

Agenda - Essex County Council, Regular Meeting

Date: Wednesday, September 17, 2025
Time: Closed Meeting 4:00PM, Regular Meeting 6:00PM
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

A Closed Meeting has been scheduled for 4:00PM

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

Minutes of the Essex County Council, Regular Meeting dated September 3, 2025

Recommendation:

Moved by _____

Seconded by _____

That the minutes of the September 3, 2025 Regular Meeting of Essex County Council be adopted as presented.

9. Delegations and Presentations

10. Communications

10.1 Correspondence

Recommendation:

Moved by _____

Seconded by _____

That the correspondence listed on the Regular Agenda for September 17, 2025, be received and any noted action approved.

10.1.1 Association of Municipalities of Ontario (AMO)

- AMO Watchfile Newsletter
- AMO Education Workshops
- AMO Training Events

10.1.2 Western Ontario Warden's Caucus (WOWC)

August 2025 Monthly Update

10.2 Resolutions

There are no resolutions for consideration for September 17, 2025

11. Consent Agenda

Recommendation:

Moved by _____

Seconded by _____

That the recommendation in the Administrative Report listed as items 11.1 on the Consent Agenda for September 17, 2025, be approved.

11.1	Summary of Outstanding Reports - September 17, 2025	20
	Report number 2025-0917-LLS-R46-KH, Summary of Outstanding Reports, dated September 17, 2025, from Katherine Hebert, County Clerk	

12. Reports and Questions

12.1	Room Booking Policy and User Fee Amendments	23
	Report number 2025-0917-FIN-R25-MR, Room Booking Policy and User Fee Amendments, dated September 17, 2025, from Melissa Ryan, Director, Financial Services/Treasurer	

Recommendation:

Moved by _____

Seconded by _____

That Essex County Council approve report number 2025-0917-FIN-R25-MR, Room Booking Policy and User Fee Amendments; and

That Essex County Council approve the By-law 2025-38, at the appropriate time.

12.2	Affordable Rental Housing Property Tax Subclass	51
	Report number 2025-0917-FIN-R27-MR, Affordable Rental Housing Property Tax Subclass, dated September 17, 2025, from Melissa Ryan, Director, Financial Services/Treasurer	

Recommendation:

Moved by _____

Seconded by _____

That Essex County Council approve report number 2025-0917-FIN-R27-MR, Affordable Rental Housing Property Tax Subclass; and,

That Essex County Council approve the accompanying By-law 2025-39 to adopt the new Affordable Rental Housing property tax subclass for the Multi Residential and New Multi Residential property classes.

- 12.3 Proposed Updates to Employment and Hiring Policy** 57
- Report number 2025-0917-HR-R09-KP, Proposed Updates to Employment and Hiring Policy, dated September 17, 2025, from Kyla Pritiko, Director, Human Resources
- Recommendation:**
- Moved by _____
- Seconded by _____
- That Essex County Council receive report number 2025-0917-HR-R09-KP, Proposed Updates to Employment and Hiring Policy as information; and
- That Essex County Council approve and adopt the revisions to the Employment and Hiring Policy appended to this Report; and
- That Essex County Council authorize the Warden and the Clerk to execute the associated Bylaw at the appropriate time.
- 12.4 Large Scale Industrial Grant Matching Program-Supplementary Report** 98
- Report number 2025-0917-IPS-R17-RB, Large Scale Industrial Grant Matching Program - Supplementary Report, dated September 17, 2025 from Rebecca Belanger, Manager, Planning Services
- Recommendation:**
- Moved by _____
- Seconded by _____
- That Essex County Council receive report number 2025-0917-IPS-R17-RB, Large Scale Industrial Grant Matching Program as information; and,
- That Administration be directed to undertake a public consultation process relating to the Large Scale Industrial Grant Matching Program and to prepare a report for Council, summarizing comments received and related actions and updates taken.
- 12.5 Final Decision County Official Plan** 145
- Report number 2025-0917-IPS-R18-RB, Final Decision County Official Plan, dated September 17, 2025 from Rebecca Belanger, Manager, Planning Services

Recommendation:

Moved by _____

Seconded by _____

That Essex County Council receive report number 2025-0917-IPS-R18-RB, Final Decision County Official Plan for information.

12.6 Road Rationalization Update

168

Report number 2025-0917-IPS-R20-AB, Road Rationalization Update, dated September 17, 2025, from Allan Botham, Director, Infrastructure and Planning Services

Recommendation:

Moved by _____

Seconded by _____

That Essex County Council receive report number 2025-0917-IPS-R20-AB, Road Rationalization Update as information, approve the Hybrid Rationalization Model, support the finalization of the County Road Network with LMPs and direct Administration to continue to Step 2 of the Road Rationalization Study Timeline.

12.7 Department of Legislative and Legal Services Update

185

Report number 2025-0917-LLS-R42-DMS, Department of Legislative and Legal Services Update, dated September 17, 2025, from David Sundin, Director, Legislative and Legal Services/County Solicitor

Recommendation:

Moved by _____

Seconded by _____

That Essex County Council receive Report Number 2025-0917-LLS-R42-DMS, Department of Legislative and Legal Services as information.

13. Unfinished Business

There are no matters of unfinished business to address for September 17, 2025.

14. New Business

14.1 Public Reporting of Closed Meeting

14.2 Essex County Administration Building - Water Damage

At the September 3, 2025 Regular Meeting of Essex County Council, Councillor Sherry Bondy brought forward the following Notice of Motion:

That Essex County Council request a report on the damages to the basement space of the civic center previously occupied by Essex County Library, included and not limited to present condition of the space and plans to restore the space with timelines and proposed amenities such as a kitchenette.

Recommendation:

Moved by _____

Seconded by _____

That Essex County Council request a report on the damages to the basement space of the civic center previously occupied by Essex County Library, included and not limited to present condition of the space and plans to restore the space with timelines and proposed amenities such as a kitchenette.

15. Adoption of By-Laws

Recommendation:

Moved by _____

Seconded by _____

That By-laws 2025-37 through 2025-40, be given three readings, and having been read a first, second and third time, be finally passed and enacted.

- | | | |
|-------------|---|-----|
| 15.1 | By-law Number 2025-37
Being a By-law to amend Policy 1991-001 Employment and Hiring Policy. | 198 |
| 15.2 | By-law Number 2025-38
Being a By-law to Impose Fees and Charges by the Corporation of the County of Essex | 216 |
| 15.3 | By-law Number 2025-39
Being a By-law to adopt optional property tax subclass for the Corporation of the County of Essex and all the local municipalities within the boundaries of the County of Essex | 241 |

15.4 By-law number 2025-40

243

Being a By-law to confirm the proceedings of the Council of the Corporation of the County of Essex, Regular and Closed meetings, for September 17, 2025

16. Notice of Motion

There are no Notices of Motion for September 17, 2025

17. Adjournment

Recommendation:

Moved by _____

Seconded by _____

That the Essex County Council meeting for September 17, 2025 be adjourned at [time] PM.



Essex County Council, Regular Meeting Minutes

Wednesday, September 3, 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
 - Sherry Bondy, Councillor
 - Kimberly DeYong, Councillor
 - Chris Gibb, Councillor
 - John Kerr, Councillor, (Alternate Member)
 - Hilda MacDonald, Warden
 - Gary McNamara, Councillor
 - Crystal Meloche, Councillor
 - Michael Prue, Councillor
 - Dennis Rogers, Councillor
 - Rob Shepley, Councillor
 - Larry Verbeke, Councillor
 - Kirk Walstedt, Councillor
- Absent:
- Tracey Bailey, Councillor
- Administration:
- Katherine Hebert, County Clerk
 - Justin Lammers, Chief, Essex-Windsor EMS
 - Darrel Laurendeau, Director, Information Technology
 - Don McArthur, Manager, Communication and Organizational Development
 - 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
 - Rebecca Belanger, Manager, Planning Services
 - Jeanie Diamond Francis, Manager, Community Services
 - Claire Bebbington, Deputy County Solicitor

1. Closed Meeting

A Closed Meeting was held at 5:00 PM on September 3, 2025.

230-2025

Moved By Crystal Meloche

Seconded By Rob Shepley

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

(b) personal matters about an identifiable individual, including municipal or local board employees;

(e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;

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

(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.

Carried

235-2025

Moved By Rob Shepley

Seconded By Chris Gibb

That Essex County Council adjourn and rise from the Closed Meeting of Essex County Council for September 3, 2025 at 5:47 PM.

Carried

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 County Council attended the meeting at the County of Essex Administration Building, Council Chambers.

Tracey Bailey was absent. John Kerr attended as an alternate member for the Municipality of Lakeshore.

6. County Warden's Welcome and Remarks

Warden MacDonald reminded everyone that September was Suicide Awareness Month and encouraged all residents to show their support by participating in the numerous events happening around the County aimed to reduce the stigma surrounding mental illness and raise funds to support those in need.

The Warden also acknowledged that September is also the month for the Face to Face campaign supporting Hospice of Windsor and Essex County. The Fairley Family Transportation Program, which works with Essex-Windsor EMS volunteers through the Genie Program – Granting Exceptional N' Impactful Experiences to fulfill the final wishes of terminal patients.

Everyone was encouraged to attend the Essex County Accessibility Advisory Committee's 2nd Annual Accessibility Fest-for-All being held on Friday, September 12, 2025 at the Libro Credit Union Centre in Amherstburg. This important community event aims to raise awareness around opportunities that promote inclusion in activities, services and spaces for people with varying levels of ability.

