsor West
Clerks Offices of County of Essex, Town of Amherstburg, Town of Essex, Town of Kingsville, Town of Lakeshore, Town of Leamington, Town of Lasalle and Town of Tecumseh

February 2025

WESTERN ONTARIO
WOWC
WARDENS CAUCUS

Monthly
Update

Your monthly news & updates

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WOWC Releases Regional Priorities for Provincial Election Candidates



2025 PROVINCIAL ELECTION CANDIDATES BRIEFING PACKAGE

In advance of the 44th Ontario general election scheduled for February 27, 2025, the Western Ontario Wardens' Caucus (WOWC) has released a comprehensive briefing package for election candidates across all major provincial parties.

The [briefing package](#) details the regional priorities outlined in the WOWC's 2025-2027 Strategic Plan—housing, infrastructure, workforce development, and mental health, addictions, and homelessness—along with the WOWC's requests and recommendations for each priority as well as important statistical data from across rural Western Ontario's municipalities.

"The WOWC has for many years been the united voice of small and rural municipalities across Western Ontario," stated WOWC Vice-Chair Kevin Marriott. "Our organization has made significant progress in addressing housing, infrastructure, workforce development, and the critical issues of mental health, addictions and homelessness."

Vice-Chair Marriott further concluded: "The priorities identified by the WOWC are without a doubt the core issues and recommendations that should be at the forefront of any discussions held with election candidates across rural Western Ontario in the coming weeks – and furthermore should form the basis of future provincial policy priorities for the elected candidates."

View [Press Release](#) and [Briefing Package](#)

Statement from the Vice Chair of WOWC on Tariffs



"As Vice-Chair of the Western Ontario Wardens' Caucus (WOWC), I want to express our ongoing support for the Government of Ontario and the Government of Canada as they work to navigate the challenges posed by tariffs and other trade restrictions. The WOWC recognizes that these barriers create significant challenges for industries that are vital to our region's economic stability, job creation, and long-term prosperity.

Our communities in Western Ontario thrive when we work together, and supporting our local producers, manufacturers, and farmers is critical to ensuring continued growth and sustainability. The WOWC will remain a vocal advocate for solutions that protect our industries and communities, as we are committed to working with all levels of government to safeguard our region's economic future.

Western Ontario's strength comes from our ability to adapt and respond as a region, and the WOWC remains dedicated to partnering with all stakeholders to ensure our communities remain strong and resilient."

Warden Kevin Marriott, Lambton County Vice Chair, Western Ontario Wardens' Caucus

Bruce County recognized as one of Southwestern Ontario's Top Employers



The Bruce County has recently been recognized as one of Southwestern Ontario's Top Employers in the 2025 regional 'Canada's Top 100 Employers' competition. The announcement made on February 5, 2025 highlights some of the reasons why Bruce County was selected as one of Southwestern Ontario's Top Employers (2025):

- Bruce County encourages professional growth by reimbursing employees for the cost of tuition fees and textbooks for courses related to their position, as well as the costs associated with attending conferences and learning events - each department also coordinates development

days on professional growth, skills enhancement and team building

- Bruce County helps employees save for the future with contributions to a defined benefit pension plan and provides retirement planning seminars to share information on transitioning from the workforce
- Bruce County surveys employees bi-annually to assess psychological health and safety in the workplace and offers coverage for mental health care as part of its benefits plan, to \$1,000 per year

The 'Canada's Top 100 Employers' new Southwestern Ontario regional competition covers the large region between Lake Huron/Georgian Bay and Lake Erie, excluding the Greater Toronto Area and Niagara - the same area that roughly comprises the '519' area code.

View the full [press release](#)

Motion to Draft Bylaw Reducing Chatham-Kent Council Size Approved



Chatham-Kent Council has approved a motion by Ward 1 Councillor Melissa Harrigan directing staff to bring forward a bylaw that would reduce Chatham-Kent's Council size to 14 Councillors and one Mayor. This change is based on

recommendations by consultant StrategyCorp. If approved, these changes are expected to take effect for the 2026 election.

The motion included one amendment to the proposed boundaries in StrategyCorp's Report titled "Option 1". The amendment, brought by Councillor Jamie McGrail, will shift the community of Mitchell's Bay from the new proposed ward 5 to the newly proposed ward 4.

The new ward boundaries, if the bylaw is approved, will consist of eight new wards, up from the previous six. Three wards in Chatham with two councillors each, three wards in the county with two councillors each, and two wards in the county with one councillor each.

If the bylaw is approved, this will be the first time Chatham-Kent has updated its ward boundaries since amalgamation in 1998. The proposed Council composition and ward boundaries reflect the significant change in the community since then and would ensure the electoral system continues to provide a system of effective representation at least through to the 2030 Municipal election.

The proposed changes are a result of significant public consultation, including two separate surveys and four public consultation sessions. More information, as well as the proposed new ward boundaries, can be found here: www.letstalkchatham-kent.ca/council-composition-and-ward-boundary-review

Middlesex County hosts esteemed delegation from Cambodia



This week, Middlesex County welcomed a delegation of local Cambodian government officials as part of the Federation of Canadian Municipalities' Partnerships for Municipal Innovation – Women in Local Leadership (PMI-WILL) project.

This initiative is dedicated to reducing barriers to women's participation in public life and enhancing their access to municipal services. By focusing on strengthening women's

leadership in local government, PMI-WILL aims to foster inclusive, gender-responsive governance across participating countries.

Throughout the three day exchange, the delegation will engage in meaningful discussions, workshops, and exchanges with County officials designed to foster mutual understanding and collaboration.

Workshops will be held on Gender-Responsive Governance, Leadership & Communication Training, and Social Media as a Communication Tool.

Tours of key County facilities will provide an opportunity for discussions about service delivery, infrastructure management, and community programs - fostering knowledge and exchange between Canadian and Cambodian counterparts.

This project is fully funded by the Canadian federal government through Global Affairs Canada and advances gender equality and social inclusion by empowering women in local governance in five partner countries: Cambodia, Sri Lanka, Ghana, Zambia and Benin.

View the full [press release](#)

Western Ontario Takes Home Several EDCO Awards



On Thursday, February 6th The Economic Development Council of Ontario held their President's Dinner and Awards Ceremony.

Congratulations to the winners from Western Ontario;

- “Norfolk County Economic Development Strategy – Future Ready Norfolk” – Norfolk County
- “Move to Minto” – Town of Minto

- “Experimental Acres: A regenerative Agriculture Programme” – County of Wellington

View the [full list of award recipients](#)



AMO's Guidance Resources for Electricity Procurements

Municipalities have an increasingly important role hosting electricity projects as part of efforts to meet a projected 75% increase in electricity demand, and to support a major provincial priority.

To empower municipalities in this role, AMO has developed the resources below to help municipal decision makers protect residents, sensitive lands, and municipal finances while securing local benefits and supporting growth.

These resources were created with input from municipal staff, senior leaders, and elected officials that have previously considered proposed energy projects. Input was also provided by several provincial ministries, and energy partners including the Independent Electricity System Operator (IESO) and energy project developers, and environmental and clean energy associations.

Government of Canada Gouvernement du Canada



Windsor-Essex, Chatham-Kent make list of Canada's happiest places to live: StatsCan

A new study released by Statistics Canada has found Windsor-Essex and Chatham-Kent are statistically happier places to live.

The list of cities in Windsor and surrounding areas that were recognized are:

- LaSalle, 56.72 per cent overall satisfaction
- Chatham-Kent, 53.218 per cent overall satisfaction
- Lakeshore, 47.524 per cent overall satisfaction
- Windsor, 44.608 per cent overall satisfaction

Statistics Canada said the factors that contribute to overall satisfaction was life satisfaction, sense of meaning and purpose, future outlook, loneliness, having someone to count on, and a sense of belonging to local community.

[AMO's Municipal Electricity Procurement Toolkit](#) can support municipal review and decisions on proposed energy projects. to help support informed decisions. It consolidates answers to common questions and highlights resources that municipalities found useful when engaging with energy developers and assessing proposed projects.

In all of Ontario, 46.3 per cent of residents reported “high life satisfaction”.

The full map is available [here](#)

[View the CTV News article](#)

CFWO New Executive Director - Todd Copeland



Community Futures Western Ontario (CFWO) is proud to welcome Todd Copeland as its new Executive Director. Starting Monday, February 24, 2025, Todd will assume leadership of the organization, guiding the team that supports the network of Community Futures offices serving rural communities across Southwestern Ontario.

Todd brings a wealth of experience in economic development and small business support. Since November 2019, he has served as the General Manager of Community Futures Middlesex (CF Middlesex), following over two years as a Board Member and active contributor on the Executive and Loans Committees.

Todd can be reached by email todd@cfwo.ca

Western Ontario Wardens Caucus | 789 Broadway Street, Box 3000 | Wyoming, ON N0N 1T0
CA

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Summary of Outstanding Reports

Meeting Date: Wednesday, March 05, 2025

Report #: 2025-0305-LLS-R11-KH

Purpose

To provide County Council with a summary of outstanding reports and an estimated timeline for reporting back to Council on such matters.

In accordance with Procedure By-law 2024-26, Section 11.13.2., items listed have been requested by Council, by resolution during the current term of Council.

Summary Table

Meeting Date	Direction/Motion	Status/Action Taken	Anticipated Report/Completion
2024-04-03	099-2024 Moved by Gary McNamara Seconded by Chris Gibb That Essex County Council direct Administration to consult with ERCA on the feasibility of reviewing and enhancing the Clean Water Green Spaces Program with an aim at achieving an accelerated rate of natural restoration in the County and provide a report back to Council; And, further that Essex County Council direct Administration to bring back a report and draft by-law/policy to meet the obligations of Section 270(1)7 of the Municipal Act with regard to the protection and enhancement of tree canopy.	In-Progress Rebecca Belanger (Further consultation required amending the expected completion date.)	TBD

Katherine Hebert, Clerk

Corporation of the County of Essex, Main Floor, Suite 201, 360 Fairview Ave. W., Essex, ON N8M 1Y6

Phone: 519-776-6441, ext. 1353, Email: khebert@countyofessex.ca

Meeting Date	Direction/Motion	Status/Action Taken	Anticipated Report/Completion
2024-08-14	212-2024 Moved by Chris Gibb Seconded by Michael Prue That Administration of the County of Essex complete a review of traffic and pedestrian conditions at and near the intersection of County Road 20 and Lowes Side Road; and, That the County of Essex consider a reduction in the posted speed limit along County Road 20 from Lowes Side Road and southerly approximately 500 metres; and, That the County of Essex consider installing signage indicating pedestrians crossing at the County Rd 20 at Lowes Side Rd intersection; and, That the Administration communicate with the Town of Amherstburg, Infrastructure Services department as part of the review.	Assigned Allan Botham	2025-04-16
2024-09-18	251-2024 Moved By Crystal Meloche Seconded By Sherry Bondy That Essex County Council direct administration to bring a report to Council in advance of the annual AMO conference advising County Council on delegations with Ministers at the annual conference and materials be provided to Council.	Assigned Sandra Zwiers	2025-07-16
2024-09-18	253-2024 Moved By Michael Prue Seconded By Chris Gibb That County Administration prepare a report to review the rate of speed on County Road 46 at the intersection of County Road 19 Moved by Joe Bachetti Seconded by Gary McNamara <i>Pursuant to section 13.4.4 of the</i>	Assigned Allan Botham	2025-03-19

Meeting Date	Direction/Motion	Status/Action Taken	Anticipated Report/Completion
	<i>Procedure By-law, a Postponement of the matter, until such a time as the Administrative Report requested under resolution 253-2024 is presented for Council as follows:</i> That the rate of speed on County Rd 46 be reduced to 60km/hr leading into the intersection at County Rd 19; and, That signs be posted in both directions to notify drivers of the rate of speed.		
2024-10-02	Direction/Discussion by Admin on Agenda Item 12.1 – Road Safety Management Program The network screening is expected to be completed by November 2024, with design work for safety improvements potentially beginning in 2025. A report will be brought to Council in Spring outlining the analysis.	Assigned Jerry Behl	2025-04-16
2024-10-16	284-2024 Moved By Kirk Walstedt Seconded By Sherry Bondy That Essex County Council receive and support the correspondence and resolution from the Municipality of Lakeshore regarding Renaud Line and County Road 42. <i>[Resolution #306-09-2024 from Lakeshore: Be it resolved that the Council of the Municipality of Lakeshore request that the County of Essex complete a traffic review for the corner of Renaud Line Rd. and County Rd. 42; And that the follow-up report include data over the past 5 years relating to accidents, traffic volumes, and recommended improvements to improve traffic flows and safety.]</i>	Assigned Jerry Behl	2025-05-07

Meeting Date	Direction/Motion	Status/Action Taken	Anticipated Report/Completion
2024-11-28	336-2024 Moved By Dennis Rogers Seconded By Chris Gibb That Essex County Council direct Administration to prepare a detailed report in Q1 2025 regarding services provided by Invest Windsor Essex. The report would provide Council with information to determine its involvement in regional economic development and the service provision model.	Assigned Sandra Zwiers *At the February 19, 2025 meeting of Council, the CAO identified this report will need to be deferred until Q3 due to the IWE Strategic Planning timeline.	Q3
2025-01-15	016-2025 Moved By Sherry Bondy Seconded By Joe Bachetti Essex County Council direct Administration to commence a formal procurement process with respect to an Intensive Supportive Housing Program in the County, report back to Council regarding the outcome of same and for further direction, to pursue a short-term contract with a service provider until the RFP process concludes.	In-Progress David Sundin	2025-03-05
2025-02-19	057-2025 Moved By Michael Akpata Seconded By Chris Gibb That the County of Essex begin the process to examine the viability of beginning a "Buy Canadian Procurement strategy" And that as part of the strategy Canadian content is reviewed and percentages of Canadian content are clearly defined as part of the procurement; and, That the County of Essex clearly define the term "Canadian Content" for the purposes of procurement of both goods and services.	Assigned David Sundin, Sandy Pillon	2025-05-07

Recommendation

That Essex County Council receive report number 2025-0305-LLS-R11-KH, Summary of Outstanding Reports as information.