7. Disclosure of Pecuniary Interest

There were no disclosures of pecuniary interest raised.

8. Adoption of Regular Meeting Minutes

236-2025

Moved By Rob Shepley

Seconded By Gary McNamara

That the minutes of the August 6, 2025 Regular Meeting of Essex County Council be adopted as presented.

Carried

9. Delegations and Presentations

There were no Delegation or Presentations for September 3, 2025.

10. Communications

10.1. Correspondence

237-2025

Moved By Sherry Bondy

Seconded By Gary McNamara

That Essex County Council provide a letter of support for Elect Respect Pledge to the Association of Municipalities of Ontario (AMO).

Carried

238-2025

Moved By Larry Verbeke

Seconded By Chris Gibb

That the correspondence listed on the Regular Agenda for September 3, 2025, be received and any noted action approved.

Carried

10.1.1 Association of Municipalities of Ontario (AMO)

- [AMO Watchfile Newsletter](#)
- [AMO Education Workshops](#)
- [AMO Training Events](#)

10.1.2 Ombudsman Ontario

[2024-2025 Annual Report](#)

10.1.3 Great Lakes St. Lawrence Cities Initiative (GLSLCI)

- Making Waves Newsletter
- September 28, 2025: [Cities Initiative to Host First-Ever Great Lakes Coastal Cleanup in Ontario](#)

10.1.4 Tourism Windsor Essex Pelee Island (TWEPI)

[W.E. Keep You Informed, Holiday Day Guide Advertising, AI Workforce Summit & MORE](#)

10.1.5 Windsor Essex Chamber of Commerce

[August 12, 2025: The Voice of Business in Windsor-Essex](#)

[August 26, 2025: The Voice of Business in Windsor-Essex](#)

10.1.6 Windsor Regional Hospital (WRH)

[New Name for the New Hospital: The Fancsy Family Hospital](#)

10.1.7 WSP Canada Inc

Letter to Agencies and Stakeholders RE Notice of Project Update Highway 3, 401 and 402 ITS, QWS and PMVMS Replacement (GWP 3007-22-00) Detail Design and Class Environmental Assessment Study dated August 12, 2025

10.1.8 Elect Respect Pledge

- City of St. Catharine's Resolution dated July 30, 2025
- Town of Grimsby Resolution dated August 14, 2025

10.1.9 Bill C-2 section 77.5

- Norfolk County Resolution dated July 31, 2025

10.1.10 Bill 5, Protect Ontario by Unleashing our Economy Act, 2025

- Town of Aurora Resolution, dated July 17, 2025
- Town of Grimsby Resolution, dated August 14, 2025

10.2. Resolutions

There were no resolutions for consideration for September 3, 2025.

11. Consent Agenda

239-2025

Moved By Joe Bachetti

Seconded By Crystal Meloche

That the recommendations in the Administrative Reports listed as items 11.1 and 11.2 on the Consent Agenda for September 3, 2025, be approved and further that the minutes listed as item 11.3 on the said Consent Agenda be received.

Carried

11.1. Summary of Outstanding Reports - September 3, 2025

Report number 2025-0903-LLS-R38-KH, Summary of Outstanding Reports, dated September 3, 2025, from Katherine Hebert, County Clerk

11.2. Procurement Updates-Contracts Exceeding Budget

Report number 2025-0903-FIN-R25-MR, 2025 Procurement Updates- Contracts Exceeding Budget, dated September 3, 2025, from Melissa Ryan , Director, Financial Services / Treasurer

11.3. Essex County Library Board (ECL)

Minutes of the Essex County Library Board Regular Board Meeting, dated June 25, 2025

12. Reports and Questions

12.1. Regional Affordable Housing Strategy

Report number 2025-0903-LLS-R41-DMS Regional Affordable Housing Strategy, dated September 3, 2025, from David Sundin, Director, Legislative and Legal Services / County Solicitor

Consultants Bahar Shadpour, Senior Manager, Policy and Research; Ed Starr, Partner; and Matt Pipe, Manager, Housing Policy and Research of SHS Inc. provided an overview of outcomes from the Regional Housing Strategy (RHS) that was developed in collaboration with the City of Windsor. The RHS will provide supporting information, to assist in the decision-making process, ensuring that residents of Essex County have access to safe, affordable and quality housing options.

David Sundin noted that with the adoption of the RHS, Council will have the opportunity to use the information therein, to develop a financial strategy to address some of the issues identified.

Jeanie Diamond-Francis provided statistical information on the reality of the housing situation in the County of Essex; noting that for 80 percent of the population home ownership is out of reach financially, and from among those folks, 20 percent are not able to afford rent.

It was noted that collaboration is underway with local municipal partners to develop Community Improvement Plans (CIP), which will be brought before Council at a future meeting for consideration. Further, Administration intends to bring information before Council at a future meeting, regarding specific recommendations to move forward low cost, high impact housing solutions and for funding consideration during the budget process.

Gary McNamara, Councillor left the meeting at 7:06 pm.

240-2025

Moved By Chris Gibb

Seconded By Crystal Meloche

That Essex County Council receive Report Number 2025-0903-LLS-R41-DMS, Regional Affordable Housing Strategy and receive the Regional Affordable Housing Strategy and the Regional Housing Needs Assessment as information; and

That Essex County Council approve the Regional Housing Needs Assessment.

In Favour (13): Michael Akpata, Joe Bachetti, Sherry Bondy, Kimberly DeYong, Chris Gibb, Hilda MacDonald, Crystal Meloche, Michael Prue, Dennis Rogers, Rob Shepley, Larry Verbeke, Kirk Walstedt, and John Kerr

Carried

12.2.Preservation of Tree Canopy and Vegetation Policy and By-law – Supplementary Report

Report number 2025-0903-IPS-R16-RB Preservation of Tree Canopy and Vegetation Policy and By-law – Supplementary Report, dated September 3, 2025, from Rebecca Belanger, Manager, Planning Services

Rebecca Belanger explained that the By-law was required under the Municipal Act and aims to balance the protection of the remaining natural heritage system and enhancing the natural heritage system while supporting the streamlining of the planning process requested by the Province.

Gary McNamara, Councillor joined the meeting at 7:25 pm.

241-2025

Moved By Gary McNamara

Seconded By Joe Bachetti

That Essex County Council approve report number 2025-0903-IPS-R16-RB, Preservation of Tree Canopy and Natural Vegetation Policy and By-law – Supplementary Report; and

That Essex County Council adopt Policy 2025-013 Preservation of Tree Canopy and Natural Vegetation pursuant to Section 270(1)7 of the *Municipal Act, 2001, c.25*; and

That Essex County Council approve By-law 2025-35, at the appropriate time.

In Favour (14): Michael Akpata, Joe Bachetti, Sherry Bondy, Kimberly DeYong, Chris Gibb, Hilda MacDonald, Gary McNamara, Crystal Meloche, Michael Prue, Dennis Rogers, Rob Shepley, Larry Verbeke, Kirk Walstedt, and John Kerr

Carried

12.3. Lease Agreement for EMS Pelee Island Base

Report number 2025-0903-LLS-R37-CB Lease Agreement for EMS Pelee Island Base, dated September 3, 2025, from Claire Bebbington, Deputy County Solicitor

David Sundin explained the agreement presented would formalize an informal arrangement with the Township of Pelee for the use of the Paramedic station. David stated that the timing for the agreement is to support an input of \$20,000 from the Township of Pelee for maintenance and improvements to the facility.

242-2025

Moved By Michael Akpata

Seconded By Larry Verbeke

That Essex County Council receive report number 2025-0903-LLS-R37-CB, Lease Agreement for the EMS Pelee Island Base, as information; and

That the Warden and the Clerk be authorized to execute the Agreement to Formalize Lease for the property municipally known as 1047 West Shore Road, Pelee Island, on behalf of the Corporation of the County of Essex; and,

That By-Law 2025-34 be adopted at the appropriate time.

In Favour (14): Michael Akpata, Joe Bachetti, Sherry Bondy, Kimberly DeYong, Chris Gibb, Hilda MacDonald, Gary McNamara, Crystal Meloche, Michael Prue, Dennis Rogers, Rob Shepley, Larry Verbeke, Kirk Walstedt, and John Kerr

Carried

12.4. Trade Impacted Communities Program

Report number 2025-0903-CAO-R07-SZ Trade Impacted Communities Program, dated September 3, 2025, from Sandra Zwiers, Chief Administrative Officer

2025-09-03 - Essex County Council, Regular Meeting - Minutes

Sandra Zwiers was seeking Council's support to offer a letter of support to Invest WindsorEssex (IWE) to be submitted with a grant application under the Trade Impacted Communities Program.

IWE's goal is to reposition the region as a resilient and diversified advanced manufacturing and automation hub in the wake of tariff tensions.

The Memorandum of Understanding (MOU) with each of the partners is for in kind support for the program such as the use of County facilities, administration, marketing and communications.

243-2025

Moved By Michael Prue

Seconded By Gary McNamara

That Essex County Council receive report number 2025-0903-CAO-R07-SZ, Trade Impacted Communities Program as information and approve a letter in support and execution of an MOU for Invest Windsor Essex's application under the Trade Impacted Communities Program.

In Favour (14): Michael Akpata, Joe Bachetti, Sherry Bondy, Kimberly DeYong, Chris Gibb, Hilda MacDonald, Gary McNamara, Crystal Meloche, Michael Prue, Dennis Rogers, Rob Shepley, Larry Verbeke, Kirk Walstedt, and John Kerr

Carried

12.5.2025 AMO Conference - Delegation Update

Report number 2025-0903-CAO-R08-SZ, 2025 AMO Conference – Delegation Update, dated September 3, 2025, from Sandra Zwiers, Chief Administrative Officer

Sandra Zwiers provided Council with a summary of the County's delegation efforts at the 2025 AMO Conference. The County's 'pitch' was for financial support for intersection improvements at County Road 19 and County Road 22. It was noted that the delegation was well received and that local MPP's joined the delegation to express their interest and support for the project to improve the current flow of traffic at the intersection and to prepare for the anticipated increase in traffic as a result of the new hospital and battery plant in the near future.

A video summary was provided during the pitch to the Province, and was played for Council.

2025-09-03 - Essex County Council, Regular Meeting - Minutes

Since the delegation, Administration had been in contact with the Minister's office and have a positive sense that this important project will be considered by the Province for funding. Any relevant information will be provided to Council as it becomes available.

244-2025

Moved By Gary McNamara

Seconded By Kirk Walstedt

That Essex County Council receive report number 2025-0903-CAO-R08-SZ, 2025 AMO Conference – Delegation Update, as information.

In Favour (14): Michael Akpata, Joe Bachetti, Sherry Bondy, Kimberly DeYong, Chris Gibb, Hilda MacDonald, Gary McNamara, Crystal Meloche, Michael Prue, Dennis Rogers, Rob Shepley, Larry Verbeke, Kirk Walstedt, and John Kerr

Carried

13. Unfinished Business

There was no Unfinished Business for Council's consideration on September 3, 2025.

14. New Business

14.1. Public Reporting of Closed Meeting

Essex County Council met in a Closed Meeting at 5:00PM, as permitted, and pursuant to Section 239 (2) (b), (e) and (f) of the Municipal Act, 2001, to receive information related to report number 2025-0903-LLS-R39-DMS, Committee of Management Review and,

Council further met in Closed Meeting as permitted, and pursuant to Section 239 (f) and (k) of the Municipal Act, 2001, to receive information related to report number 2025-0903-LLS-R40-DMS – Homelessness Program Funding Update and Related Contract Amendment.

The Closed Meeting adjourned at 5:47 PM.

14.2 CIP Considerations

Councillor Michael Prue requested that when County Administration brings forward the draft proposal for Community Improvement Plan (CIP) implementation, that it include considerations for existing

businesses, not only new businesses, to incentivise both, the attraction of new investment, and also the retention of existing.

15. Adoption of By-Laws

245-2025

Moved By Michael Prue

Seconded By Chris Gibb

That By-laws 2025-34 through 2025-36 be given three readings, and having been read a first, second and third time, be finally passed and enacted.

In Favour (14): Michael Akpata, Joe Bachetti, Sherry Bondy, Kimberly DeYong, Chris Gibb, Hilda MacDonald, Gary McNamara, Crystal Meloche, Michael Prue, Dennis Rogers, Rob Shepley, Larry Verbeke, Kirk Walstedt, and John Kerr

Carried

15.1.By-law Number 2025-34

Being a By-law to Authorize the Execution of an Agreement to Formalize Lease between the Corporation of the County of Essex and the Corporation of the Township of Pelee.

15.2.By-law Number 2025-35

Being a By-law to Adopt the Preservation of Tree Canopy and Natural Vegetation Policy

15.3.By-law Number 2025-36

Being 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 September 3, 2025.

16. Notice of Motion

16.1.Administration Building Damage

Councillor Sherry Bondy brought forward the following Notice of Motion:

That Essex County Council request a report on the damages to the basement space of the civic center previously occupied by Essex County Library, included and not limited to present condition of the space and plans to restore the space with timelines and proposed amenities such as a kitchenette.

17. Adjournment

246-2025

Moved By Michael Akpata

Seconded By Kimberly DeYong

That the Essex County Council meeting for September 3, 2025 be adjourned at 7:46 PM.

Carried

Hilda MacDonald,
Warden, County of Essex

Katherine J. Hebert,
County Clerk

Date Signed



Summary of Outstanding Reports

Meeting Date: Wednesday, September 17, 2025

Report #: 2025-0917-LLS-R46-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., the items listed below have been requested by a resolution of Council resolution during the current term of Council.

Summary Table

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.	Q4 - 2025
2025-04-16	Road Safety Management Program Plan Comprehensive Road Safety Management Program Plan report, a follow up to the preliminary data report presented on April 16, 2025 as 2025-0416-IPS-R09-JB	Assigned Jerry Behl	Q4 - 2025

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
2025-06-18	186-2025 Moved By Chris Gibb Seconded By Kimberly DeYong That County Council receive Administrative Report Number 2025-0618-LLS-R32-DMS, Progress Report: Windsor Essex Regional Community Safety & Well-Being Plan, as information; and, That County Council approve the Progress Report of the Windsor Essex Regional Community Safety & Well-Being Plan and its submission to the Ministry of the Attorney General; and, That County Council direct Administration to develop a revised Community Safety & Well-Being Plan in cooperation with the City of Windsor and the Regional Systems Leadership Table and to bring the said revised Community Safety & Well-Being Plan back before County Council for approval.	Assigned WERCSWBP Administration	TBD
2025-08-06	Community Improvement Plans (CIP) An administrative report to provide County Council with potential policies and criteria that would allow the County to participate in grant programs of lower-tier Community Improvement Plans.	Assigned Rebecca Belanger	2025-09-17
2025-08-06	225-2025 Moved By Chris Gibb Seconded By Michael Prue THAT Essex County Council receive approve report number 2025-0806-FIN-R21-MR, County Development Charges Initiative Update and Summary of Public Feedback as information; and	Assigned Melissa Ryan	2025-10-01

Meeting Date	Direction/Motion	Status/Action Taken	Anticipated Report/Completion
	THAT Essex County Council direct Administration to prepare a draft Development Charges By-law for Council's review and deliberation, taking into consideration guidance provided by Council to date and considering any feedback provided by individual members of Council up to August 31, 2025.		

Recommendation

That Essex County Council receive report number 2025-0917-LLS-R46-KH, Summary of Outstanding Reports as information.

Approvals

Respectfully Submitted,

Katherine Hebert

Katherine Hebert, Clerk

Concurred With,

David Sundin

David Sundin, BA (Hons), LL.B., County Solicitor

Concurred With,

Sandra Zwiers

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



Administrative Report

To: Warden MacDonald and Members of Essex County Council

From: Melissa Ryan, CPA, Director, Financial Services/Treasurer

Date: Wednesday, September 17, 2025

Subject: Room Booking Policy and User Fee Amendments

Report #: 2025-0917-FIN-R25-MR

Purpose

To seek Council approval to amend the 2025 User Fee Schedule to reflect new meeting room availability and updated booking restrictions, in line with the development of a new Administrative Policy regarding room bookings.

Background

The County of Essex provides meeting room facilities within its Administrative building for use by County departments, partner agencies, and local municipal partners. Prior to COVID-19, public bookings were already limited, and the pandemic further reduced external use.

With the addition of several new meeting rooms following the approval of the 2025 User Fee Schedule in February 2025, there is an opportunity to update the County's approach to managing bookings. A review by the Facilities group identified that formalizing procedures would support consistent scheduling, clarify responsibilities, and ensure rooms are available for operational needs.

To address this, Administration has developed an Administrative Policy regarding the booking of meeting rooms that establishes clear procedures for booking, priority of use, responsibilities, and terms and conditions. While the policy itself does not require Council approval, Council's authorization is needed to remove fees associated with room bookings from the County user fee schedule.

Discussion

The current 2025 User Fee Schedule includes a full page dedicated to rental rates for County Administration Meeting Rooms including Council Chambers. To ensure consistency and alignment with the new Administrative Policy, it is necessary to update the fee schedule.

Under the proposed amendments, meeting room use will be restricted to eligible users as defined in the policy, County departments, tenants, and local municipal partners. Local municipal partners will be able to use the rooms at no cost, provided the spaces are not required for County business or tenant needs. External public bookings will no longer be permitted, simplifying scheduling and ensuring rooms are available when needed for operational priorities.

Council approval of this user fee amendment will ensure that the User Fee Schedule remains current, reflects operational requirements, and supports efficient, fair use of County facilities.

Financial Implications

Over the last several years, following the pandemic, the rental of meeting rooms at the County Administration Building has become a rare occurrence. As a result, no revenue from meeting room bookings was included in the approved 2025 Budget. The proposed amendments to the User Fee Schedule to remove fees for meeting rooms located in the County Administration Building will have no impact on the 2025 Budget.

By providing free access for local municipal partners when rooms are available, the County is fostering collaboration, supporting regional partnerships, and creating a flexible and transparent system that maximizes the use of County facilities while benefiting both County operations and municipal partners.

Consultations

- County Facilities Team

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 approve report number 2025-0917-FIN-R25-MR, Room Booking Policy and User Fee Amendments; and

That Essex County Council approve the By-law 2025-38, at the appropriate time.