Approvals

Respectfully Submitted,

Katherine Hebert

Katherine Hebert, Clerk

Concurred With,

Sandra Zwiers

Sandra Zwiers, MAcc, CPA, CA, Chief Administrative Officer



Essex-Windsor Solid Waste Authority Regular Board Meeting MINUTES

Meeting Date: Tuesday, January 7, 2025

Time: 4:00 PM

Location: Essex County Civic Centre
Council Chambers, 2nd Floor
360 Fairview Avenue West
Essex, Ontario N8M 1Y6

Attendance

Board Members:

Gary McNamara – Chair	County of Essex
Hilda MacDonald	County of Essex
Michael Akpata	County of Essex
Rob Shepley	County of Essex
Kirk Walstedt	County of Essex
Gary Kaschak – Vice Chair	City of Windsor
Kieran McKenzie	City of Windsor
Jim Morrison	City of Windsor

EWSWA Staff:

Michelle Bishop	General Manager
Steffan Brisebois	Manager of Finance & Administration
Cathy Copot-Nepszy	Manager of Waste Diversion
Tom Marentette	Manager of Waste Disposal
Madison Mantha	Project Lead
Teresa Policella	Executive Assistant

City of Windsor Staff:

Tony Ardovini	Deputy Treasurer Financial Planning
Jim Leether	Manager of Environmental Services

County of Essex Staff:

Melissa Ryan	Director of Financial Services/Treasurer
David Sundin	Solicitor/Interim Director, Legislative and Community Services

Absent:

Drew Dilkens	City of Windsor (Ex-Officio)
Mark McKenzie	City of Windsor
Mark Spizzirri	Manager of Performance Management and Business Case Development

1. Call to Order

The General Manager called the meeting to order at 4:04 PM.

2. Board Composition for 2025

The General Manager welcomed returning Board Member, Kirk Walstedt. She thanked Board Member Fred Francis for his contributions to the Board in 2024. Mr. Francis will return to the Board in 2026.

3. Election of Chair and Vice Chair for 2025

The General Manager stated that per the agreement between the City of Windsor (City) and the County of Essex (County) that created the Authority, the positions of Chair and Vice Chair rotate between the City and the County on a yearly basis. She noted that for 2025, the Chair will be a County of Essex Board member and the Vice Chair will be a City of Windsor Board member.

In the event there are more than one nominee for each position, all Board members will vote by ballot.

The General Manager called for any declarations of pecuniary interest in regard to the elections of the Chair and Vice Chair. None were noted.

The General Manager called for nominations for the position of Board Chair.

Board Member Rob Shepley nominated Board Member Gary McNamara for Board Chair.

The General Manager called three (3) additional times for nominations for the position of Board Chair. There were no other nominations.

The General Manager asked Mr. McNamara if he would stand for the position of Board Chair.

Mr. McNamara accepted the nomination as Board Chair.

The General Manager declared Mr. McNamara as Chair for 2025.

The General Manager asked for a motion for the nominations for Chair to be closed.

Moved by Rob Shepley

Seconded by Kirk Walstedt

That Gary McNamara is named as Board Chair for the period ending December 31, 2025.

**1-2025
Carried**

The General Manager called for nominations for Vice Chair.

Board Member Jim Morrison nominated Board Member Gary Kaschak for the position of Vice Chair.

The General Manager called three (3) additional times for nominations for the position of Board Vice Chair. There were no other nominations.

The General Manager asked Mr. Kaschak if he would stand for the position of Board Vice Chair.

Mr. Kaschak accepted the nomination of Board Vice Chair.

The General Manager declared Mr. Kaschak as Vice Chair for 2025.

The General Manager asked for a motion for the nominations of Vice Chair to be closed.

Moved by Kieran McKenzie

Seconded by Michael Akpata

That Gary Kaschak is **named** as Board Vice Chair for the period ending December 31, 2025.

**2-2025
Carried**

4. Motion to Move In-Camera

Moved by Gary Kaschak

Seconded by Kieran McKenzie

That the Board **move** into a closed meeting pursuant to Section 239 (2) (f) of the Municipal Act, 2001, as amended for the following reason:

- (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

**3-2025
Carried**

Moved by Rob Shepley

Seconded by Kirk Walstedt

That the EWSWA Board **rise** from the Closed Meeting at 4:42 PM.

**6-2025
Carried**

5. Declaration of Pecuniary Interest

The Chair called for any declarations of pecuniary interest and none were noted. He further expressed that should a conflict of a pecuniary nature or other arise at any time during the course of the meeting that it would be noted at that time.

6. Approval of the Minutes

Moved by Rob Shepley

Seconded by Gary Kaschak

That the minutes from the Essex-Windsor Solid Waste Authority Regular Meeting, dated November 5, 2024, be **approved and adopted**.

**7-2025
Carried**

7. Business Arising from the Minutes

No items were raised for discussion.

8. Waste Diversion

- A. Source Separated Organics Hauling at the Essex-Windsor Solid Waste Authority Facilities

The General Manager presented the report and recommended the Board approve the execution of the extension provision included within the existing contract with 1869096 Ontario Limited (operating as Canadian Transfer Essex Waste Depot (CT)) for the hauling of refuse to the Essex-Windsor Regional Landfill (RL) from the Windsor Transfer Station (TS1) and Transfer Station 2 (TS2) in Kingsville for a period of 5 years. Further, that the Board approve the amendment of the existing refuse hauling contract to include the provision of Source Separated Organics (SSO) hauling services from the Essex-Windsor Solid Waste Facilities to Seaclyff Energy (Seaclyff) located at 1200 Mersea Road 1 in Leamington, Ontario, or to another processing facility as directed by the Authority under the same terms and conditions of the base contract.

She explained that the Authority must retain a service provider to haul SSO material from Authority facilities to Seaclyff. Since CT is currently transferring waste for the Authority, Administration engaged in discussions with CT to amend the hauling contract for refuse from its sites to include the hauling of SSO from the Authority's new SSO Transfer to Seaclyff.

She noted that amending the contract with CT will offer synergies with refuse hauling and eliminate the need for a short-term contract. CT provides excellent service and the Authority is pleased with their work.

The General Manager asked if there were any questions. No questions were asked.

Moved by Kieran McKenzie

Seconded by Hilda MacDonald

1. THAT the Board **approve** the recommendation to execute the extension provisions included within the contract for refuse hauling to the Essex-Windsor Regional Landfill from the Windsor Transfer Station (TS1) and the Kingsville Transfer Station (TS2) with 1869096 Ontario Limited (operating as Canadian Transfer Essex Waste Depot) for the period of January 1, 2029 to December 31, 2033 per the original contract terms and agreement.
2. And further, THAT the Board **approve** the amendment of the existing refuse hauling contract to include the provision of Source Separated Organics hauling services from Essex-Windsor Solid Waste Facilities to Seaclyff Energy located at 1200 Mersea Road 1 in Leamington, Ontario, or to another processing facility as directed by the Authority under the same terms and conditions of the base contract.

**8-2025
Carried**

B. Promotion & Education Plan for the 2025 Green Bin Program Launch

The Manager of Waste Diversion provided an update on the Promotion and Education (P&E) Program Plan for 2025 that Administration has developed to prepare Essex-Windsor for the Green Bin Program launch the week of October 21, 2025. This comprehensive plan will inform, engage, and connect local residents and partners to the launch of the Green Bin Program.

The report identified a number of communication campaigns that will be rolled out in 2025 through multiple media strategies and partnerships (e.g., municipal) including:

- Campaign 1: Grow Green in 2025 - This campaign will be initiated with the reveal of the new EWSWA Logo and ask partners and residents to go green in 2025 with the Authority.
- Campaign 2: Grow Green with the Green Team - The Green Team, a group of diverse Green Superheroes selected to help engage residents in the program and lighten the conversation around the program will be launched in Q2 (e.g., annual Earth Day event).
- Campaign 3: Bin Roll-out - The key message here is that the "Bins are coming!" and advise residents on when their Green Bin Kit will be delivered to their home.

- Campaign 4: Green Bin Launch: "How to be ready" - The key message is that the Green Bin Collection Program starts the week of October 21, 2025 for Phase 1 municipalities and many pieces of information on how residents can be ready for collection will be shared.
- Campaign 5: How Are We Doing?/Prep for Winter – This will provide feedback on Green Bin participation and opportunities to improve participation and/or usage of the program and provide tips for the winter.

Mr. Shepley asked if this information is being included in the 2025 collection calendar.

The Manager of Waste Diversion confirmed this information will be included in the 2025 calendars. She also noted that information for Phase 2 municipalities will also be included.

Mr. McKenzie asked if any groups inquired or expressed interest in participating in the public education.

The Manager of Waste Diversion stated no organizations have yet to reach out. The Authority is looking at a partnership with the migrant community and the Multicultural Council of Windsor to assist with language translation.

Mr. McKenzie believes that apprehension from residents is anticipated. He asked what type of message would assist with apprehension.

The Manager of Waste Diversion stated that Campaign #2 will focus on debunking any myths or apprehension regarding pests, cold weather situations and odours. The Authority will produce videos on how to use the system successfully. The Authority benchmarked other municipalities and it has been advised that apprehension should be addressed. The Authority will be working alongside the City of Windsor to align with their transition to bi-weekly garbage collection as well as looking for ambassadors to assist with P&E.

Mr. Kaschak asked if P&E will be conducted in grade schools.

The Manager of Waste Diversion stated that school education is not part of the first year of the rollout of the program. The Authority will reach out to teachers to engage with their students.

Mr. Kaschak asked if it has been decided which items will be accepted in the green bin.

The Manager of Waste Diversion stated that the items have been identified in order to award the processing contract.

There were no further questions.

Moved by Kieran McKenzie
Seconded by Gary Kaschak
That the Board **receive** the report as information.

**9-2025
Carried**

9. Waste Disposal

A. Board Appointment to the Landfill Liaison Committee for 2025

The Chair called for nominations to appoint a Board member to the Regional Landfill Liaison Committee.

Rob Shepley nominated Board member Kirk Walstedt.

The Chair called for other nominations.

There were no other nominations.

The Chair asked Mr. Walstedt if he accepted the nomination.

Mr. Walstedt accepted the nomination.

Moved by Rob Shepley
Seconded by Hilda MacDonald

That the Board appoint Kirk Walstedt, who is not a member of the Council of the Town of Essex, to the Landfill Liaison Committee for a one-year term for 2025.

**10-2025
Carried**

B. Regional Landfill Dozer Purchase

The Manager of Waste Disposal presented the report regarding the acquisition of a new Dozer to be utilized at the Regional Landfill. He recommended the acquisition be made through a Buying Group which will result in a discount off the list price of the Dozer. Additionally, he recommended the Authority enter into a MARC agreement with the supplier of the Dozer. Purchasing through a Buying Group is permitted per the Authority's Procurement Policy

The Chair asked if there were any questions. No questions were asked.

Moved by Jim Morrison
Seconded by Kirk Walstedt

1. **That** the Board **approve** the acquisition of the New Dozer through the Buying Group at a cost of \$1,511,089.20, plus applicable taxes.

2. **That** the Board **approve** the Authority entering into a MARC Agreement with the supplier of the New Dozer for a period of five (5) years or 12,000 hours (whichever occurs first), at a pre-tax rate of \$46.87 per hour.

**11-2025
Carried**

10. Finance and Administration

A. Approval Status of the 2025 EWSWA Budget

The Manager of Finance and Administration provided an update on the EWSWA 2025 Operational Plan and Budget approval process. On November 5, 2024, the Authority Board approved the 2025 recommendations.

As a part of the budget approval process, the Budget is referred to the County of Essex and the City of Windsor and their Councils for their consideration. On December 4, 2024, Administration attended Essex County Council to present the 2025 Budget, address questions and seek approval. Essex County Council resolved to approve the Authority's budget. Authority Administration will attend City of Windsor Council on January 27, 2025 to present the 2025 Budget.

Moved by Rob Shepley

Seconded by Hilda MacDonald

That the Board **receive** the report as information.

**12-2025
Carried**

11. New Business

A. Collection Calendar

In light of the recent issues with garbage collection in the Town of Essex during the holidays, Mr. Shepley requested that the Authority share the municipal collection calendar development process and provide a possible solution to ensure that this would not happen again.

The General Manager stated that this was an unfortunate situation because it was during the holiday season but was pleased that the Town of Essex was able to work with the contractor to provide a solution. She noted that the Authority does not have any legal right to deal with the contractor as the waste collection contract is between the municipality and the contractor, not the Authority. She referred to the Manager of Waste Diversion to explain the development process of the collection calendars.

The Manager of Waste Diversion provided a detailed explanation of the process that is guided by a Letter of Understanding (LOU) and a standardized data collection form. The process is led by the Authority's Communications

Coordinator. She noted that the Letter of Understanding was developed approximately 5 years ago as a result of timeline issues with some municipalities and to eliminate errors.

The Manager of Waste Diversion outlined the design process of the calendars:

- The first draft is sent to the municipal lead to verify yard waste, recycling and waste collection dates as well as any municipal information (i.e. Council dates) that the municipalities provided.
- The second draft is sent to the municipal lead in early October. As the first and second drafts are prepared, municipalities are working with their collection contractor.
- The third draft is sent to the municipal lead the second week of December. Municipalities are provided 3-4 weeks to review the last draft.

Although the collection dates are provided by the municipality, in an attempt to identify how the error occurred Administration discussed the situation with the municipality and after a review of the process, noted opportunities to ensure correct information is received. A suggestion to the municipalities is to have the contractor sign off on the final draft of the calendar. It was also noted that the Authority requests 3-4 revisions/drafts but actually 5-9 revisions are received.

While this process has been successful for many years and most municipalities for the 2024 calendar, as a result of the recent issues, Administration is reviewing the current process and looking for opportunities to enhance it to reduce staff resources and publication errors. Administration will be meeting with its municipal partners in the coming weeks to discuss opportunities that will form the 2026 calendar process. She noted that all municipalities should review the 2025 collection calendars upon receipt and before they are distributed to residents.

Mr. Shepley thanked Administration for the excellent description of the process. He appreciates the Authority for extending hours to receive the garbage.

The Chair asked if there were any further questions or new business. No further questions were asked.

12. Other Items

No other items raised for discussion.

13. By-Laws

A. By-Law 1-2025

Moved by Rob Shepley

Seconded by Kieran McKenzie

That By-Law 1-2025, Being a By-Law to **authorize** the Extension of an Agreement between the Essex-Windsor Solid Waste Authority and 1869096 Ontario Limited, operating as Canadian Transfer, for Refuse Hauling to the Essex-Windsor Regional Landfill from the Windsor Transfer Station (TS1) and the Kingsville Transfer Station (TS2) for the period of January 1, 2029 to December 31, 2033, and further, **amend** the existing Refuse Hauling contract to include the provision of Source Separated Organics.

**13-2025
Carried**

B. By-Law 2-2025

Moved by Rob Shepley

Seconded by Kieran McKenzie

That By-Law 2-2025, Being a By-Law to **authorize** the acquisition of a New Dozer through the Buying Group at a cost of \$1,511,089.20, plus applicable taxes, and further, enter into a MARC Agreement with the supplier of the New Dozer for a period of five (5) years or 12,000 hours (whichever occurs first), at a pre-tax rate of \$46.87 per hour.

**14-2025
Carried**

C. By-Law 3-2025

Moved by Hilda MacDonald

Seconded by Jim Morrison

That By-Law 3-2025, being a By-law to Confirm the Proceedings of the Board of the Essex-Windsor Solid Waste Authority be given three readings and be **adopted** this 7th day of January, 2025.

**15-2025
Carried**

14. Next Meeting Dates

Tuesday, February 4, 2025
Tuesday, March 4, 2025
Tuesday, April 1, 2025
Tuesday, May 6, 2025
Tuesday, June 3, 2025
Wednesday, July 9, 2025
Wednesday, August 13, 2025
Wednesday, September 10, 2025
Tuesday, October 7, 2025
Tuesday, November 4, 2025
Tuesday, December 2, 2025

15. Adjournment

Moved by Kieran McKenzie

Seconded by Rob Shepley

THAT the Board stand **adjourned** at 5:36 PM.

16-2025
Carried

All of which is respectfully submitted.



Gary McNamara
Chair



Michelle Bishop
General Manager



Administrative Report

To: Warden MacDonald and Members of Essex County Council
From: Katherine Hebert, County Clerk
Date: Wednesday, March 5, 2025
Subject: Council/Staff Relations Policy Compliance Review
Report #: 2025-0305-LLS-R08-KH

Purpose

The purpose of this Report is to provide Council with an opportunity to review the Council/Staff Relations Policy (the "**Policy**"), in accordance with the Policy and Procedure Governance Framework as well as the requirement in the 2019 Policy (the "**Current Policy**") which states that the Policy shall be reviewed once in a four-year term. This review includes proposed changes that are intended to clarify some language within the Policy, and to align the Policy with current language in other governing documents and with the County's Strategic Plan.

Background

Section 270(1)(2.1) of the *Municipal Act, 2001* provides that a municipality shall adopt and maintain policies with respect to the relationship between members of council and the officers and employees of the municipality.

The **Current Policy** (a copy of which is attached hereto as **Appendix A**) was approved by Council at a meeting held on February 2, 2019, which is the last time the Policy was reviewed.

Administrative Report [2019-0220-CCS-R001-MB](#), briefed Council on the Current Policy and incorporated various Council conduct related policies and procedures into one document for ease of reference. In 2019 Bill 68 required that certain specific revisions to the *Municipal Act, 2001* regarding the complaint procedure and investigations by the Integrity Commissioner be included.

Since that time, the County has updated its Code of Conduct for Council Members and Members of Local Boards to align with the *Municipal Conflict of Interest Act* ("**MCIA**") and further has procedures in place with an Integrity Commissioner, to facilitate Accountability and Transparency. The proposed

revised Policy is attached hereto as **Appendix B**, which shows the marked-up version, as Council has previously requested to see any changes outlined. This version can be challenging to review, therefore a final draft version of the Policy without the markup has also been included as **Appendix C**.

Discussion

In 2024, the County adopted its first Strategic Plan, which provided, among other things, direction for Council's own decision-making and for the execution of the County's vision, mission, and values, through Strategic Goals, such as Working as Team Essex County, Growing as Leaders in Public Service Excellence, and Building a Regional Powerhouse. The Council/Staff Relations Policy fits within several elements of the Strategic Directions, namely 'Focusing "Team Essex County" for Results', 'Being an Employer with Impact', 'A Government Working for the People', and 'Promoting Transparency and Awareness' within the municipal services provided by the County. These goals have been considered in the edits proposed to the Policy.

Clear direction will support County Council, staff, and partners in advancing shared priorities:

The County's Strategic Plan is seen as an important opportunity for the County to enhance unity and collaboration between Council and between Council and staff, as all work towards a collective vision. Clear alignment and understanding among Council and staff regarding the County's vision and priorities will help Council and leadership effectively guide the organization through key decisions, such as how to best plan for growth and what the role of the County should be for the broader region. (Strategy Corp)

Administration has been in the process of reviewing and standardizing all of the County's policies, which has resulted in the review of the Current Policy, that had been slated for review sometime during this term.

Research and Comparison

Through the process of reviewing the Current Policy, Administration reviewed several Council/Staff Relations policies from other municipalities locally, and of comparable upper-tier municipalities in Ontario. It was determined through that research, that the County's Current Policy, although out of currency with some of the incorporated language references, was laid out similarly, and included many of the same components as comparator municipalities.

There are no significant changes being proposed to the Current Policy. Proposed changes included in the draft Policy appended to this Report relate primarily to language within the definitions of the Policy, to allow for greater transparency and clarity on the meaning of certain terms and definitions (See Section 3.0), as well as to the Responsibility section, which is now more comprehensive than in the Current Policy. Other changes are primarily related to quoted excerpts from other guiding documents.

The sections dealing with quoted references from the Codes of Conduct (see Sections 5.1 and 5.2) were updated to current language as was the language associated with the Harassment and Workplace Violence sections (see Sections 5.3 and 5.4). The County's Procedure By-law excerpt was updated as well (see Section 5.5).

The alignment of the complaint procedure for complaints related to members of Council was changed to ensure that the process involving the County's Integrity Commissioner is followed as outlined in the Code of Conduct for Council Members and Members of Local Boards, and removes the need to disclose complaints to the Clerk (see Section 6.0).

Further proposed changes in the draft proposed Policy relate to formatting to ensure the Policy aligns with a consistent approach for reviewing new policies within the County's established policy framework.

Policy and Procedure Governance Framework

In 2021 Council adopted the County of Essex Policy and Procedure Framework, which outlined the method to be used for the administration of policies and procedures as well as the approval authority for these important guiding documents.

As part of the reconciliation of the County's existing policies against this new Policy and Procedure Governance Framework, the Policy will be reviewed by Council on the prescribed cycle of every four years at minimum and certainly once per term of Council.

Financial Implications

There are no financial implications associated with the review of this Policy

Consultations

During the review and amending of the Policy, the following members of County Administration were consulted:

- David Sundin, Director, Legislative and Legal Services/County Solicitor
- Crystal Sylvestre, Manager, Records and Accessibility/Deputy Clerk

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March 5, 2025
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- Kyla Pritiko, Director, Human Resources
- Brady Boghean, Manager, Health and Safety

Strategic Plan Alignment

Working as Team Essex County	Growing as Leaders in Public Service Excellence	Building a Regional Powerhouse
☐ Scaling Sustainable Services through Innovation ☒ Focusing “Team Essex County” for Results ☐ Advocating for Essex County’s Fair Share	☒ Being an Employer with Impact ☒ A Government Working for the People ☒ Promoting Transparency and Awareness	☐ Providing Reliable Infrastructure for Partners ☐ Supporting Dynamic and Thriving Communities Across the County ☐ Harmonizing Action for Growth ☐ Advancing Truth and Reconciliation

Recommendation

That Essex County Council receive report number 2025-0305-LLS-R08-KH, Council/Staff Relations Policy 2019-001 Compliance Review, and Approve the draft revised and updated Policy attached as Appendix C.

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Council-Staff Relations Policy 2019-001 Compliance Review

Approvals

Respectfully Submitted,

Katherine Hebert

Katherine Hebert, County Clerk

Concurred With,

David Sundin

David Sundin, BA (Hons), LL.B., Director, Legislative and Legal Services/County Solicitor

Concurred With,

Sandra Zwiers

Sandra Zwiers, MAcc, CPA, CA, Chief Administrative Officer

Appendix	Title
A	Current Policy (Approved February 20, 2019)
B	Revised Policy (with Markups showing)
C	Revised Policy (Clean Version for approval)



County of Essex Policy and Procedures Manual

Council/Staff Relations Policy

Policy Number:	2019-001
Policy Type:	Corporate Policy
Approval Authority:	Essex County Council
Office of Responsibility:	Legislative and Community Services
Issuance Date:	2019-02-20
Revised on Date:	2019-02-20
Scheduled Review Date:	Each term of Council
Replaces Policy:	N/A

1.0 Policy Statement

The Corporation of the County of Essex will promote a respectful, tolerant and harassment-free relationship and workplace between Members of Council and the officers and employees of the Corporation, guided by the Code of Conduct for Members of Council, the Employee Code of Conduct, the employee Harassment in the Workplace Policy, the Workplace Violence Policy, and the Procedure By-law.

2.0 Scope

- 2.1 In accordance with Section 270(1) of the *Municipal Act, 2001, S.O. 2001, c. 25*, this policy applies to members of County Council and officers and employees of the Corporation.

3.0 Purpose

- 3.1 This Policy provides guidance on how the Corporation of the County of Essex ensures a respectful, tolerant, and harassment-free relationship and workplace between members of Essex County Council and the officers and employees of the Corporation.

Council/Staff Relations Policy

Number: 2019-001

4.0 Definitions

- 4.1 **CAO:** means the County's Chief Administrative Officer.
- 4.2 **Code of Conduct:** means the current By-Law to Establish a Code of Conduct for Members of Council of The Corporation of the County of Essex, and any successor by-law of The Corporation of the County of Essex, setting out a code of conduct for Council Members.
- 4.3 **Corporation:** means the Corporation of the County of Essex.
- 4.4 **Council Member:** means a member of the Council of the Corporation of the County of Essex.
- 4.5 **County:** means the Corporation of the County of Essex.
- 4.6 **County Council:** means the elected body of the Corporation of the County of Essex.
- 4.7 **Staff Member/Employee:** means the officers and employees of The Corporation of the County of Essex including the CAO and individuals providing services to the Corporation under contracts for services.
- 4.8 **Warden:** means the head of County Council as elected by Essex County Council members from time to time.

5.0 Policy

The relationship between members of County Council and the officers and employees of the Corporation is guided by the following:

5.1 Code of Conduct for Members of Essex County Council

- 5.1.1 The Code of Conduct for members of Essex County Council established the ethical behaviour expected of members of the Council of the Corporation of the County of Essex and citizen members appointed by Council to serve on Committees/Boards/Agencies.
- 5.1.2 Section 8.0 of the Essex County Council Code of Conduct, entitled "Discreditable Conduct" states:

"All Members have a duty to treat members of the public, one another and staff appropriately and without abuse,

Council/Staff Relations Policy

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bullying or intimidation. All Members shall ensure that their work environment is utterly free and completely devoid of discrimination, and personal and sexual harassment”.

- 5.1.3 Section 9.0 of the Essex County Council Code of Conduct, entitled “Conduct Respecting Staff” states:

“Members shall be respectful of the role of staff to provide advice based on political neutrality and objectivity and without undue influence from any individual member or faction of the Council or Local Board.

Members of Council should not:

- Maliciously or falsely injure the professional or ethical reputation, or the prospects or practice of staff;
- Compel staff to engage in partisan political activities or be subject to threat or discrimination for refusing to engage in such activities;
- Use, or attempt to use, their authority or influence for the purpose of intimidating, threatening, coercing, commanding, or influencing any staff member with the intent of interfering in staff’s duties”

5.2 Employee Code of Conduct

- 5.2.1 The Employee Code of Conduct is founded on the notion of ensuring public confidence and trust in the integrity, objectivity and impartiality of the Corporation through the recognition and promotion of fundamental principles transparency, accountability, impartiality, and respect.

- 5.2.2 Under the “Council’s Expectations of Staff in Support of Council” section, the Employee Code of Conduct states that Council expects staff:

“To Act with integrity and be honest in their dealings with Members of Council, Officers of the Corporation, other County employees, clients and the public. No employee shall withhold information from, or willfully mislead Member of Council, officers and employees, clients and the public.

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No employee shall withhold information from (save and except applicable information protected under laws and regulations), or willfully mislead Members of Council, officers, employees, clients or the public about any issue of corporate concern.”

5.2.3 Employees of the Corporation are expected to:

- Recognize that County Council is the elected voice of the citizens of its seven member municipalities and respect the decisions of County Council; and
- Distinguish between their own personal comments or opinions and those related to their employment with the Corporation.

5.2.4 Employees of the Corporation are not expected to:

- Make comments that disparage or harm the reputation of the County of Essex or its’ Council or their co-workers; and
- Claim to speak on behalf of the Corporation unless they have been authorized to do so; and
- Make personal comments using Corporate letterhead, Corporate email addresses, or anything else that implies a connection between our personal comments or opinions and the Corporation.

5.3 Harassment in the Workplace Policy

The County of Essex Employee Harassment in the Workplace policy states that its purpose is:

5.3.1 “To promote and maintain a working environment that is free from all types of harassment. To establish procedures for employees of the Corporation who believe that they are being harassed by the Corporation, or by customers, clients, other employees, supervisors, workers, elected officials, vendors, supplier, contractors and members of the public as applicable. To adhere to and enforce applicable legislation including the Ontario Human Rights Code and the Occupational Health and Safety Act.”

Council/Staff Relations Policy

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5.4 Workplace Violence Policy

The County of Essex Workplace Violence Policy states as follows:

- 5.4.1 "The Corporation is committed to early identification and prevention of violence in the workplace, and to respond swiftly to actual incidents of violence. Any form or manner of threatening remark or gesture made to an employee of the Corporation, while the employee is carrying out his/her duties, will not be tolerated".