Approvals

Respectfully Submitted,

Melissa Ryan

Melissa Ryan, CPA, Director, Financial Services/Treasurer

Concurred With,

CAO Signature

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

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Administrative Report
September 17, 2025
Room Booking Policy and User Fee Amendments

Appendix	Title
A	2025 User Fee Schedule-Updated

Schedules to By-law 2025-04

Schedule A

Department/ Section	Type of Fee	Name of Fee	Unit	Description/ Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
All	General Fee	N.S.F. Cheque Charge	Each	Require certified replacement cheque or cash	\$45	N/A	No
All	General Fee	Interest Charges	Per Month	1.5% per month., computed monthly (19.56% per annum)	1.5%	N/A	No
All	General Fee	Photocopies - black and white (maximum of 11" x 17")	Per copy	not applicable to internal printing costs	\$0.25	N/A	Yes
All	General Fee	Photocopies - Colour (maximum of 11 x 17)	Per copy	not applicable to internal printing costs	\$0.35	N/A	Yes
All	General Fee	CD/DVD Fee	Each	not applicable to internal departmental costs	\$10	N/A	Yes
All	General Fee	Fax Sent Fee	Each	Not applicable to internal printing costs	Cost Recovery	N/A	Yes
All	General Fee	Special Event / Training	Each	Not applicable to internal departmental costs	Cost recovery	N/A	Yes

Schedules to By-Law Number 2025-04

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Department/ Section	Type of Fee	Name of Fee	Unit	Description/ Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
All	General Fee	Administrative Billing Fee	Each	Applicable to invoices recovering costs for damage to Corporate property as a result of a motor vehicle accident	\$150/billing	N/A	Yes

Schedules to By-Law Number 2025-04

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Schedule B

Department	Type of Fee	Name of Fee	Unit	Description/Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
Council Services	Service Fee	Commissioning Documents	Each	No charge if document relates to County Business	\$20	N/A	Yes
Council Services	Application Fee	Municipal Freedom of Information Request and Personal Information Request	Each	Legislative Authority - Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) - Ontario Regulation 823	\$5	N/A	No
Council Services	Service Fee	MFIPPA - Records Search Time/ Record Preparation Time	per 1/4 hour	Legislative Authority - Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) - Ontario Regulation 823	\$7.50	N/A	No
Council Services	Copy Charge	MFIPPA - Copying Charges	Each	Legislative Authority - Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) - Ontario Regulation 823	\$0.20	N/A	No
Council Services	Service Fee	MFIPPA/PHIPA - Computer Programming Charge	per 1/4 hour	Legislative Authority - Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) - Ontario Regulation 823	\$15	N/A	No

Schedules to By-Law Number 2025-04

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Department	Type of Fee	Name of Fee	Unit	Description/Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
Council Services	Service Fee	MFIPPA/PHIPA-CD/DVD	Each	Legislative Authority - Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) - Ontario Regulation 823	\$10	N/A	No
Council Services	Service Fee	Personal Health Information requests under the Personal Health Information Protection Act (PHIPA) – Copying Charges	Each	Colour copies up to 11"x 17" Black & white copies up to 11" x 17"	\$0.35 \$0.25	N/A	No
Council Services	Service Fee	Personal Health Information requests under the Personal Health Information Protection Act (PHIPA) – Search time	per hour	Records Search Time/ Record Preparation Time	\$35	N/A	No
Council Services	Service Fee	County Flags	Each	Varying sizes	Cost Recovery	N/A	Yes

Schedules to By-Law Number 2025-04

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Schedule C

Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost Per Unit	Deposit Per Unit	Subject to HST
Infrastructure Services	Moving Permit	Event Specific - Single Trip Permit	each	single trip moving permit	\$150	\$-	No
Infrastructure Services	Moving Permit	Product Specific – Multiple Trips Permit	per product	multiple trips - one product	\$300	\$-	No
Infrastructure Services	Moving Permit	Blanket Permit – Annual Trips	each	multiple trips & product	\$300	\$-	No
Infrastructure Services	Moving Permit	Superload Moving Permit	each	Fee is charged as opposed to the normal permit fee	\$500	\$-	No
Infrastructure Services	Moving Permit	Expedited Moving Permit	each	Fee is charged as opposed to the normal permit fee	\$500	\$-	No

Schedules to By-Law Number 2025-04

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost Per Unit	Deposit Per Unit	Subject to HST
Infrastructure Services	Moving Permit	Additional Fleet Vehicles Permit	per vehicle	Fee for each additional vehicle listed on a permit	\$30	\$-	No
Infrastructure Services	Moving Permit	Permit Amendments	each	Amendments to permits after processed	\$25	\$-	No
Infrastructure Services	Access Management	Altering an existing entrance fee	each		\$75	\$1,000	No
Infrastructure Services	Access Management	Constructing a new entrance (Permanent) fee	each		\$250	\$1,000	No
Infrastructure Services	Access Management	Constructing a new entrance crossing a Municipal Drain (Permanent) fee	each		\$150	\$1,000	No
Infrastructure Services	Access Management	Constructing a new entrance (Temporary) fee	per entrance / yr.		\$150	\$1,000	No

Schedules to By-Law Number 2025-04

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost Per Unit	Deposit Per Unit	Subject to HST
Infrastructure Services	Access Management	Constructing a new entrance (Temporary Industrial) fee	per entrance / yr.		\$250	\$1,000	No
Infrastructure Services	Access Management	Paving an existing entrance (Residential) fee	each		\$75	\$500	No
Infrastructure Services	Access Management	Closing-in a County-owned roadside ditch (Single Lot) fee	per lot		\$500	\$1,000	No
Infrastructure Services	Access Management	Closing-in a County-owned roadside ditch (Multiple Lot) fee	per lot		\$450	\$1,000	No
Infrastructure Services	Access Management	Installation of private underground hydro service fee	each		\$150	\$1,000	No
Infrastructure Services	Access Management	Installation of private storm sewer/drainage outlet or water supply across roadway fee	each		\$150	\$1,000	No

Schedules to By-Law Number 2025-04

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost Per Unit	Deposit Per Unit	Subject to HST
Infrastructure Services	Access Management	Construction of a public road intersection (design and inspection provided by a consulting engineer) fee	each		\$1,500	\$2,500	No
Infrastructure Services	Administration	Work Permit	each		\$150	\$1000	No
Infrastructure Services	Sign	All signs fees (initial permit)	each		\$150	\$-	No
Infrastructure Services	Sign	Annual signs fees (annual renewal)	each		\$100	\$-	No
Infrastructure Services	Sign	Installation of New Tourism Oriented Destination Signs (TODS) sign fee	each		\$500	\$-	No

Schedules to By-Law Number 2025-04

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost Per Unit	Deposit Per Unit	Subject to HST
Infrastructure Services	Sign	Annual TODS sign fee	each		\$350	\$-	No
Infrastructure Services	Sign	Encroachment of Wayfinding Sign fee	each		\$150	\$-	No
Infrastructure Services	Sign	Detour Route & Detour Sign Permit	each		\$450	\$-	No
Infrastructure Services	Sign	Field Advertising/ Billboard	each	Renew every 3 years	\$450	\$-	No
Infrastructure Services	Land Use	Setback Permit	each		\$150	\$1,000	No
Infrastructure Services	Transportation Planning	Fee for review of Transportation Impact Studies	each		\$500	\$-	Yes

Schedules to By-Law Number 2025-04

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost Per Unit	Deposit Per Unit	Subject to HST
Infrastructure Services	Transportation Planning	Encroachment Agreement	each	By-law required with specified terms.	Terms plus actual legal fees	\$-	No
Infrastructure Services	Transportation Planning	Fee for most current Traffic Data	each		\$50	\$-	Yes
Infrastructure Services	Transportation Planning	Fee for Historical Traffic Data	each		\$150	\$-	Yes
Infrastructure Services	Transportation Planning	Fee for Historical Accident Data	each		\$150	\$-	Yes
Infrastructure Services	Transportation Planning	Fee for copies of Special Studies and Reports	each		\$250	\$-	Yes
Infrastructure Services	Transportation Planning	Fee for copies of Transportation Planning Maps	each		\$50	\$-	Yes

Schedules to By-Law Number 2025-04

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost Per Unit	Deposit Per Unit	Subject to HST
Infrastructure Services	Building Services	Rental for Committee Room A	Per Hour		\$23.50 \$24.00	\$	Yes
Infrastructure Services	Building Services	Rental for Committee Rooms B, C, D, E and Cafeteria	Per Hour		\$47 \$48	\$	Yes
Infrastructure Services	Building Services	Rental for Council Chambers (available only upon approval of CAO) and/or Building Manager	Per Hour		\$60 \$61.25	\$	Yes
Infrastructure Services	Building Services	Flat Rate for Council Chambers and Committee Rooms by a Local County Municipality	All-day rental	N/A	\$262.50	\$	No

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost Per Unit	Deposit Per Unit	Subject to HST
Infrastructure Services	Operations	Cost Recovery for Works Carried out by Maintenance & Operations	Per Hour or other if specified	Costs for services such as engineering, construction & maintenance activities, damage repair, etc billable to third parties	OPSS 127 Rates for equipment plus County Rates for labour plus actual cost of material	\$-	Yes
Infrastructure Services	Operations	Cost Recovery for Roadway Signage Damage and/or Requests	Per Hour or other if specified	Costs for services related to repairing damage or establishing road closure or directional signage	OPSS 127 Rates for equipment plus County Rates for labour plus actual cost of material	\$-	Yes