5.5 Procedure By-law

The Procedure By-law established rules, procedures and conduct within Council and Committee meetings. Specifically, Subsection 15.4, under the "Rules of Conduct of Debate" section, states as follows:

- 5.5.1 "No member shall speak disrespectfully of the reigning Sovereign or of any member of the Royal Family, or of the Governor-General, Lieutenant-Governor, or person administering the government of the Dominion or of this Province, nor shall the use of offensive words in or against the Council or against any member thereof be allowed, nor shall any member speak aside from the motion in debate, and no member shall reflect upon any vote of the Council except for the purpose of moving that such vote be reconsidered, nor shall any member resist the rules of the Council, or disobey the decision of the Presiding Officer of the Council on questions of order or practice or upon the interpretation of the rules of the Council, and in case any member shall so resist or disobey, such member may be ordered by the Council to leave his/her seat for that meeting, and in case of refusing to do so, may, on the order of the Presiding Officer, be removed by the police, but in case of ample apology being made by the offender, may by vote of the Council be permitted forthwith to take his/her seat."

6.0 Responsibilities

- 6.1 Members of Council and officers and employees of the Corporation are required to adhere to this policy and its governing provisions, including the Code of Conduct for Members of Council, the Employee

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Code of Conduct, the Workplace Violence Policy, the Harassment in the Workplace Policy and Procedure By-law.

7.0 Delegated Authority

7.1 The Director of Council and Community Services/Clerk shall be responsible for receiving complaints and /or concerns related to this policy. Upon receipt of a complaint and/or concern, the Director shall notify:

7.1.1 In the case of officers and employees of the Corporation, the Director responsible for the employee and the Director of Human Resources.

7.1.2 In the case of a member of Council, the Integrity Commissioner.

7.2 Where there is a discrepancy between the Council-Staff Relations Policy and the Code of Conduct for Members of Council or Employee Code of Conduct, the language of the Code prevails.

7.3 This policy shall be reviewed, at minimum, once per term of Council.

8.0 Related Policies and/or Legislation

- Municipal Act, 2001, S.O., c. 25, as amended, s. 270(1)
- Code of Conduct for Members of Council
- Employee Code of Conduct
- Harassment in the Workplace Policy
- Workplace Violence Policy
- Procedure By-law

9.0 Enquiries

Director of Council and Community Services/Clerk
County of Essex
clerks@countyofessex.ca

10.0 Summary of Amendments

Date	Amendment(s)
2019-02-20	Council Report 2019-0220-CCS-R001-MB introduces Policy per Bill 68. Approved by Council Resolution 28-2019.

Council/Staff Relations Policy

Number: 2019-001

Appendices

None



County of Essex Policy and Procedures Manual

Council/Staff Relations Policy

Policy Number:	2019-001
Policy Type:	Corporate Policy
Approval Authority:	Essex County Council
Office of Responsibility:	Legislative and Legal Services
Issuance Date:	2019-02-20
Revised on Date:	2025-03-05 (Proposed to Council)
Scheduled Review Date:	Each term of Council
Replaces Policy:	N/A

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1.0 Introduction

The Corporation of the County of Essex (the "County") recognizes the importance of relations between Council and Administration and encourages communication between Council and Administration. Council and Administration have complementary but exclusive roles in maintaining good governance and the provision of services to the public. The County will promote a respectful, tolerant and harassment-free relationship and workplace between Members of Council and Administration, guided by the Code of Conduct for Council Members, and Members of Local Boards, the Employee Code of Conduct, the employee Workplace Violence and Harassment Policy and Program, and the County's Procedure By-law; all of which may be updated and/or revised from time to time.

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2.0 Scope

2.1 Section 270(1) of the Municipal Act, 2001, S.O. 2001, c. 25, requires that municipalities enact certain policies, and, specifically, provides at subsection 2.1 that "a policy related to the relationship between members of council and the officers and employees of the municipality" be adopted and maintained.

Deleted: In accordance with
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Council/Staff Relations Policy
Number: 2019-001

2.2 This Council/Staff Relations Policy (the "Policy") applies to all Members of Council and Administration.

3.0 Definitions

3.1 "Administration" means the officers and employees of the County, including the CAO and individuals providing services to the County under contracts for services. As provided for in Section 227 of the Municipal Act, it is the role of Administration (a) to implement Council's decisions and establish administrative practices and procedures to carry out Council's decisions; (b) to undertake research and provide advice to Council on the policies and programs of the County; and (c) to carry out other duties required under the Municipal Act, or any other legislation, and such other duties assigned by the County, from time to time.

3.2 "CAO" means the County's Chief Administrative Officer. As provided for in Section 229 of the Municipal Act, the County may appoint a CAQ who shall be responsible for, (a) exercising general control and management of the affairs of the County for the purpose of ensuring the efficient and effective operation of the County; and (b) performing such other duties as are assigned by the County, from time to time.

3.3 "Clerk" means the Clerk, duly appointed by Council pursuant to a by-law. As provided for in Section 228 of the Municipal Act, the County must appoint a Clerk whose duty it is, (a) to record, without note or comment, all resolutions, decisions and other proceedings of Council; (b) if required by any member present at a vote, to record the name and vote of every member voting on any matter or question; (c) to keep the originals or copies of all by-laws and of all minutes of the proceedings of Council; (d) to perform the other duties required under the Municipal Act, or under any other legislation; and (e) to perform such other duties as are assigned by the County, from time to time.

3.4 "Code of Conduct" means Appendix A to By-law 2023-48, being the current Code of Conduct for Council Members, and Members of Local Boards, and any successor by-law setting out a code of conduct for Council Members. As provided for in Section 223.2(1) of the Municipal Act, the County must establish codes of conduct for Members of Council and of its local boards.

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<#>This Policy provides guidance on how the Corporation of the County of Essex ensures a respectful, tolerant, and harassment-free relationship and workplace between members of Essex County Council and the officers and employees of the Corporation.¶

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- 3.5 **"County"** means the upper tier municipality of the Corporation of the County of Essex.
- 3.6 **"Council Member"** means a member of the Council of the County. As provided for in Section 224 of the *Municipal Act*, it is the role of Council, (a) to represent the public and to consider the well-being and interests of the County; (b) to develop and evaluate the policies and programs of the County; (c) to determine which services the County provides; (d) to ensure that administrative policies, practices, and procedures and controllership policies, practices, and procedures are in place to implement the decisions of Council; (d.1) to ensure the accountability and transparency of the operations of the County, including the activities of the senior management of the County; (e) to maintain the financial integrity of the County; and (f) to carry out the duties of Council under the *Municipal Act*, or any other legislation.
- 3.7 **"County Council"** means the entire elected body of the County, comprised of the 7 Mayors and 7 Deputy Mayors of the County's 7 lower tier municipalities, being the lower-tier municipalities of Amherstburg, Essex, Kingsville, Lakeshore, LaSalle, Leamington and Tecumseh.
- 3.8 **"Local Board"** means a municipal service board, transportation commission, public library board, board of health, police service board, planning board, or any other board, commission, committee, body or local authority established or exercising any power under any Act with respect to the affairs or purposes of one or more municipalities, excluding a school board and a conservation authority;
- 3.9 **"Municipal Act"** means the *Municipal Act, 2001*, S.O. 2001, c. 25.
- 3.10 **"Senior Leadership Team"** means those members of Administration that the CAO, from time to time, determines are to serve as members of the County's senior management team, and includes, but is not limited to, the Directors of the various Departments of the County.
- 3.11 **"Warden"** means the head of County Council as elected by Council from time to time. As provided for in Section 225 of the *Municipal Act*, it is the role of the Warden as head of Council, (a) to act as chief executive officer of the County; (b) to preside over meetings of Council so that its business can be carried out efficiently and

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Council/Staff Relations Policy
Number: 2019-001

effectively; (c) to provide leadership to Council; (c.1) without limiting clause (c), to provide information and recommendations to Council with respect to the role of Council described in clauses 224 (d) and (d.1) of the *Municipal Act*; (d) to represent the County at official functions; and (e) to carry out the duties of the head of Council under the *Municipal Act*, or any other legislation.

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4.0 Purpose

4.1 This Policy provides direction on how the County ensures a respectful, tolerant, and harassment-free relationship and workplace between Council Members and Administration.

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4.2 Council Members and Administration are expected to work together collaboratively to execute the goals and objectives of the County in accordance with the service levels, priorities, and direction set by Council.

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5.0 Policy

5.1 The relationship between Council Members and Administration is guided by the following:

Deleted: The relationship between members of County Council and the officers and employees of the CorporationCounty is guided by the following: ¶

Code of Conduct for Council Members, and Members of Local Boards

Deleted: Code of Conduct for Members of Essex County Council

5.1.1 The Code of Conduct establishes the ethical behaviour expected of Council Members and citizen members appointed by Council to serve on Committees, Boards, and/or Agencies of the County.

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5.1.2 Section 5.0 of the Code of Conduct, entitled "Respectful Conduct" states:

5.1 A Member shall always act civility, respectfully and professionally when dealing with or communicating with any persons, including a member of the public and other Members as well as staff of the County.

Deleted: "All Members have a duty to treat members of the public, one another and staff appropriately and without abuse, bullying or intimidation. All Members shall ensure that their work environment is utterly free and completely devoid of discrimination, and personal and sexual harassment".¶

5.2 An individual Member neither directs nor oversees the functions of the staff of the County. Council as a whole approves the budget, policies and governance of the County and provides direction and instruction through its by-laws and resolutions.

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- 5.3 Staff serve Council and work for the County as a body corporate under the specific direction of the CAO. Members shall acknowledge, respect and have regard for the administration, managerial and organizational structure of the County when requesting information, advice or services from staff.*
- 5.4 A Member shall comply with the County's Council and Staff Relations Policy.*
- 5.5 A Member shall not publicly criticize staff and any issue with respect to any staff member shall be referred to the CAO who will direct the matter to the particular staff member's appropriate superior (if not the CAO).*
- 5.6 A Member shall respect the role of staff in the administration of the business and governmental affairs of the County, and acknowledge and appreciate that staff:*
- a) provide advice and make policy recommendations in accordance with their professional ethics, expertise and obligations and that a Member must not falsely or maliciously injure the reputation of Staff members whether professional or ethical or otherwise;*
 - b) work within the administration of justice and that a Member must not make requests, statements or take actions which may be construed as an attempt to influence the independent administration of justice and, therefore, a Member shall not attempt to intimidate, threaten, or influence any staff member from carrying out that person's duties, including any duty to disclose improper activity; and*
 - c) carry out their municipal duties based on political neutrality and without undue influence from any individual Member and, therefore, a Member must not invite nor request or pressure any staff to act in furtherance or any Member's individual direction, to engage in partisan political activities or be subjected to any reprisal for refusing to engage in such activities.*

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5.1.3 Section 9.0 of the Code of Conduct, entitled “Discrimination and Harassment” states:

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Deleted: Conduct Respecting Staff

9.1 A Member shall treat all members of the public, one another and staff with respect and without abuse, bullying or intimidation and ensure that their work environment is free from discrimination and harassment.

Deleted: “Members shall be respectful of the role of staff to provide advice based on political neutrality and objectivity and without undue influence from any individual member or faction of the Council or Local Board.”

Members of Council should not: ¶
Maliciously or falsely injure the professional or ethical reputation, or the prospects or practice of staff; ¶

Compel staff to engage in partisan political activities or be subject to threat or discrimination for refusing to engage in such activities; ¶

Use, or attempt to use, their authority or influence for the purpose of intimidating, threatening, coercing, commanding, or influencing any staff member with the intent of interfering in staff’s duties” ¶

9.2 A Member shall not use indecent, abusive, demeaning or insulting words, phrases or expressions toward any member of the public, another Member or staff.

9.3 A Member shall not make comments or conduct themselves in any manner that is discriminatory to any individual based on the individual’s race, colour, ancestry, citizenship, ethnic origin, place of origin, creed or religion, gender, gender identity, gender expression, sexual orientation, marital status, family status, disability, age or record of offences for which a pardon has not been granted.

9.4 A Member shall comply with the County’s Workplace Violence and Harassment Policy and Program.

5.1.4 Section 16.0 of the Code of Conduct, entitled “Respect for the Code of Conduct” states:

16.5 Staff shall remain neutral and impartial, and not seek to interfere with or attempt to subvert or obstruct the Integrity Commissioner in any way in carrying out its responsibilities and functions. Staff shall comply with any requests from the Integrity Commissioner for any assistance or information.

5.2 Employee Code of Conduct

5.2.1 The Employee Code of Conduct is founded on the notion of ensuring public confidence and trust in the integrity, objectivity, and impartiality of the County through the recognition and promotion of fundamental principles of transparency, accountability, impartiality, and respect.

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5.2.2 Council expectation of Administration is outlined in Section 23.0 of the Employee Code of Conduct, entitled “Council’s Expectations of Staff in Support of Council”, which states:

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23.0 To act with integrity and be honest in their dealings with Members of Council, Officers of the Corporation, other County employees, clients and the public. No employee shall withhold information from (save and except applicable information protected under laws and regulations), or willfully mislead Members of Council, officers, employees, clients, or the public about any issue of corporate concern.

5.2.3 Administration is expected to:

- Recognize that Council is the elected voice of the residents of its seven lower-tier member municipalities;
- respect the decisions of Council; and
- Distinguish between their own personal comments or opinions and those related to their employment with the County.

5.2.4 Administration is further expected to:

- Not make comments that disparage or harm the reputation of the County, its Council, and/or other members of Administration;
- Not claim to speak on behalf of the County unless they have been authorized to do so; and
- Not make personal comments using County letterhead, County email addresses, or anything else that implies a connection between their personal comments or opinions and the County.