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost Per Unit	Deposit Per Unit	Subject to HST
Infrastructure Services	Operations	Cost Recovery for Damage to Traffic Signal Equipment	Per Hour or other if specified		OPSS 127 Rates for equipment plus County Rates for labour plus actual cost of material	\$-	Yes

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Schedule D

Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
Geographic Information Systems (GIS)	Printed Copy Fee	Printed County Road Map (32x25.5) fee	Each	colour printed map of County Roads (size)	\$10	\$-	Yes
Geographic Information Systems (GIS)	Printed Copy Fee	Aerial Photo fee (1km Tile)	Each	colour printed aerial photo (Electronic copy 1km Tile Tiff Image)	\$50/Tile + \$40	\$-	Yes
Geographic Information Systems (GIS)	Plotter Service Fee	Printing with Plotter Fee	Per Sq. Ft./Per Hr.	colour printing large drawings on plotter	\$3/sqft+ \$40/hr.	\$-	Yes
Information Technology	Service Charge	IT Services of staff contracted out	per hour	charge to external organizations	\$75 to \$150	\$-	Yes

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Schedule E

Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
Planning	Application Fee	Plan of Subdivision / Condominium Fee	Each	Under Authority of Section 51 of the Planning Act, R.S.O. 1990, tariff of fees for processing applications made in respect of planning matters.	\$3000 - up to 20 Lots/ Blocks/ Units	\$-	No
Planning	Application Fee	Plan of Subdivision / Condominium Fee	Each	Under Authority of Section 51 of the Planning Act, R.S.O. 1990, tariff of fees for processing applications made in respect of planning matters.	\$5000 - 21 to 50 Lots/ Blocks/ Units	\$-	No

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
Planning	Application Fee	Plan of Subdivision / Condominium Fee	Each	Under Authority of Section 51 of the Planning Act, R.S.O. 1990, tariff of fees for processing applications made in respect of planning matters.	\$7000 - more than 50 Lots/ Blocks/ nits	\$-	No
Planning	Peer Review Services	Environmental Assessment (EIA) Peer Review Services	Per Hour or as specified for cost recovery	Cost Recovery for works associated with the Review of EIAs by County Administration or consultants retained by the County to conduct peer review services	Fees commensurate with the level of effort required to conduct the review and the hourly rate of the environmental experts involved.	\$500 Deposit	No
Planning	Operations	Extension to Draft Plan of Subdivision Approval Process	Each	Cost Recovery determined by staff time and resources.	\$1000.00	\$-	No

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
Planning	Operations	Change of Conditions-Redline amendment to draft plan (minor)	Each	Cost Recovery determined by staff time and resources.	\$1000.00	\$-	No
Planning	Operations	Change of Conditions-Redline amendment to draft plan (major)	Each	Cost Recovery determined by staff time and resources.	\$2000.00	\$-	No
Planning	Operations	Processing Part Lot Control Exemption Applications	Each	Cost Recovery determined by staff time and resources.	\$500.00	\$-	No
Planning	Application Fee	County Official Plan Amendment	Each	Under Authority of Section 51 of the Planning Act, R.S.O. 1990, tariff of fees for processing applications made in respect of planning matters.	\$2,000	\$-	No

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Schedule F

Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
EMS	Service Fee	Training	Per Hour	Training to external organizations *4 hour minimum (Mandatory hour required for pre and post preparation and travel – included in 4 hour minimum)	\$80	\$80	Yes
EMS	Service Fee	Public Access Defibrillator Program	Per Hour	Training to external organizations *4 hour minimum (Mandatory hour required for pre and post preparation and travel – included in 4 hour minimum)	\$80	\$80	Yes

Schedules to By-Law Number 2025-04

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
EMS	Service Fee	Ambulance Call Report (ACR)/Electronic Medical Record (EMR) Release	Each	Charge not applicable to requests from other health information custodians or law enforcement agencies.	\$75	\$-	No
EMS	Service Fee	Ambulance -2 Paramedics -private coverage	Per Hour	4 hour minimum (Mandatory hour required for pre and post preparation and travel – included in 4 hour minimum)	\$170	\$170	No
EMS	Service Fee	Emergency Response Vehicle - 1 paramedic - private coverage	Per Hour	4 hour minimum (Mandatory hour required for pre and post preparation and travel – included in 4 hour minimum)	\$92.50	\$92.50	No
EMS	Service Fee	Bike Medics -2 bikes -2 Paramedics -private coverage	Per Hour	4 Hour Minimum (Mandatory hour required for pre and post preparation and travel is included in 4 hour minimum)	\$170	\$170	No

Schedules to By-Law Number 2025-04

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
EMS	Service Fee	Additional Paramedics - without vehicle - private coverage	Per Hour	4 Hour minimum (Mandatory hour required for pre and post preparation and travel – included in 4 hour minimum)	\$80	\$80	No
EMS	Service Fee	Supervisor Coverage 1 Response Vehicle 1 Supervisor	Per Hour	4 Hour minimum (Mandatory hour required for pre and post preparation and travel – included in 4 hour minimum)	\$110	\$110	No
EMS	Service Fee	ATV – KORA/Gator -2 Paramedics - private coverage - includes trailer and tow vehicle pickup and delivery	Per Hour	4 Hour minimum (Mandatory hour required for pre and post preparation and travel – included in 4 hour minimum)	\$170	\$170	No

Schedules to By-Law Number 2025-04

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
EMS	Service Fee	Other Specialty EMS Equipment - private coverage	Per Hour or Daily Rate	To be determined on individual basis. One (1) hour preparation and clean up time plus travel time over the on-site coverage hours will be added to each invoice for every piece of equipment.	Variable	\$-	No

Schedules to By-Law Number 2025-04

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Schedule G

Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
Sun Parlor Home (SPH)	Accommodation Fee	Basic Accommodation Fee	Per Day	Rate set by Ministry of Health and Long Term Care under the Long Term Care Homes Act and adjusted annually (July 1).	Provincial Rate	\$-	No
Sun Parlor Home (SPH)	Accommodation Fee	Basic Accommodation Fee	Per Month	Rate set by Ministry of Health and Long Term Care under the Long Term Care Homes Act and adjusted annually (July 1).	Provincial Rate	\$-	No
Sun Parlor Home (SPH)	Accommodation Fee	Semi-Private Accommodation Fee	Per Day	Rate set by Ministry of Health and Long Term Care under the Long Term Care Homes Act and adjusted annually (July 1).	Provincial Rate	\$-	No

Schedules to By-Law Number 2025-04

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
Sun Parlor Home (SPH)	Accommodation Fee	Semi-Private Accommodation Fee	Per Month	Rate set by Ministry of Health and Long Term Care under the Long Term Care Homes Act and adjusted annually (July 1).	Provincial Rate	\$-	No
Sun Parlor Home (SPH)	Accommodation Fee	Private Accommodation Fee	Per Day	Rate set by Ministry of Health and Long Term Care under the Long Term Care Homes Act and adjusted annually (July 1).	Provincial Rate	\$-	No
Sun Parlor Home (SPH)	Accommodation Fee	Private Accommodation Fee	Per Month	Rate set by Ministry of Health and Long Term Care under the Long Term Care Homes Act and adjusted annually (July 1).	Provincial Rate	\$-	No
Sun Parlor Home (SPH)	Service Charge	Cable TV Fee	Per Connection		\$37.40	\$-	Yes
Sun Parlor Home (SPH)	Service Charge	Telephone Charges	Per Connection		\$28.82	\$-	Yes

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
Sun Parlor Home (SPH)	Service Charge	Long Distance Charges	Per Connectio n/Per Month	Long Distance Charges	\$5.65	\$-	Yes
Sun Parlor Home (SPH)	Installation Fee	Telephone Installation Fee	Per Connectio n		\$95	\$-	Yes
Sun Parlor Home (SPH)	Service Charge	Attendant Care Fee	Per Hour (4 hour minimum)		\$30	\$-	Yes
Sun Parlor Home (SPH)	Service Charge	Catering Charges	Per Hour		Cost Recovery	\$-	Yes



Administrative Report

To: Warden MacDonald and Members of Essex County Council

From: Melissa Ryan, CPA, Director, Financial Services/Treasurer

Date: Wednesday, September 17, 2025

Subject: Affordable Rental Housing Property Tax Subclass

Report #: 2025-0917-FIN-R27-MR

Purpose

To seek Council approval to adopt an enabling By-law for the new Affordable Rental Housing Tax Subclass for Multi-Residential and New Multi-Residential property classes, effective 2026, in accordance with Ontario Regulations 73/25 and 74/25, to meet the September 30, 2025 adoption deadline.

Background

In March 2025, the Province filed Ontario Regulation 73/25 under the Assessment Act and Ontario Regulation 74/25 under the Municipal Act, 2001 to create a new optional property tax subclass for affordable rental housing within the Multi-Residential and New Multi-Residential property classes. The subclass applies to both existing and newly built units that meet the definition of affordable rental housing as per the Development Charges Act, 1997, meaning rents for qualifying units do not exceed 30% of gross income for households at the 60th percentile of all renters in a municipality.