5.3 Harassment in the Workplace Policy

5.3.1 The County's Employee Harassment in the Workplace policy states that its purpose is:

"To promote and maintain a working environment that is free from all types of harassment. To establish procedures for employees of the Corporation who believe that they are being harassed by the Corporation, or by customers, clients, other employees, supervisors, workers, elected officials, vendors, supplier, contractors and members of the public as

Deleted: To Act with integrity and be honest in their dealings with Members of Council, Officers of the Corporation, other County employees, clients and the public. No employee shall withhold information from, or willfully mislead Member of Council, officers and employees, clients and the public. No employee shall withhold information from (save and except applicable information protected under laws and regulations), or willfully mislead Members of Council, officers, employees, clients or the public about any issue of corporate concern

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Council/Staff Relations Policy
Number: 2019-001

applicable. To adhere to and enforce applicable legislation including the Ontario Human Rights Code and the Occupational Health and Safety Act."

5.4 Workplace Violence Policy

5.4.1 The County's Workplace Violence Policy states as follows:

Deleted: of Essex

"The Corporation is committed to early identification and prevention of violence in the workplace, and to respond swiftly to actual incidents of violence. Any form or manner of threatening remark or gesture made to an employee of the Corporation, while the employee is carrying out his/her duties, will not be tolerated".

5.5 Procedure By-law

The Procedure By-law establishes the rules, procedures, and conduct for meetings of Council and Committees. Specifically, Section 15.5 of the Procedure By-law states as follows:

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15.5 No Member shall:

15.5.1 speak disrespectfully of the Reigning Sovereign or of any member of the Royal Family, or of the Governor-General, Lieutenant-Governor, or person administering the government of the Dominion of Canada or of this Province or any Province, or of a fellow Member of Council or staff;

15.5.2 Use offensive words or unparliamentary language; nor speak on any subject other than the subject from the motion in debate;

15.5.3 reflect upon any vote of Council except for the purpose of moving that such vote be reconsidered;

15.5.4 resist the rules of Council, or disobey the decision of the Chair on questions of order or practice or upon the interpretation of the rules of Council

15.6 Where a Member has been called to order by the Chair for failing to observe the provision of Section 15.4, and the Member persists in any such conduct, such Member may be ordered by Council to leave

Deleted: "No member shall speak disrespectfully of the reigning Sovereign or of any member of the Royal Family, or of the Governor-General, Lieutenant-Governor, or person administering the government of the Dominion or of this Province, nor shall the use of offensive words in or against the Council or against any member thereof be allowed, nor shall any member speak aside from the motion in debate, and no member shall reflect upon any vote of the Council except for the purpose of moving that such vote be reconsidered, nor shall any member resist the rules of the Council, or disobey the decision of the Presiding Officer of the Council on questions of order or practice or upon the interpretation of the rules of the Council, and in case any member shall so resist or disobey, such member may be ordered by the Council to leave his/her seat for that meeting, and in case of refusing to do so, may, on the order of the Presiding Officer, be removed by the police, but in case of ample apology being made by the offender, may by vote of the Council be permitted forthwith to take his/her seat."¶

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their seat for that Meeting, and in case of refusing to do so, may, on the order of the Chair, be removed by the police, but in case of ample apology being made by the offender, may by vote of Council be permitted forthwith to take their seat.

6.0 Responsibility

6.1 It is the responsibility of the CAO and other members of Administration to fully research the issues being put before Council, to provide Council with the information required for Council to make a decision, to give Council professional advice within their area of expertise (including viable policy options), to make recommendations to Council, and, once Council has rendered a decision or otherwise provide direction on a matter, to implement Council's decision.

- 6.1.1 The CAO reports to Council, while all other members of Administration report to the CAO.
- 6.1.2 Council Members shall report any concerns regarding the CAO to the Warden and shall report any concerns regarding other members of Administration to the CAO.

6.2 It is the responsibility of Council Members and members of Administration to adhere to this Policy and any applicable legislation, governing by-laws, codes of conduct, policies, and procedures.

6.3 The members of the Senior Leadership Team are responsible for directing operations under their supervision and leading other members of Administration that report to them to carry out the strategic objectives and directions set by Council. Generally, Senior Leadership is responsible for:

- 6.3.1 Acting as the liaison between Council and the members of Administration that report to them;
- 6.3.2 Directing the implementation of Council's stated objectives and decisions related to operations under their supervision;
- 6.3.3 Providing information and advice to Council as needed; and
- 6.3.4 Hiring, developing, and overseeing/managing a team of competent individuals.

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- 6.4 Generally, County Administration is responsible for:
- 6.4.1 Implementing decisions of Council, as directed by the CAO and/or the applicable member of the Senior Leadership Team;
 - 6.4.2 Establishing administrative practices and procedures to carry out Council’s decisions, as directed by the CAO and/or the applicable member of the Senior Leadership Team;
 - 6.4.3 Researching and providing advice to Council as needed;
 - 6.4.4 Fulfilling any applicable statutory duties; and
 - 6.4.5 Following direction of the CAO and/or Senior Leadership Team to ensure the successful operation of the County.
- 6.5 The Clerk is responsible for receiving complaints and/or concerns related to this Policy, and, upon receipt of a complaint and/or concern, the Clerk shall notify:
- 6.5.1 In the case of a complaint or concern related to the CAO, the Clerk shall notify the Warden;
 - 6.5.2 In the case of a complaint or concern related to a member of the Senior Leadership Team, the Clerk shall notify the CAO;
 - 6.5.3 In the case of a complaint or concern related to a member of Administration, but not the CAO or a member of the Senior Leadership Team, the Clerk shall notify the Director, Human Resources and the member of the Senior Leadership Team responsible for the member of Administration in question;
 - 6.5.4 In the case of a complaint or concern related to a Council Member, the Clerk shall direct the complainant to follow the procedures set out by the County’s Integrity Commissioner, and will provide the complainant with the resources and contact information for this purpose;
 - 6.5.5 In the case of a complaint or concern related to the Clerk, the CAO shall be responsible for receiving the complaint and shall address the complaint with the Clerk.

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<#>**Delegated Authority¶**

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- 6.6 Where there is a discrepancy between this Policy, and the Code of Conduct for Council Members, and Members of Local Boards or Employee Code of Conduct, the language of the Codes of Conduct prevails.
- 6.7 This Policy shall be reviewed, at minimum, once per term of Council.

7.0 Related Policies and/or Legislation

- Municipal Act
- Municipal Conflict of Interest Act
- Code of Conduct for Council Members, and Members of Local Boards
- Employee Code of Conduct
- Workplace Violence and Harassment Policy and Program
- Procedure By-law

8.0 Summary of Amendments

Date	Amendment(s)
2019-02-20	Council Report 2019-0220-CCS-R001-MB introduces Policy per Bill 68. Approved by Council Resolution 28-2019.
2025-03-05	Update sections pertaining to Workplace Violence and Harassment Policy and Program to reflect new merged policy 2024-015. Update sections pertaining to Procedure By-law to reflect most recent version 2024-26. Report 2025-0305-LLS-R08-KH provided updates to Council. Essex County Council (insert decision) under Resolution XX-2025.

Deleted: Code of Conduct for Members of Council

Deleted: Harassment in the Workplace Policy

Deleted: <#>Workplace Violence Policy

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<#>Director of Council and Community Services/County Clerk
County of Essex
clerks@countyofessex.ca

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Appendices

None



County of Essex Policy and Procedures Manual

Council/Staff Relations Policy

Policy Number:	2019-001
Policy Type:	Corporate Policy
Approval Authority:	Essex County Council
Office of Responsibility:	Legislative and Legal Services
Issuance Date:	2019-02-20
Revised on Date:	2025-03-05 (Proposed to Council)
Scheduled Review Date:	Each term of Council
Replaces Policy:	N/A

1.0 Introduction

The Corporation of the County of Essex (the "**County**") recognizes the importance of relations between Council and Administration and encourages communication between Council and Administration. Council and Administration have complementary but exclusive roles in maintaining good governance and the provision of services to the public. The County will promote a respectful, tolerant and harassment-free relationship and workplace between Members of Council and Administration, guided by the Code of Conduct for Council Members, and Members of Local Boards, the Employee Code of Conduct, the employee Workplace Violence and Harassment Policy and Program, and the County's Procedure By-law; all of which may be updated and/or revised from time to time.

2.0 Scope

- 2.1 Section 270(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25, requires that municipalities enact certain policies, and, specifically, provides at subsection 2.1 that "a policy related to the relationship between members of council and the officers and employees of the municipality" be adopted and maintained.

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- 2.2 This Council/Staff Relations Policy (the "**Policy**") applies to all Members of Council and Administration.

3.0 Definitions

- 3.1 "**Administration**" means the officers and employees of the County, including the CAO and individuals providing services to the County under contracts for services. As provided for in Section 227 of the *Municipal Act*, it is the role of Administration (a) to implement Council's decisions and establish administrative practices and procedures to carry out Council's decisions; (b) to undertake research and provide advice to Council on the policies and programs of the County; and (c) to carry out other duties required under the *Municipal Act*, or any other legislation, and such other duties assigned by the County, from time to time.
- 3.2 "**CAO**" means the County's Chief Administrative Officer. As provided for in Section 229 of the *Municipal Act*, the County may appoint a CAO who shall be responsible for, (a) exercising general control and management of the affairs of the County for the purpose of ensuring the efficient and effective operation of the County; and (b) performing such other duties as are assigned by the County, from time to time.
- 3.3 "**Clerk**" means the Clerk, duly appointed by Council pursuant to a by-law. As provided for in Section 228 of the *Municipal Act*, the County must appoint a Clerk whose duty it is, (a) to record, without note or comment, all resolutions, decisions and other proceedings of Council; (b) if required by any member present at a vote, to record the name and vote of every member voting on any matter or question; (c) to keep the originals or copies of all by-laws and of all minutes of the proceedings of Council; (d) to perform the other duties required under the *Municipal Act*, or under any other legislation; and (e) to perform such other duties as are assigned by the County, from time to time.
- 3.4 "**Code of Conduct**" means Appendix A to By-law 2023-48, being the current Code of Conduct for Council Members, and Members of Local Boards, and any successor by-law setting out a code of conduct for Council Members. As provided for in Section 223.2(1) of the *Municipal Act*, the County must establish codes of conduct for Members of Council and of its local boards.

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- 3.5 **"County"** means the upper tier municipality of the Corporation of the County of Essex.
- 3.6 **"Council Member"** means a member of the Council of the County. As provided for in Section 224 of the *Municipal Act*, it is the role of Council, (a) to represent the public and to consider the well-being and interests of the County; (b) to develop and evaluate the policies and programs of the County; (c) to determine which services the County provides; (d) to ensure that administrative policies, practices, and procedures and controllership policies, practices, and procedures are in place to implement the decisions of Council; (d.1) to ensure the accountability and transparency of the operations of the County, including the activities of the senior management of the County; (e) to maintain the financial integrity of the County; and (f) to carry out the duties of Council under the *Municipal Act*, or any other legislation.
- 3.7 **"County Council"** means the entire elected body of the County, comprised of the 7 Mayors and 7 Deputy Mayors of the County's 7 lower tier municipalities, being the lower-tier municipalities of Amherstburg, Essex, Kingsville, Lakeshore, LaSalle, Leamington and Tecumseh.
- 3.8 **"Local Board"** means a municipal service board, transportation commission, public library board, board of health, police service board, planning board, or any other board, commission, committee, body or local authority established or exercising any power under any Act with respect to the affairs or purposes of one or more municipalities, excluding a school board and a conservation authority;
- 3.9 **"Municipal Act"** means the *Municipal Act, 2001*, S.O. 2001, c. 25.
- 3.10 **"Senior Leadership Team"** means those members of Administration that the CAO, from time to time, determines are to serve as members of the County's senior management team, and includes, but is not limited to, the Directors of the various Departments of the County.
- 3.11 **"Warden"** means the head of County Council as elected by Council from time to time. As provided for in Section 225 of the *Municipal Act*, it is the role of the Warden as head of Council, (a) to act as chief executive officer of the County; (b) to preside over meetings of Council so that its business can be carried out efficiently and

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effectively; (c) to provide leadership to Council; (c.1) without limiting clause (c), to provide information and recommendations to Council with respect to the role of Council described in clauses 224 (d) and (d.1) of the *Municipal Act*; (d) to represent the County at official functions; and (e) to carry out the duties of the head of Council under the *Municipal Act*, or any other legislation.

4.0 Purpose

- 4.1 This Policy provides direction on how the County ensures a respectful, tolerant, and harassment-free relationship and workplace between Council Members and Administration.
- 4.2 Council Members and Administration are expected to work together collaboratively to execute the goals and objectives of the County in accordance with the service levels, priorities, and direction set by Council.

5.0 Policy

The relationship between Council Members and Administration is guided by the following:

5.1 **Code of Conduct for Council Members, and Members of Local Boards**

- 5.1.1 The Code of Conduct establishes the ethical behaviour expected of Council Members and citizen members appointed by Council to serve on Committees, Boards, and/or Agencies of the County.
- 5.1.2 Section 5.0 of the Code of Conduct, entitled "Respectful Conduct" states:

5.1 A Member shall always act civility, respectfully and professionally when dealing with or communicating with any persons, including a member of the public and other Members as well as staff of the County.

5.2 An individual Member neither directs nor oversees the functions of the staff of the County. Council as a whole approves the budget, policies and governance of the County and provides direction and instruction through its by-laws and resolutions.

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- 5.3 *Staff serve Council and work for the County as a body corporate under the specific direction of the CAO. Members shall acknowledge, respect and have regard for the administration, managerial and organizational structure of the County when requesting information, advice or services from staff.*
- 5.4 *A Member shall comply with the County's Council and Staff Relations Policy.*
- 5.5 *A Member shall not publicly criticize staff and any issue with respect to any staff member shall be referred to the CAO who will direct the matter to the particular staff member's appropriate superior (if not the CAO).*
- 5.6 *A Member shall respect the role of staff in the administration of the business and governmental affairs of the County, and acknowledge and appreciate that staff:*
- a) *provide advice and make policy recommendations in accordance with their professional ethics, expertise and obligations and that a Member must not falsely or maliciously injure the reputation of Staff members whether professional or ethical or otherwise;*
 - b) *work within the administration of justice and that a Member must not make requests, statements or take actions which may be construed as an attempt to influence the independent administration of justice and, therefore, a Member shall not attempt to intimidate, threaten, or influence any staff member from carrying out that person's duties, including any duty to disclose improper activity; and*
 - c) *carry out their municipal duties based on political neutrality and without undue influence from any individual Member and, therefore, a Member must not invite nor request or pressure any staff to act in furtherance of any Member's individual direction, to engage in partisan political activities or be subjected to any reprisal for refusing to engage in such activities.*

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- 5.1.3 Section 9.0 of the Code of Conduct, entitled “Discrimination and Harassment” states:

9.1 A Member shall treat all members of the public, one another and staff with respect and without abuse, bullying or intimidation and ensure that their work environment is free from discrimination and harassment.

9.2 A Member shall not use indecent, abusive, demeaning or insulting words, phrases or expressions toward any member of the public, another Member or staff.

9.3 A Member shall not make comments or conduct themselves in any manner that is discriminatory to any individual based on the individual’s race, colour, ancestry, citizenship, ethnic origin, place of origin, creed or religion, gender, gender identity, gender expression, sexual orientation, marital status, family status, disability, age or record of offences for which a pardon has not been granted.

9.4 A Member shall comply with the County’s Workplace Violence and Harassment Policy and Program.

- 5.1.4 Section 16.0 of the Code of Conduct, entitled “Respect for the Code of Conduct” states:

16.5 Staff shall remain neutral and impartial, and not seek to interfere with or attempt to subvert or obstruct the Integrity Commissioner in any way in carrying out its responsibilities and functions. Staff shall comply with any requests from the Integrity Commissioner for any assistance or information.

5.2 Employee Code of Conduct

- 5.2.1 The Employee Code of Conduct is founded on the notion of ensuring public confidence and trust in the integrity, objectivity, and impartiality of the County through the recognition and promotion of fundamental principles of transparency, accountability, impartiality, and respect.

- 5.2.2 Council expectation of Administration is outlined in Section 23.0 of the Employee Code of Conduct, entitled “Council’s Expectations of Staff in Support of Council”, which states:

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23.0 To act with integrity and be honest in their dealings with Members of Council, Officers of the Corporation, other County employees, clients and the public. No employee shall withhold information from (save and except applicable information protected under laws and regulations), or willfully mislead Members of Council, officers, employees, clients, or the public about any issue of corporate concern.

5.2.3 Administration is expected to:

- Recognize that Council is the elected voice of the residents of its seven lower-tier member municipalities;
- respect the decisions of Council; and
- Distinguish between their own personal comments or opinions and those related to their employment with the County.

5.2.4 Administration is further expected to:

- Not make comments that disparage or harm the reputation of the County, its Council, and/or other members of Administration;
- Not claim to speak on behalf of the County unless they have been authorized to do so; and
- Not make personal comments using County letterhead, County email addresses, or anything else that implies a connection between their personal comments or opinions and the County.

5.3 Harassment in the Workplace Policy

5.3.1 The County's Employee Harassment in the Workplace policy states that its purpose is:

"To promote and maintain a working environment that is free from all types of harassment. To establish procedures for employees of the Corporation who believe that they are being harassed by the Corporation, or by customers, clients, other employees, supervisors, workers, elected officials, vendors,

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supplier, contractors and members of the public as applicable. To adhere to and enforce applicable legislation including the Ontario Human Rights Code and the Occupational Health and Safety Act."

5.4 Workplace Violence Policy

5.4.1 The County's Workplace Violence Policy states as follows:

"The Corporation is committed to early identification and prevention of violence in the workplace, and to respond swiftly to actual incidents of violence. Any form or manner of threatening remark or gesture made to an employee of the Corporation, while the employee is carrying out his/her duties, will not be tolerated".

5.5 Procedure By-law

The Procedure By-law establishes the rules, procedures, and conduct for meetings of Council and Committees. Specifically, Section 15.5 of the Procedure By-law states as follows:

15.5 *No Member shall:*

- 15.5.1 *speak disrespectfully of the Reigning Sovereign or of any member of the Royal Family, or of the Governor-General, Lieutenant-Governor, or person administering the government of the Dominion of Canada or of this Province or any Province, or of a fellow Member of Council or staff;*
- 15.5.2 *Use offensive words or unparliamentary language; nor speak on any subject other than the subject from the motion in debate;*
- 15.5.3 *reflect upon any vote of Council except for the purpose of moving that such vote be reconsidered;*
- 15.5.4 *resist the rules of Council, or disobey the decision of the Chair on questions of order or practice or upon the interpretation of the rules of Council*

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15.6 Where a Member has been called to order by the Chair for failing to observe the provision of Section 15.4, and the Member persists in any such conduct, such Member may be ordered by Council to leave their seat for that Meeting, and in case of refusing to do so, may, on the order of the Chair, be removed by the police, but in case of ample apology being made by the offender, may by vote of Council be permitted forthwith to take their seat.

6.0 Responsibility

- 6.1 It is the responsibility of the CAO and other members of Administration to fully research the issues being put before Council, to provide Council with the information required for Council to make a decision, to give Council professional advice within their area of expertise (including viable policy options), to make recommendations to Council, and, once Council has rendered a decision or otherwise provide direction on a matter, to implement Council's decision.
- 6.1.1 The CAO reports to Council, while all other members of Administration report to the CAO.
- 6.1.2 Council Members shall report any concerns regarding the CAO to the Warden and shall report any concerns regarding other members of Administration to the CAO.
- 6.2 It is the responsibility of Council Members and members of Administration to adhere to this Policy and any applicable legislation, governing by-laws, codes of conduct, policies, and procedures.
- 6.3 The members of the Senior Leadership Team are responsible for directing operations under their supervision and leading other members of Administration that report to them to carry out the strategic objectives and directions set by Council. Generally, Senior Leadership is responsible for:
- 6.3.1 Acting as the liaison between Council and the members of Administration that report to them;
- 6.3.2 Directing the implementation of Council's stated objectives and decisions related to operations under their supervision;

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- 6.3.3 Providing information and advice to Council as needed; and
- 6.3.4 Hiring, developing, and overseeing/managing a team of competent individuals.
- 6.4 Generally, County Administration is responsible for:
 - 6.4.1 Implementing decisions of Council, as directed by the CAO and/or the applicable member of the Senior Leadership Team;
 - 6.4.2 Establishing administrative practices and procedures to carry out Council's decisions, as directed by the CAO and/or the applicable member of the Senior Leadership Team;
 - 6.4.3 Researching and providing advice to Council as needed;
 - 6.4.4 Fulfilling any applicable statutory duties; and
 - 6.4.5 Following direction of the CAO and/or Senior Leadership Team to ensure the successful operation of the County.
- 6.5 The Clerk is responsible for receiving complaints and/or concerns related to this Policy, and, upon receipt of a complaint and/or concern, the Clerk shall notify:
 - 6.5.1 In the case of a complaint or concern related to the CAO, the Clerk shall notify the Warden;
 - 6.5.2 In the case of a complaint or concern related to a member of the Senior Leadership Team, the Clerk shall notify the CAO;
 - 6.5.3 In the case of a complaint or concern related to a member of Administration, but not the CAO or a member of the Senior Leadership Team, the Clerk shall notify the Director, Human Resources and the member of the Senior Leadership Team responsible for the member of Administration in question;
 - 6.5.4 In the case of a complaint or concern related to a Council Member, the Clerk shall direct the complainant to follow the procedures set out by the County's Integrity Commissioner, and will provide the complainant with the resources and contact information for this purpose;

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- 6.5.5 In the case of a complaint or concern related to the Clerk, the CAO shall be responsible for receiving the complaint and shall address the complaint with the Clerk.
- 6.6 Where there is a discrepancy between this Policy, and the Code of Conduct for Council Members, and Members of Local Boards or Employee Code of Conduct, the language of the Codes of Conduct prevails.
- 6.7 This Policy shall be reviewed, at minimum, once per term of Council.

7.0 Related Policies and/or Legislation

- *Municipal Act*
- *Municipal Conflict of Interest Act*
- Code of Conduct for Council Members, and Members of Local Boards
- Employee Code of Conduct
- Workplace Violence and Harassment Policy and Program
- Procedure By-law

8.0 Summary of Amendments

Date	Amendment(s)
2019-02-20	Council Report 2019-0220-CCS-R001-MB introduces Policy per Bill 68. Approved by Council Resolution 28-2019.
2025-03-05	Update sections pertaining to Workplace Violence and Harassment Policy and Program to reflect new merged policy 2024-015. Update sections pertaining to Procedure By-law to reflect most recent version 2024-26. Report 2025-0305-LLS-R08-KH provided updates to Council. Essex County Council (insert decision) under Resolution XX-2025.

Appendices

None



Administrative Report

To: Warden MacDonald and Members of Essex County Council

From: David Sundin, BA (Hons), LL.B., Director, Legislative and Legal Services/County Solicitor

Date: Wednesday, March 5, 2025

Subject: County Intensive Supportive Housing Program

Report #: 2025-0305-LLS-R10-DMS

Purpose

The purpose of this Administrative Report (the "**Report**") is to report back to Council as per Council's direction provided on January 15, 2025, and to seek County Council's direction regarding the procurement process related to the County's Intensive Supportive Housing Program.

Background

On January 15, 2025, following the presentation of Report Number 2025-0115-LLS-R05-DMS (the "**January Report**"), Council provided the following resolution:

Essex County Council direct Administration to commence a formal procurement process with respect to an Intensive Supportive Housing Program in the County, report back to Council regarding the outcome of same and for further direction, to pursue a short-term contract with a service provider until the RFP process concludes.

A copy of the January Report is appended to this Report as **Appendix A** for ease of reference.

The following is a summary of the current status of how homelessness prevention programs are funded and carried out in the County:

- 1) Since the 1990s the City of Windsor has been the Consolidated Regional Service Manager for social services for both the City and the County.
- 2) The City receives funding from both the provincial and federal governments to provide social services, including programs related to addressing homelessness in both the City and the County.

- 3) Any shortfall in funding from the provincial and federal governments results in the additional costs shared as follows: 40% of funding is based on actual costs, 60% is based on regional weighted assessment (however, Pelee is excluded from this weighted assessment specifically for Social Housing only). Please see **Appendix B** for the details of this arbitrated decision.
- 4) For 2024 the County was billed \$18,467,604, which is subject to final reconciliation by the City. The total costs of the Regional Social Services and Social Housing Programs are cost shared as indicated above and referenced in **Appendix B**.
- 5) From the provincial funding available to the Region, the City directly provides money to the County for the County's homelessness initiatives, from a source of funding known as the Homelessness Prevention Program ("**HPP**").
- 6) The HPP allotment that is dedicated to the County's homelessness initiatives has been set at \$2,491,240 for 2025, and is supplemented by \$448,640 from the County's municipal tax levy.
- 7) Effective as of April 1, 2024, the relationship between the City and the County regarding the allotment of HPP funding has been governed by the terms of a funding agreement (the "**Funding Agreement**").
- 8) Traditionally, the HPP funds provided by the Province through the City were used to fund what is now known as "Residential Services Homes", which was formerly known as the "Housing with Supports" Program (the "**Traditional Supportive Housing Program**").
- 9) The Traditional Supportive Housing Program has been used to provide permanent housing, food services, supervised care, and other supports, to low income individuals who require some assistance with activities of daily living.
- 10) The Funding Agreement now provides the County with a set amount of funds for the Traditional Supportive Housing Program along with the operation of a Homelessness Hub in Leamington, the operation of an Emergency Shelter Program in the County, and a dedicated Homelessness Street Outreach Worker.
- 11) In 2022, the County and City each began operating a supportive housing program that was more intensive than the Traditional Supportive Housing Program, in that it provided specialized supports to those individuals experiencing homelessness and that are facing complex medical needs and/or mental health and/or addiction issues (the "**Intensive Supportive Housing Program**").

- 12) The City, as the Consolidated Regional Service Manager, has decided to fund the City's Intensive Supportive Housing Program (the "**City's Program**") differently than the County's Intensive Supportive Housing Program (the "**County's Program**"). The difference means that the City's Program receives approximately \$200,000 more per year from provincial funds than the County's Program does, but with approximately 50% of the cost of the City's Program being funded from the City's municipal taxes. Conversely, to date, the County's Program has not received any support from municipal taxes.
- 13) The County's Program is set to expire on March 31, 2025, which resulted in the January Report being presented to Council, and resulted in direction from Council to engage in a formal procurement process and report back to Council.

Discussion

In accordance with the direction provided by Council to Administration on January 15, 2025, a formal procurement process was commenced by the County, which closed on February 20, 2025 (the "**Procurement Process**").

The Procurement Process resulted in 2 submissions being provided to continue the County's Program. However, 1 of the submissions was largely in line with how the Traditional Supportive Housing Program is operated and did not fully meet the technical requirements for the County's Intensive Supportive Housing Program.

The other submission provided to the County as part of the Procurement Process did meet the technical requirements for the County's Intensive Supportive Housing Program, and Administration recommends proceeding to attempt to negotiate a Contract with that proponent (the "**Preferred Proponent**"). The Preferred Proponent will have to secure a location to operate the County's Program from in a reasonable amount of time. Should the Preferred Proponent fail to do so, then the County's Program will have to be wound up.

The Preferred Proponent has provided costs for running the County's Program that includes the following:

- 1) A focus on striving to meet the medical and mental health needs of the residents of the County's Program, with a mental health worker and PSW to be on site at all times, and with an RPN on site from 9:00 AM to 5:00 PM every Monday through Friday.
- 2) An Executive Director with a mental health background, who will be on site to address risk issues as they arise.

- 3) A proposed staff schedule that seeks to ensure that mental health expertise is always available on site.

It is the opinion of the Evaluation Committee of the County, tasked with making a recommendation from the Procurement Process, that the Preferred Proponent is the most likely to successfully deliver the County's Program as:

- 1) The proposal is for a program with qualified staff and with a level of staffing that is required to successfully deliver this type of program.
- 2) The proposal clearly identifies the key needs of the residents of the County's Program and provides a plan to address those needs.
- 3) The Preferred Proponent provides services to the County through the Traditional Supportive Housing Program, and has a good track record of providing quality service.