To make the subclass available for the 2026 taxation year, upper-tier and single-tier municipalities that establish tax ratios must adopt an enabling By-law by September 30, 2025. The regulations permit municipalities to set a discount rate between 0% and 35% on the municipal portion of property taxes, with the education property tax rate remaining unchanged. MPAC will identify and classify eligible properties based on provincial criteria. Adoption of the subclass framework does not commit Council to providing a discount but ensures the County has the option to do so as part of the 2026 Tax Policy process.

Melissa Ryan, CPA, Director, Financial Services/Treasurer
Corporation of the County of Essex, 360 Fairview Ave. W., Essex, ON N8M 1Y6
Phone: 519-776-6441, ext. 1312; Email: mryan@countyofessex.ca

This initiative aligns with provincial priorities highlighted in the 2024 Fall Economic Statement and 2025 Budget, which aim to improve affordability for rental households. While similar programs exist in larger cities like Toronto and Vancouver, this optional subclass provides a uniform mechanism for municipalities across Ontario to encourage affordable rental housing in both existing and new developments.

For additional information about the Affordable Rental Housing Property Subclass see Appendix A attached to this report.

Discussion

Adopting the Affordable Rental Housing Subclass at this time provides the County of Essex with access to a new provincial tool designed to support affordable housing objectives. While the subclass framework is procedurally straightforward, requiring only the adoption of a By-law before the September 30, 2025 deadline, there are a number of uncertainties that remain to be resolved before Administration can determine whether any local properties would qualify and the impact it may have.

At present, the regulations tie the definition of affordability to the Development Charges Act, 1997, which specifies that affordable rents cannot exceed 30% of gross income for households at the 60th percentile of all renters in the municipality. What is not yet clear is how municipalities are expected to obtain the information needed to determine what properties meet this threshold based on their current market rent.

MPAC can provide a list of all multi-residential and new multi-residential properties in Essex County (defined as properties with seven or more self-contained units, property codes 340 and 341). However, MPAC does not track actual rents for these units. Instead, they maintain “fair market rent” figures used for assessment purposes, which do not reflect current market conditions.

Currently, there is no provincial dataset that provides actual rents at specific properties. Municipalities typically rely on broader sources, such as CMHC’s Rental Market Survey or other local housing data, which provide average rents by unit type but do not identify individual properties that qualify as affordable. Without accurate, up-to-date rental information, it is difficult to determine which properties would meet the provincial affordability definition. MPAC has indicated that their legal team continues to review the legislation

and the agency's role in its implementation, and further guidance has not yet been issued.

In addition, discussion with the Local Treasurer and Tax Collector group is still required regarding the mechanics of how the discount is funded. OPTA has confirmed that for the Multi-Residential property class, a discount can be funded in one of three ways: (a) by spreading the reduction across all property classes, (b) by restricting the funding within the Multi-Residential class through the adoption of revenue-neutral tax ratios, or (c) through a levy decrease. For the New Multi-Residential class, the options are limited to either (a) spreading the reduction across all classes or (b) through a levy decrease. Each approach has different implications for the distribution of the tax burden and would need to be considered as part of the annual Tax Policy process.

Given these outstanding questions, staff cannot confirm at this time whether any multi-residential or new multi residential properties in the County would qualify for the subclass. Nonetheless, adopting the enabling By-law ensures that the County retains the option to apply a discount if desired and provides a signal to the community that the County is open to encouraging affordable rental housing through its tax policy framework.

Financial Implications

There are no immediate financial impacts from adopting the Affordable Rental Housing Subclass framework. Any financial effects would depend on the discount rate, if any, set by Council in 2026 and the number of eligible properties that meet the definition of affordable.

If a discount is applied, it would not reduce the overall levy but would instead shift the tax burden onto the rest of the property base. The extent of that shift will vary depending on the number of eligible properties and the discount percentage applied. As part of the 2026 Tax Policy report, Administration will provide scenario-based modelling that shows the potential revenue impacts at various discount levels. These scenarios will also illustrate how a discount would redistribute the tax burden to other property classes. This approach will ensure Council has a complete picture, informed by consultation with local treasurers and tax collectors, before deciding whether and how to implement a discount.

For now, adopting the By-law simply allows the option for Council to offer this type of incentive in the future and signals openness to supporting

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Affordable Rental Housing Property Tax Subclass

affordable rental housing through the County’s tax policy framework. Once more information becomes available from OPTA and MPAC, Administration will be able to provide a clearer assessment of the impacts, which will be brought forward for discussion as part of the Tax Policy By-law presentation in February 2026.

Consultations

- Tracy Pringle, MPAC
- OPTA Service Desk

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 approve report number 2025-0917-FIN-R27-MR, Affordable Rental Housing Property Tax Subclass; and,

That Essex County Council approve the accompanying By-law 2025-39 to adopt the new Affordable Rental Housing property tax subclass for the Multi Residential and New Multi Residential property classes.

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Affordable Rental Housing Property Tax Subclass

Approvals

Respectfully Submitted,

Melissa Ryan

Melissa Ryan, CPA, Director, Financial Services/Treasurer

Concurred With,

Sandra Zwiers

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

Appendix	Title
A	About the Affordable Rental Housing Subclass

About the Affordable Rental Housing Subclass

Introduction

- A new optional subclass within the Multi-Residential and New Multi-Residential property classes is being introduced for the 2026 tax year to support the development and maintenance of affordable rental housing. The **Affordable Rental Housing Subclass** provides municipalities with flexibility to offer a reduced municipal tax rate on eligible affordable rental units.

How does the Affordable Rental Housing Subclass work?

- The subclass gives municipalities the option to apply a **reduction of up to 35%** of the applicable municipal tax rate for eligible properties in the **Multi-Residential** and/or **New Multi-Residential** property classes.
- The Education Property Tax (EPT) rate for eligible properties will remain at the full rate for the respective property class.
- The reduction for the Affordable Rental Housing Subclass must be greater than or equal to any reduction applied to the New Multi-Residential (Municipal Reduction) Subclass.

How do I adopt the Affordable Rental Housing Subclass?

- To adopt the Affordable Rental Housing Subclass for the **2026 tax year**, upper tier and single tier municipalities must pass a by-law by **September 30, 2025**.
- Municipalities may:
 - Adopt the subclass for either the Multi-Residential, New Multi-Residential, or both classes;
 - Set different reduction percentages for each class if desired.
- After the initial adoption, municipalities can specify the percentage reduction through their annual tax by-law.

What properties are eligible for the Affordable Rental Housing Subclass?

- Properties are eligible for the new subclass when all three of the following conditions are met:
 1. A by-law is in force to adopt the Affordable Rental Housing Subclass in the municipality;
 2. The land is classified as either Multi-Residential or New Multi-Residential; and
 3. The land meets the conditions set out in subsection 22.1.1(5) of O. Reg 282/98 under the *Assessment Act*.
- MPAC will classify eligible properties with a new RTQ for municipalities that have adopted the new subclass.

How is the Affordable Rental Housing Subclass discount funded?

- Like other subclasses, municipal tax reductions are to be funded either across all property classes or through a levy decrease.
- For the Affordable Rental Housing Subclass within the Multi-Residential class, the municipal tax reduction can be funded from within the class through the adoption of revenue neutral tax ratios.

How is OPTA impacted?

- OPTA’s reports will include properties in the new subclass once they have been created and classified by MPAC.
- OPTA will be updated to support indicating the adoption of the subclass, entering reduction percentages, and modelling tax impacts by class and subclass.
- Where the municipality has not exited capping for the Multi-Residential class, properties within the new subclass remain subject to capping provisions.

Relevant Regulations

- O. Reg. 73/25 amends O. Reg. 282/98 under the *Assessment Act*.
- O. Reg. 74/25 amends O. Reg. 73/03 under the *Municipal Act, 2001*.
- O. Reg. 75/25 amends O. Reg. 121/07 under the *City of Toronto Act*.

Need assistance? Contact OPTA’s helpdesk by phone, email, or for one-on-one training

 Phone (416) 591-1110 / (800) 998-5739  Email optaservicedesk@reamined.on.ca  Web <http://opta.reamined.on.ca>





Administrative Report

To: Warden MacDonald and Members of Essex County Council
From: Kyla Pritiko, J.D., Director, Human Resources
Date: Wednesday, September 17, 2025
Subject: Proposed Updates to Employment and Hiring Policy
Report #: 2025-0917-HR-R09-KP

Purpose

The purpose of this Report is to provide County Council with the necessary information to consider the recommended revisions to Policy Number 1991-001, Employment and Hiring Policy (the "**Policy**").

Background

This Policy was originally adopted by Council in 1992. In 2007, the Policy was updated as part of an overall review of Human Resources related policies and the following amendments were made, as referenced in Report [#2007-R02-HR-0321-GPS](#) (page 109):

- Addition of a section defining different types of hiring situations;
- Addition of the documentation of a process outlining levels of approval required by both Administration and Council;
- Inclusion of a physical demands testing and criminal reference checking where appropriate;
- Addition of a trial period for when existing employees bid into a new job; and
- Rewording for clarity.

Discussion

During budget deliberations in 2023 for the 2024 budget year, County Council requested that going forward, requests for staff positions be presented to County Council in advance of the budget deliberation process for approval in principle. That process has been implemented; however, this change necessitated revisions to the Policy to reflect this new process. The proposed revisions to the Policy include this amendment.