Finally, since the January Report was drafted and presented to Council, it was also announced that the City was approved to open and operate a Homeless and Addiction Recovery Treatment ("**HART**") Hub program. Funding for the HART Hub has been announced to be \$6,300,000 per year, and will initially house 16 individuals.

The announcement from the Provincial Government summarized the HART Hub Program as follows:

- The goal of the Windsor-Essex HART Hub is to bring community partners together, through a shared model of care, to effectively and compassionately support individuals experiencing homelessness, addictions issues, and other complex issues.
- The Windsor-Essex HART Hub **proposed services** include:
 - primary care
 - mental health and addictions services including, assessment, care coordination withdrawal management
 - peer support
 - mental health and addictions supportive housing
 - services to meet basic needs
- The **primary objective** of the Windsor-Essex HART Hub is to divert repeated/inappropriate emergency department visits by providing individuals with more immediate access to help and efficiently using local community resources.

Financial Implications

County Homelessness Programs vary in cost. **Appendix C** provides details on available programs, the individuals they serve, and associated funding sources.

If Council directs Administration to negotiate a contract to continue the Intensive Supportive Housing Program, total program costs through 2025 are expected to remain at approximately \$107,000 per month, consistent with current expenditures.

The program's costs will be partially offset by:

- 1) Provincial funding through the Funding Agreement
- 2) Rent recoveries from residents
- 3) Surplus funds, if any, from the County's Homelessness Programs

However, even with these funding sources, a significant funding gap will remain, which the County will need to cover.

Occupancy	Funds Available		Potential Funds Required (Shortfall)
	(\$60 per day x # of residents x 365 days)		
25 Residents	547,500	738,488	
30 Residents	657,000	628,988	
35 Residents	766,500	519,488	

To cover the 2025 funding gap, Administration recommends using Safe Restart funds for the remainder of the year. However, long-term funding must be addressed in the 2026 Budget deliberations and incorporated into the County's levy starting in 2026 should Council wish to continue this program and in the absence of any other available funding.

The table below provides the estimated total program costs over five years, along with the corresponding County funds needed to cover the anticipated unfunded portion of the program for 35 residents.

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Administrative Report

March 5, 2025

County Intensive Supportive Housing Program

Category	Year 1	Year 2	Year 3	Year 4	Year 5
Total Cost of the Program	\$1,285,988	\$1,319,424	\$1,353,729	\$1,388,926	\$1,425,038
Cost Per Resident Per Day	\$ 100.66	\$ 103.28	\$ 105.97	\$ 108.72	\$ 111.55
Bloc Funding for 35 Residents	\$ 766,500	\$ 766,500	\$ 766,500	\$ 766,500	\$ 766,500
Anticipated County Levy Dollars Required	519,488	552,924	587,229	622,426	658,538
Notes:					
The chart above is based on 35 residents utilizing the program and the program being bloc funded.					
There is no rental supplements included as revenue as this is not guaranteed.					

Alternatively, if Council directs Administration to discontinue the County's Program, there will still be associated costs, though they are more difficult to quantify. As noted in the January Report, anecdotal evidence suggests that homelessness leads to increased expenses for the shelter system, healthcare, and emergency services.

Since the County reimburses the City for 40% of direct social services and social housing costs and 60% based on weighted assessment—and shares EMS costs with the City—any rise in demand for emergency shelter, social housing or emergency response will have financial implications for County taxpayers.

Below is a table identifying the per diem costs of housing individuals in the County's Intensive Supportive Housing Program for Year 1 versus the costs for housing someone in the emergency shelter system or the new HART Hub.

	County Program	Emergency Shelter	Hart Hub Program
Per Diem	\$100.66	\$175.00	\$1,078.77

The above Table is based on there being 35 individuals in the County's Intensive Supportive Housing Program and there being 16 individuals in the HART HUB.

If Council directs Administration to negotiate a contract with the Preferred Proponent, Administration recommends implementing an Intensive Supportive Housing Program for 35 residents.

Consultations

In drafting this Report, consultations were held with:

- the County's Procurement Division
- Jeanie Diamond-Francis, Manager, Community Services
- Melissa Ryan, Director, Financial Services/Treasurer
- Sandra Zwiers, CAO

Strategic Plan Alignment

Working as Team Essex County	Growing as Leaders in Public Service Excellence	Building a Regional Powerhouse
☒ Scaling Sustainable Services through Innovation ☒ Focusing “Team Essex County” for Results ☒ Advocating for Essex County’s Fair Share	☐ Being an Employer with Impact ☒ A Government Working for the People ☐ Promoting Transparency and Awareness	☐ Providing Reliable Infrastructure for Partners ☒ Supporting Dynamic and Thriving Communities Across the County ☐ Harmonizing Action for Growth ☐ Advancing Truth and Reconciliation

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March 5, 2025
County Intensive Supportive Housing Program

Recommendation

That Essex County Council receive Report Number 2025-0305-LLS-R10-DMS – County Intensive Supportive Housing Program as information.

And One of the following options:

OPTION 1

That Essex County Council directs Administration to negotiate a Contract with the Preferred Proponent with respect to an Intensive Supportive Housing Program in the County, and report back to Council regarding same;

OR

OPTION 2

That Essex County Council directs Administration to advise the Proponents that the Procurement Process is cancelled.

Approvals

Respectfully Submitted,

David M. Sundin

David Sundin, BA (Hons), LL.B., Director, Legislative and Legal Services/County Solicitor

Concurred With,

Sandra Zwiers

Sandra Zwiers, MAcc, CPA, CA, Chief Administrative Officer

Appendix	Title
A	Report Number 2025-0115-LLS-R05-DMS
B	1999 Arbitrated Decision
C	County Homelessness Programs



Administrative Report

To: Warden MacDonald and Members of Essex County Council

From: David Sundin, BA (Hons), LL.B., Director, Legislative and Legal Services/County Solicitor

Date: Wednesday, January 15, 2025

Subject: County Intensive Supportive Housing Program – Addendum Supplementary

Report #: 2025-0115-LLS-R05-DMS -As Amended

Purpose

The purpose of this Administrative Report (the "**Report**") is to seek direction from County Council as to whether or not the County should continue to have an Intensive Supportive Housing Program in the County.

Background

As Council is well aware, in the 1990s when the Province downloaded certain provincial responsibilities to municipalities, it appointed the City of Windsor (the "**City**") as the Consolidated Regional Service Manager for social services for both the City and the County of Essex (the "**County**"). Since that appointment as the Consolidated Regional Service Manager, the City has been provided with funding from both the provincial and federal governments to provide social services, including programs related to addressing homelessness in both the City and the County.

For many years, the City has provided the County with an allocation of money that fluctuates slightly from year to year for homelessness initiatives. The funding is currently from a provincial funding source known as the Homelessness Prevention Program ("**HPP**"). The HPP allotment from the provincial funds provided to the County for 2025 is currently set at \$2,491,240.

For a number of years, the County has contributed County municipal tax dollars in the sum of \$448,640 to supplement the amount provided by the Province through the City. Further the County has provided County employees as support staff to oversee/manage the HPP funded programs in the County. Finally, effective April 1, 2024, the City and the County entered

into an agreement to formalize the County overseeing/managing HPP funded programs on behalf of the City in the County (the "**Funding Agreement**").

Traditionally, the HPP funds provided by the Province through the City were used to fund what is now known as "Residential Services Homes", which was formerly known as the "Housing with Supports" Program (the "**Traditional Supportive Housing Program**"). The Traditional Supportive Housing Program has been used to provide permanent housing, food services, supervised care, and other supports, to low income individuals who require some assistance with activities of daily living.

The Funding Agreement now provides the County with a set amount of funds for the Traditional Supportive Housing Program along with the operation of a Homelessness Hub in Leamington, the operation of an Emergency Shelter Program in the County, and a dedicated Homelessness Street Outreach Worker.

In 2022, the County and the City each began operating a supportive housing program that was more intense than the Traditional Supportive Housing Program, in that it provided specialized supports to those individuals experiencing homelessness and that are facing complex medical needs and/or mental health and/or addiction issues (the "**Intensive Supportive Housing Program**").

The City, as the Consolidated Regional Service Manager, has decided to fund the City's Intensive Supportive Housing Program (the "**City's Program**") differently than the County's Intensive Supportive Housing Program (the "**County's Program**"). The difference means that the City's Program receives approximately \$200,000 more per year from provincial funds than the County's Program does. That being said, the City's Program is also being sustained through a substantial contribution from the City's municipal tax base. The County's understanding is that approximately 50% of the cost of the City's Program is funded from the City's municipal taxes. Conversely, to date, the County's Program has not received any support from municipal taxes.

The County's Program is currently set to end on March 31, 2025, and will be unable to continue unless there is a commitment from the County to provide municipal tax dollars to subsidize the County's Program and/or a reconsideration by the City as to the amount allocated from the provincial and federal funds available to the Region to support the County's program.

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January 15, 2025
County Intensive Supportive Housing Program

Discussion

In anticipation of the County's Program ending on March 31, 2025, Administration approached a number of the County's community partners and existing providers of the County's Residential Services Homes Program to obtain some insight on the costs to continue providing the County's Program past March 31, 2025. That approach was made through a process known as a Request for Information ("**RFI**"). The RFI process is used to gain information in a non-binding way. Should County Council wish to further explore continuing the County's Program a formal Request for Quote ("**RFQ**") will be required.

Based on the RFI process, it appears that the County would be required to contribute between \$120,000 a year on the low end and \$390,000 a year on the high end, should County Council wish for the County's Program to continue to operate. The precise amount will not be known unless and until a formal RFQ process is completed.

There is the possibility that the amount required from the County to subsidize the County's Program could be reduced if the City provides the County with a larger amount from the provincial and/or federal funds allotted to the Region as a whole, if another funding source becomes available, or if other service providers with funding from other provincial and/or federal sources can assist with the County's Program. However, that is speculative at this point, with all previous attempts to find alternate funding or supports being unsuccessful.

Direction is required from County Council as to whether it is the desire of Council to continue the operation of the County's Program, or to cease the operation of the County's Program.

Supplementary Information – Addendum

Following this Report being provided to Council, Administration learned that on January 9, 2025, AMO published a Report entitled "Municipalities Under Pressure: The Human and Financial Cost of Ontario's Homelessness Crisis" (the "**AMO Report**"). The AMO Report was conducted by HelpSeeker Technologies, in partnership with the Association of Municipalities of Ontario ("**AMO**"), the Ontario Municipal Social Services Association, and the Northern Ontario Service Deliverers Association. On January 9, 2025, AMO provided a [press release](#) regarding the AMO Report along with a link to the full [AMO Report](#). Attached to this Report as **Appendix A** is a copy of the Summary of the AMO Report.

Administration wanted to ensure that the very timely and detailed statistics and information contained in the [AMO Report](#), and the related [press release](#)

and AMO Report Summary, was available to Council prior to Council's discussion regarding the contents of this Report.

Financial Implications

Should Council direct Administration to continue the operation of an Intensive Supportive Housing Program in the County, there will be costs, that, through the RFI process, Administration believes will result in an annual obligation of the County of between approximately \$120,000 and \$390,000. However, the precise amount will not be known until a formal procurement process results in a quote being provided that a Proponent is legally obligated to honour.

Should the County Program be continued, Administration recommends funding any transition costs and any further net operating costs of the County Program in 2025 with excess Safe Restart Funds. However, the County will have to be prepared to support the County Program with levy funds in the future, and likely for an extended period of time. Most service providers will expect a multi-year contract before engaging in offering this type of program.

Should Council direct Administration to cease the operation of an Intensive Supportive Housing Program in the County, there will be costs for that as well. Those costs are more difficult to clearly identify. The costs will not likely have a direct impact on the County's municipal levy (other than through the potential for increased calls to EMS), but there will be costs if the people utilizing the current Intensive Supportive Housing Program are left homeless. Anecdotal evidence suggests that homelessness results in increased costs to the shelter system, to the healthcare system, and to emergency services.

Consultations

In drafting this Report, consultations were held with:

- Jeanie Diamond-Francis, Manager, Community Services
- Melissa Ryan, Director, Financial Services/Treasurer, and
- Sandra Zwiers, Chief Administrative Officer

Strategic Plan Alignment

Working as Team Essex County	Growing as Leaders in Public Service Excellence	Building a Regional Powerhouse
☒ Scaling Sustainable Services through Innovation ☒ Focusing “Team Essex County” for Results ☒ Advocating for Essex County’s Fair Share	☐ Being an Employer with Impact ☒ A Government Working for the People ☐ Promoting Transparency and Awareness	☐ Providing Reliable Infrastructure for Partners ☒ Supporting Dynamic and Thriving Communities Across the County ☐ Harmonizing Action for Growth ☐ Advancing Truth and Reconciliation

Recommendation

That Essex County Council receive Report Number 2025-0115-LLS-R05 DMS – County Intensive Supportive Housing Program as information and provide direction to Administration as to whether or not to continue operation of an Intensive Supportive Housing Program in the County by adopting 1 of the following 2 resolutions:

- (1) Essex County Council directs Administration to commence a formal procurement process with respect to an Intensive Supportive Housing Program in the County, report back to Council regarding the outcome of same and for further direction, and continue operating the existing County Intensive Supportive Housing Program in the meantime; or
- (2) Essex County Council directs Administration to wind up the existing Intensive Supportive Housing Program in the County, and to take such steps and expend such monies as are necessary for same.