Kyla Pritiko, Director, Human Resources
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Phone: 519-776-6441, ext. 1322; Email: kpritiko@countyofessex.ca

The proposed revisions to the Policy also include the incorporation of the following County policies into the Policy:

- 2004-003- Hiring and Employment of Family Members Policy
- 2006-002- Student Hiring Policy
- 1994-011- Probationary Periods for Non- Union Employees Policy

The following is a summary of additional substantive amendments to the Policy recommended by Administration that were identified as part of the review process:

- **Section 1.0-** Introduction- included reference to Strategic Plan.
- **Section 2.0-** Scope- included application to elected officials and bargaining unit positions, with reference to operative collective agreements.
- **Section 3.0-** Definitions- included definitions for Bona Fide Occupational Requirement, Child, County of Essex, Direct Reporting Relationship, Family, Guardian, Replacement Position, Spouse and Student.
- **Section 4.0-** Purpose Section added with reference to both equity in hiring and conflict of interests that may arise through the hiring or employment of family members.
- **Subsections 5.1.3 and 5.1.4-** incorporates the key provisions from the Hiring and Employment of Family Members Policy.
- **Subsection 5.1.4-** outlines a more detailed conflict review process, to be reviewed annually, and the addition of a Relationship Disclosure and Acknowledgement Form.
- **Subsection 5.1.4.3-** revised to have requests for exemptions go to CAO in consultation with the Department Head and Human Resources as opposed to the Government Services Committee for recommendation to County Council.
- **Subsection 5.1.5-** new language to allow for flexibility on timelines and processes with CAO approval, where there is a valid operational reason.
- **Subsection 5.2.1.2-** new language to align with current process that Director, Human Resources prepares and presents the Staffing Request Report to County Council.
- **Subsection 5.2.1.3-** new language provides that wherever possible, New Classifications and Additional Positions will be provided to County

Council in advance of the budget deliberation process for approval in principle.

- **Subsection 5.2.2.3-** new language added to align with current practice with backfill and replacement positions in EMS, due to high volume.
- **Subsection 5.2.3-** addition of necessary information to incorporate policy 2006-002- Student Hiring.
- **Subsection 5.2.4-** new language related to hiring Placement Positions.
- **Subsection 5.2.5-** revised to provide that the CAO and Director, Human Resources are responsible for developing the recruitment strategy and evaluating all department head positions while keeping County Council apprised, rather than County Council and the CAO developing the recruitment strategy and the Warden and Deputy Warden being involved in recruitment initiatives.
- **Subsection 5.3.1-** revised to include HR involvement in job postings at Sun Parlor Home ("**SPH**").
- **Subsection 5.3.2-** included physical ability testing, driver's abstract, and/or vaccination status as required for certain positions, which shall be included on the job posting.
- **Subsection 5.3.3-** revised to account for electronic submission of cover letters and resumes.
- **Subsection 5.3.7.1-** new language to allow for a department specific awarding process for seniority-driven unionized roles, in line with current practice and the collective agreement (example paramedic TFT and FT positions).
- **Subsection 5.3.8-** revised to remove reference to verbal offers of employment which is contrary to best practice and presents legal risk.
- **Subsection 5.3.10-** included new language stating that any employment terms outside of the norm must be approved in advance by the CAO (for example, a request for extended vacation time).
- **Subsection 5.4.2-** included recruiting firm, where applicable.
- **Subsection 5.4.3-** included vulnerable sector check and/or vaccination status for certain positions, to be included on the job posting.
- **Subsection 5.4.4-** included language to allow manager to review all candidates or only the short list at their discretion, and a requirement

that management provides comment on the reason for disqualification of any candidate.

- **Subsection 5.5.1**- inclusion of language consistent with 5.3.10 stating that any employment terms outside of the norm for external hires must be approved in advance (for example, relocation costs).
- **Deletion of Section 5.8** which states that probationary period for employees will be in accordance with Probation Period Policy, Non-Union Policy 94-011- recommended because probationary period specifics are now set out in the offer of employment.
- **Subsection 5.5.5**- deleted sentence stating that candidates are reimbursed for the cost of a Police Record Check as this is not the practice in EMS.
- **Deletion of subsection 5.9** related to the Change of Status form, which is no longer required with the new Human Resources Information System.
- **Subsection 5.6**- addition of CAO Position hiring process, including that the recruitment and selection process is at the discretion of County Council.
- **Section 6.0**- Responsibilities section added to align with new policy template.
- **Section 7.0**- Related Documents/Legislation section revised to include documents and legislation referenced in incorporated policies.
- **Section 8.0**- Summary of Amendments table added to align with new policy template.

The proposed revised Policy is attached as **Appendix "A"** and a redline version showing the changes is attached as **Appendix "B"**.

Financial Implications

The proposed revisions to the Employment and Hiring Policy are administrative in nature and are not expected to result in any financial impacts.

Consultations

Danielle Dunlop, Manager, Human Resources and Administration, EMS

Linda Greenwood, Human Resources Business Partner

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Gary Filiatrault, Human Resources Business Partner
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 2025-0917-HR-R09-KP, Proposed Updates to Employment and Hiring Policy as information; and

That Essex County Council approve and adopt the revisions to the Employment and Hiring Policy appended to this Report; and

That Essex County Council authorize the Warden and the Clerk to execute the associated Bylaw at the appropriate time.

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Approvals

Respectfully Submitted,

Kyla Pritiko

Kyla Pritiko, Director, Human Resources

Concurred With,

Sandra Zwiers

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

Appendix	Title
A	Proposed Revised Policy
B	Proposed Revised Policy- redlined version



County of Essex Policy and Procedures Manual

Employment and Hiring Policy

Policy Number:	1991-001
Policy Type:	Corporate Policy
Approval Authority:	Essex County Council
Office of Responsibility:	Human Resources
Issuance Date:	2007-03-21
Revised on Date:	2025-09-17 (Amendments Proposed for Adoption)
Scheduled Review Date:	2029-09-17
Replaces Policy:	04-003; 06-002; 94-011

1.0 Introduction

The Corporation of the County of Essex, through the adoption of the County's Strategic Plan, recognizes the importance of the three strategic goals: 'Working as Team Essex County', 'Growing as Leaders in Public Service Excellence', and 'Building a Regional Powerhouse'. Further, the County operates with the principles of Accountability and Transparency in the decision-making process. This policy establishes a framework to guide fair and transparent hiring practices that reflect the County's goals, meet legislative requirements, and promote a vibrant, inclusive workforce free from undue influence or conflict of interest.

2.0 Scope

2.1 This policy applies to all elected officials, departments and divisions within the County, including bargaining unit positions ("Union Positions") under the collective agreements between the County and each of the following:

- Canadian Union of Public Employees ("CUPE") Locals 860, 2974.1 and 2974.2;

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- Ontario Nurses' Association ("ONA"); and,
- Teamsters Local 879 ("Teamsters").

2.2 The operative collective agreements should be referenced for specifics pertaining to hiring practices in each bargaining unit.

3.0 Definitions

To provide context for this policy, a list commonly used terms is provided herein and shall be used in conjunction of the interpretation of this document.

'Additional Position' A position that is added to a compliment of existing like positions. Example: there are 5 clerks in a department, and the manager wants to add a 6th clerk position so there is now a total of 6 clerks.

'Bona fide Operational Requirements (BFOR)' is a specific employment qualification that is reasonably necessary to carry out the essential duties of a job. A BFOR must be directly related to the position and justified as essential for the safe, efficient, and effective performance of the work.

'Child' means any person under the legal age of majority who is in a parent-child relationship with the guardian - whether by birth, legal adoption, marriage or common-law partnership, foster placement, or by virtue of a close, ongoing familial relationship in which the guardian treats them as a child (i.e. shared residence, support, and parental care).

'County of Essex' means the Corporation of the County of Essex, and may be used interchangeably with the terms the 'County', the 'Corporation' or 'County of Essex'.

'Direct Reporting Relationship' A relationship in which an elected official or employee has authority to:

- Approve or deny wage/salary level, grid increments or overtime;
- Conduct performance appraisals and/or discipline; or
- Direct work assignments.

'Family' For the purposes of this policy, family includes an elected official or employee's Child, Guardian, Spouse, Parent, Sibling, Stepsibling, Grandparent, Grandchild, In-laws (parent, child, sibling), aunts, uncles,

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cousins, and any other person who resides in the same household or with whom the individual has a relationship of dependency or significant personal connection that could create a conflict of interest or perception of favouritism.

'Guardian' means any individual or entity—whether a biological parent, adoptive parent, full or step-parent, foster caregiver, de facto parent, or legally appointed person—who has legal authority and a settled intention to care for, support, make decisions for, and act in the best interests of a child.

'New Classification' A position that is being recruited for and is a new type of job at the County i.e. it has not been evaluated nor had pay levels assigned to it. Example: The County does not have any Millwrights on staff; if we hired one that would be a new classification.

'No Net Addition' is commonly used to describe when a position in one classification is not being replaced, and instead an additional position is being added in another classification. The approval process for “no net additions” will be administered in the same manner as for “additional positions”.

'Placement Position' A role specifically designed to provide meaningful work experience and skill development opportunities to individuals with intellectual or physical disabilities. These positions are generally created in collaboration with community organizations and are intended to support inclusion and integration into the workforce. Compensation for placement positions is typically wholly or partially subsidized by external agencies or support programs.

'Replacement Position' A position that is replaced with a like position. Example: when an employee leaves their position as one of 5 clerks in a department, and the manager replaces that employee with another clerk so there are 5 clerks in the department again.