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County Intensive Supportive Housing Program

Approvals

Respectfully Submitted,

David M. Sundin

David Sundin, BA (Hons), LL.B., Director, Legislative and Legal Services/County Solicitor

Concurred With,

Sandra Zwiers

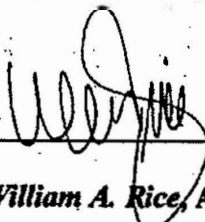
Sandra Zwiers, MAcc, CPA, CA, Chief Administrative Officer

Appendix	Title
A	Municipalities Under Pressure: The Human and Financial Cost of Ontario’s Homelessness Crisis – Report Summary

Accordingly, effective April 1, 1999 it is the award of this arbitral tribunal that:

1. The mandatory program delivery and administration costs for Ontario Works shall be apportioned between the City of Windsor, the County of Essex and the Township of Pelee based on a formula of 60% weighted assessment and 40% actual costs. Actual costs are the net municipal costs of each case allocated on the basis of the location of the municipal residence of the client.
2. The discretionary program delivery costs for Ontario Works shall be apportioned based on 100% of the actual costs as defined in (1.) above.
3. The program delivery and administrative costs for Child Care services shall be apportioned between the City of Windsor and the County of Essex based on a formula of 60% weighted assessment and 40% actual costs. Actual costs are the net municipal costs of each subsidized day care space allocated on the basis of the location of the municipal residence of the client. The Township of Pelee is excluded from this apportionment.
4. The costs of Social Housing shall be apportioned between the City of Windsor and the County of Essex based on a formula of 60% weighted assessment and 40% actual costs. Actual costs are the net municipal costs of each unit allocated on the basis of the municipal location of the unit. The Township of Pelee is excluded from this apportionment.
5. Each party shall be responsible for their own costs relating to this arbitration. The costs of the arbitral tribunal shall be apportioned 40.1785% to the County of Essex, 59.6075% to the City of Windsor, and 0.2140% to the Township of Pelee.

This award is made at Sudbury, Ontario on the 9th day of March, 1999.



William A. Rice, Arbitrator.

County of Essex Homelessness Programs

Updated: February 24, 2025

Program	Services Provided	Who It Serves	Base Costs	Potential Extra Cost Triggers	Current Funding Sources
Residential Services Homes (Regular)	Housing, meals, 24/7 supervision, referrals	Low-income adults with basic support needs	\$60 per resident per day	Medical needs, behavioral interventions, staffing cost increases, inflation of good and services	Homelessness Prevention Program (H.P.P) Funding- Provincial, flows through the City as the Consolidated Service Manager, portion of County Levy Dollars (448,000)
Residential Services Homes (Intensive)	Housing, meals, 24/7 highly qualified staffing, higher level of supervision, additional on site mental health support	Individuals with severe mental health, addictions and/or behavioral support needs, physical health needs	Approx. \$100.66 per resident per day	Additional mental health or crisis care, medical support, physical care assistance	Homelessness Prevention Program Funding (H.P.P)- Provincial, flows through the City as the Consolidated Service Manager, small portion of County Levy Dollars, Safe Restart funds
Outreach Support Worker	Street outreach, crisis intervention, service navigation	Unhoused individuals needing urgent support	\$72,250 annually	Increased caseloads, emergency response needs	Homelessness Prevention Program Funding (H.P.P)- Provincial, flows through the City as the Consolidated Service Manager

Program	Services Provided	Who It Serves	Base Costs	Potential Extra Cost Triggers	Current Funding Sources
Emergency Shelter/Hotel Program	Short-term emergency shelter, meals, basic supports	Individuals experiencing temporary homelessness	\$175 per resident per night	Extended stays, specialized health services	Homelessness Prevention Program Funding (H.P.P)- Provincial, flows through the City as the Consolidated Service Manager
Homelessness Hub (Day Services)	Day services, snacks, referrals, community supports	People experiencing homelessness needing daytime services	\$250,000 annually	Increased demand for food, staffing, or extended hours	Homelessness Prevention Program Funding (H.P.P)- Provincial, flows through the City as the Consolidated Service Manager
Warming Centre (Night Services)	Overnight refuge from cold, basic amenities, snacks and warm drinks	Individuals experiencing homelessness needing temporary shelter from cold	\$192,000 approximately 4 months	Extended operating hours, increased demand during extreme weather	Federal Funding flowed through the City of Windsor (Reaching Home) directly to Family Services

AMO Municipal Finance and Economic Development Task Force

Terms of Reference

Context:

The economic environments of Ontario and Canada have changed substantially over the previous few years. This has led to an interest in relocalizing critical supply chains, facilitating investment in next generation industries, addressing scarcity of skilled talent, and matching talent to available jobs.

Municipal governments are major players in the provincial economy, investing more than \$55 billion each year in services and capital which facilitate economic, social, and cultural development that underpin Ontario's prosperity. Municipalities also manage, maintain, and operate nearly half-a-trillion dollars worth of capital assets aimed at improving transportation and goods movement, environmental and human health, access to recreation and other benefits.

Municipal financing tools do not meet the investment needs of communities to maintain services and support population and economic growth. This has led to an estimated "state of good repair" backlog in infrastructure financing of \$52.1 billion. Significant funding increases are needed beyond this amount to adapt assets to climate change and build resilience for economic and social activity.

The provincial government's response to the housing crisis has been to reduce the ability of municipalities to collect Development Charges for certain types of housing, resulting in a reduction of municipal infrastructure resources of nearly \$1B annually. The multivariate pressures on municipal governments from economic, fiscal, social, and environmental forces requires municipalities to assess options to best position communities as engines of growth and prosperity for the future.

Finally, as the economic environment changes, it is also likely that the federal and provincial governments will seek to prioritize spending in ways which reduce government debt and attract new companies and industries to Ontario and Canada. While municipal governments individually are active in economic development efforts, a municipal framework to consider economic and skills development, infrastructure funding and municipal finance has not been put forward and, a consistent municipal voice in these policy areas would help to align AMO and municipalities to engage with policy makers in these areas.

Purpose:

The Task Force will help AMO to develop policy and advocacy positions that increase consideration of municipal interests in the areas of municipal finance and funding sources for municipal services and infrastructure, economic, labour market and skills development.

Mandate:

The Task Force will provide advice to AMO regarding matters of municipal finance, funding sources for municipal services and infrastructure, economic, labour market and skills development. This advice will be used by AMO to develop advocacy positions for the consideration of the AMO Board.

On a confidential basis, Task Force input may inform AMO-MOU discussions relevant to the mandate. The Task Force will provide a forum and resource to AMO in the relevant areas to improve expertise and influence with municipal governments, the province, federal government, industry, and business associations amongst others.

While specific topics for consideration by the Task Force will be set through discussions between AMO staff and the Chair and Vice-Chair, discussion areas may include:

- the current municipal fiscal framework, including, property assessment and taxation, user fees, alternative revenue sources, debt and investment, and the evolving municipal-provincial fiscal relationship;
- exploring future funding sources for municipal services and infrastructure, such as grant programs, expansion of user rates, and expanded revenue tools, especially in light of changing investment needs to manage changes in climate and population growth;
- integration of federal, provincial, and municipal economic development and labour market development policies and programs to support innovation, productivity, and prosperity across industries and regions;
- municipal interests in immigration and settlement of newcomers as it pertains to addressing labour market challenges.

Once study topics are agreed, AMO will develop a workplan to guide the Task Force's agendas and direction in subject areas.

Membership:

Membership will be drawn from across the municipal sector, including elected and appointed officials and will include: Northern, rural, county, single-tier, small and large urban representatives as well as geographic representation. In addition, staff, and municipal officials with expertise in finance and service design, economic development, labour market and skills development, immigration and settlement will be sought.

Additionally, the Task Force will engage with the Ontario Chamber of Commerce, the Economic Development Council of Ontario, and the Toronto Board of Trade. As appropriate, the Task Force will engage with labour organizations, representatives of training organizations such as Colleges Ontario and others specific to an area of examination.

Meetings:

Meetings will be managed by the Chair in consultation with AMO staff, including setting direction for areas of examination, developing agendas, and identifying relevant stakeholders to engage. In the absence of the Chair, the Vice-Chair will assume the Chair's duties. If both the Chair and Vice-Chair are unavailable, AMO staff will assume these roles.

Frequency:

The Task Force will normally meet three to four times per year. As needed, sub-groups may be established to provide additional focus on issues and may meet more frequently.

Duration:

The Task Force is established initially for two years but may be extended to four years. At the two-year mark, mandate and membership will be reviewed to ensure continued integration with AMO priorities, Board representation and membership.

Integration:

AMO staff and the Task Force Chair and Vice-Chair will ensure integration between Task Force work and directions of inquiry and AMO Strategic Priorities. AMO staff will coordinate the work of the Task Force with other AMO Task Forces and the AMO Board will remain the ultimate integration and decision-making authority on any recommended positions or advice provided.



County of Essex Policy Manual

Outside Membership on Boards and Associations

Policy Number:	94-013
Approved by:	County Council
Department:	All members of County Council and Administration of all Departments
Date Approved:	1994-11-16
Effective Date:	1994-11-16
Originating Department:	Human Resources
Last Revision Date:	Click here to enter a date.
Scheduled for Review By:	Click here to enter a date.
Replaces Policy No:	Click here to enter text.

1.0 Purpose

To provide members of County Council and Administration with the guidelines pertaining to membership on Boards and Associations related to the business and interest of the Corporation.

2.0 Scope

Applies to all members of County Council and Administration of all departments, divisions or sections of the Corporation.

3.0 Responsibility

- 3.1 The Warden is responsible to ensure that the following guidelines are implemented and adhered to by members of County Council.
- 3.2 The Chief Administrative Officer is responsible to ensure that the following guidelines are implemented and adhered to by the members of Administration.

Outside Membership on Boards and Associations

Policy Number: 94-013

- 3.3 Members of Council, department, division or section managers are responsible to ensure that they themselves and subordinate staff comply with the requirements of this policy.

4.0 General

4.1 Members of Council

- a) Prior to any personal commitment to represent the Corporation of the County of Essex on any Board, Association or the like, the Member must receive the support of County Council by Resolution annually.
- b) In order to obtain the approval of County Council the following procedure is to be followed. At least two (2) weeks prior to the regularly scheduled County Council meeting the member shall request such membership in writing to the Warden. Such request for support must contain the following:
 - Benefit to be derived or enjoyed by the Corporation.
 - Conditions of term of membership, i.e. one, two or more years expected membership by the Board or Association.
 - Frequency of meetings and/or interference with the Councilor's regular attendance at County Council and the various Committees of Council.
 - Projected costs of such membership, i.e. travel, accommodation, per diem costs to the Corporation.

4.2 Members of Administration

- a) Prior to any personal commitment to represent the Corporation of the County of Essex on any Board, Association, or the like, the employee must receive the support of County Council by resolution annually
- b) In order to obtain the approval of County Council the following procedure is to be followed. At least two (2)

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weeks prior to the regularly scheduled County Council meeting the member shall request such membership in writing to the Warden. Such request for support must contain the following:

- Benefit to be derived or enjoyed by the Corporation.
- Conditions of term of membership, i.e. one, two or more years expected membership by the Board or Association.
- Frequency of meetings and/or interference with the employee's regular work assignments with the Corporation.
- Projected costs of such membership, i.e. travel, accommodation, per diem costs to the Corporation.

5.0 Expenses

5.1 Members of Council

- a) The Corporation will pay a \$100.00 per diem, full day only, to cover any personal wage loss that may be experienced by the councilors.
- b) The Corporation will provide a per diem meal allowance of \$50.00 for which receipts are not required and only if attendance at meetings do not provide pre-paid meals.
- c) The Corporation will provide actual and reasonable accommodation as required. Accommodation should be restricted to those establishments that are on the approved list published by A.M.O. or if not available, only at those establishments that provide a Government Rate.
- d) The Corporation will provide transportation to and from the meeting place by personal vehicle, the sharing of a personal vehicle, or by regular coach fare in air or rail transportation.
- e) None of the above expenses relate to or will be paid on behalf of a spouse, companion or other family member.

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- f) The Warden may approve a deviation from this policy as may be determined by special circumstances.

5.2 **Members of Administration**

- a) The Corporation agrees to continue the regular salary of the employee attending approved meetings.
- b) The Corporation will provide a per diem meal allowance of \$50.00 for which receipts are not required and only of attendance at meetings do not provide pre-paid meals.
- c) The Corporation will provide actual and reasonable accommodation as required. Accommodation should, be restricted to those establishments that are on the approved list published by A.M.O., or if not available, only at those establishments that provide a Government Rate.
- d) The Corporation will provide transportation to and from the meeting place by personal vehicle, the sharing of a personal vehicle, or by regular Coach fare on air or rail transportation.
- e) None of the above expenses relate to or will be paid on behalf of a spouse, companion or other family member.
- f) The Chief Administrative Officer may approve a deviation from this policy only with the concurrence of the Warden.



The Corporation of the County of Essex

By-Law Number 2025-09

A By-law to Confirm the Proceedings of the Council of the Corporation of the County of Essex for the Regular and Closed Meetings held March 5, 2025.

Whereas pursuant to Section 5(1) of the *Municipal Act, 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 pursuant to 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 the proceedings of the Council of the Corporation of the County of Essex, at these meetings be confirmed and adopted by By-law;

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

- 1) That the actions of the Council of the Corporation of the County of Essex in respect of all recommendations in reports of committees, all motions and resolutions and all other action passed and taken by the Council of the Corporation of the County of Essex, documents, and transactions entered into during the Regular and Closed Meetings held March 5, 2025, is hereby adopted and confirmed as if the same were expressly embodied in this By-law;
- 2) That the Warden and proper officials of the Corporation of the County of Essex are hereby authorized and directed to do all the things necessary to give effect to the action of the Council of the Corporation of the County of Essex during the said Regular and Closed Meetings held March 5, 2025, referred to in Section 1 of this By-law; and

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- 3) That the Warden and the Clerk are hereby authorized and directed to execute all documents necessary to the action taken by the Council of the Corporation of the County of Essex during the said Regular and Closed Meetings held March 5, 2025 referred to in Section 1 of this By-law and to affix the Corporate Seal of the Corporation of the County of Essex to all such documents.

This By-law shall come into force and take effect after the final passing thereof.

Read a first, second and third time and Finally Passed this Fifth day of March, 2025.

Hilda MacDonald, Warden

Katherine J. Hebert, Clerk

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Clerk's Certificate

I, Katherine J. Hebert, Clerk of the Corporation of the County of Essex, do hereby certify that the foregoing is a true and correct copy, of **By-law Number 2025-09** passed by the Council of the said Corporation on this **Fifth day of March, 2025.**

Katherine Hebert, Clerk
Corporation of the County of Essex