'Spouse' For the purposes of this Policy, spouse includes those by legal marriage or common-law.

'Student' A person who is enrolled full-time in a secondary school, college or university during the academic year, has indicated their intention to return to school, and is applying for employment or co-op opportunity (paid or unpaid) with the County.

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4.0 Purpose

- 4.1 To establish a comprehensive policy and procedure pertaining to all phases of the employment process that recognizes the importance of fostering a vibrant and inclusive workforce that brings diverse perspectives, experiences and talents to our team.
- 4.2 To ensure uniform application of this policy and resulting procedures throughout the County while upholding the highest standards of professionalism and service delivery.
- 4.3 To ensure that employment-related decisions concerning existing or potential employees are free from any real or perceived improper influence or conflict of interest based on Family relationships and to maintain public confidence in the integrity of the County's hiring and employment practices.

5.0 Policy

5.1 General

- 5.1.1 The County is an equal opportunity employer and does not discriminate in the hiring process on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, gender, sexual orientation, age, marital status, family status, disability, or record of offences as defined in the Ontario Human Rights Code, as amended.
- 5.1.2 The County's objective is always to hire the most qualified applicant. The selection process will be based on qualifications, competence, skill, training, and the ability to perform the work, and where applicable; seniority.
- 5.1.3 The County prohibits employment situations where Family would:
 - 5.1.3.1 Be supervised by, or subordinate to, one another through a Direct Reporting Relationship;
 - 5.1.3.2 Be given preferential treatment in being recruited and/or selected for vacancies;

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5.1.3.3 Be appointed to positions where job responsibilities would be incompatible with positions occupied by Family.

Employees are required to report to their direct supervisor or Human Resources if they are, or may be, in one of the employment situations listed above. In that case, a review will be undertaken in accordance with subsection 5.1.4, below, to ensure that a solution is reached that is consistent with the purpose of this policy and governing legislation.

Elected officials and employees should be cognizant that broader family ties and other close personal relationships may give rise to the same concerns surrounding real or perceived conflicts as those specifically addressed by this policy and should be sensitive to these concerns and govern themselves in keeping with the spirit and intent of this policy, the County's Code of Conduct (#93-001), and, where applicable, the Code of Conduct for Council Members, and Members of Local Boards (#2023-11-15).

5.1.4 In the event that a conflict with this policy is created through either marriage, common-law union, or promotion of a staff member to a supervisory position, a review will be undertaken. Employment may continue, however, a solution that is consistent with the purpose of this policy and governing legislation will be implemented.

5.1.4.1 This conflict review will be conducted annually and amended where required, to ensure that the solution remains consistent with the purpose of this policy and governing legislation.

5.1.4.2 Employees will be required to disclose relationships by submitting a Relationship Disclosure and Acknowledgement Form (signed by all affected parties) and acknowledging that they have read and understood corresponding policies related to Hiring, Harassment and Code of Conduct. Human Resources will review this package and its contents directly with the employee.

5.1.4.3 Requests for an exemption to this policy must be approved by the Chief Administrative Officer

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("CAO"), in consultation with the Department Head and Human Resources as required. Consideration for approval will not be given prior to the submission of a completed Relationship Disclosure package.

- 5.1.5 With the approval of the CAO or designate, the timelines and processes outlined in this policy may be adjusted or expedited when there is a valid operational reason to do so. For example, if an employee resigns within the first 90 days of filling a temporary vacancy, the recruitment process may be expedited to maintain operational continuity. Any modifications to the hiring process will not be made in a manner that conflicts with the provisions of an applicable collective agreement unless prior written agreement is obtained from the union.

5.2 Approval Processes

5.2.1 New Classification or Additional Position

- 5.2.1.1 These will be first presented to the CAO for review. Such presentation will include the Department Head's written business case for adding a New Classification or Additional Position, a detailed job description, and any other pertinent information substantiating the need for the classification or additional position. The Employee Requisition Form is the cover document for this request.
- 5.2.1.2 If approved, the CAO will provide the Director, Human Resources with details of the position(s) that are to be recommended to County Council for approval.
- 5.2.1.3 The Director, Human Resources will then present their recommendation to County Council for approval. Wherever possible, New Classifications and Additional Positions will be provided to County Council in advance of the budget deliberation process for approval in principle.

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- 5.2.1.4 Once finally approved by County Council, the hiring manager and the Director, Human Resources or designate will establish a recruitment strategy.
- 5.2.1.5 For New Classifications, the Director, Human Resources or designate will have the position evaluated and/or convene the appropriate 'Joint Job Evaluation Committee', where applicable, for the determination of a provisional wage or salary rate. If the committee cannot be convened in a timely manner an interim pay range will be established (in consultation with the union, where applicable). Job postings will note that the rate is an interim rate.
- 5.2.1.6 After six (6) months experience the incumbent employee and their immediate supervisor will complete a 'Job Questionnaire' and submit same for re-evaluation in accordance with established procedures for such reconsideration.

5.2.2 Replacement Positions

- 5.2.2.1 The immediate manager will present their written business case, along with a detailed job description, to the department head, for approval. The 'Employee Requisition Form' is the cover document for this request. Once approved, the manager will forward the duly signed Employee Requisition Form to Human Resources.
- 5.2.2.2 Once approval has been provided to fill a position, the hiring manger and the Director, Human Resources or designate will establish a recruitment strategy.
- 5.2.2.3 **Paramedic Replacement and Temporary Full-Time Positions:** Due to the high frequency and volume of postings and position/status changes within the Paramedic Services division, temporary full-time positions (backfill) and replacement full-time positions for paramedics will only require the approval of the Manager of Human Resources, EMS. These positions may be actioned in the normal course of business without the need for additional

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approval from the Department Head or Human Resources Director, provided all other applicable policy requirements are met. An Employee Requisition Form will be submitted by the Scheduling Supervisor to the Manager of Human Resources, EMS for approval. A business case and/or job description will not be required and the hiring will be actioned in accordance with the applicable collective agreement.

5.2.3 Student Positions

5.2.3.1 This policy applies to Student positions, except to the extent that the posting and selection process outlined in this policy may be condensed, with approval of the Director, Human Resources, where a Student is returning to a position they previously held or when a student leaves their position within the term and the position is to be filled with a new student for the remainder of the term.

5.2.4 Placement Positions

5.2.4.1 The County is an equal opportunity employer and supports Placement Positions where fiscally and operationally feasible. Placement Positions must be approved in advance by the CAO and have budget or external funding support. Placement Positions will be filled in consultation with the relevant union and external agency/support program and will not follow the standard posting and selection process described herein. Employees in Placement Positions must complete onboarding and training as provided for by Human Resources before performing any work.

5.2.5 Department Head Positions (Management positions reporting to the CAO)

5.2.5.1 New Classifications or Additional Positions will be presented by the CAO to County Council for approval, in advance of budget deliberations, wherever possible. Such presentation will include a business case for adding a New Classification or

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Additional Position, a detailed job description, and any other pertinent information substantiating the need for the classification or additional position. Once approved, the CAO and the Director, Human Resources, will develop a recruitment strategy and will ensure the position is appropriately evaluated.

5.2.5.2 The CAO will keep Council apprised of all recruitment initiatives (Additional Position, Replacement Position, or New Classification) for positions at the level of Department Head.

5.3 Job Posting Process – Internal Search

- 5.3.1 Job postings will be initiated by Human Resources, who will post the positions at applicable locations and on County Connect. Postings for non-union positions will be posted for a minimum of six (6) business days.
- 5.3.2 Postings will include job requirements and notice of any required physical or skill testing or background checks. Certain positions may require a Police background check, physical ability testing, driver's abstract, and/or vaccination status because of physical job requirements, access to financial information, confidential material and/or working with vulnerable individuals (i.e. children and seniors). The Director, Human Resources or designate, in consultation with the applicable Department Head will determine whether certain positions require any of the foregoing.
- 5.3.3 Employees wishing to express an interest in the posted vacancy will do so by electronically submitting a cover letter and resume, referencing which job they are applying for. Unless otherwise stipulated in a collective agreement and in the case of postings at the Sun Parlor Home the applicant will forward their application directly to Human Resources.
- 5.3.4 As a courtesy, employees who are applying for a posted vacancy are encouraged to inform their current manager that they have applied.
- 5.3.5 Human Resources will review all posting applicants and develop a list of qualified candidates. Internal applicants that do not qualify because they do not meet the basic

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minimum posted requirements for the role, and/or cannot initially stand as a candidate because of their status outside of a bargaining unit will not be interviewed. They will be informed of this by Human Resources. An exception to this process is at Sun Parlor Home, where the hiring manager may be accountable for some or all of these steps, in consultation with Human Resources.

- 5.3.6 As a minimum, interviews will be conducted by the immediate manager/supervisor and a representative from the Human Resources Department.
- 5.3.7 An exception to this is when seniority and job specific qualifications/certificates are the only selection criteria (e.g. an interview to assess skills, competencies beyond job specific qualifications/certificates is not required). In these instances, a pre-offer meeting with the immediate manager and most senior qualified candidate is required.
 - 5.3.7.1 It is recognized and approved that for some unionized positions that are seniority driven and job specific (ex: paramedic TFT and FT postings), a department-specific awarding process in line with practice and the applicable collective agreement may take place. The immediate manager (or designate) will have authority and responsibility in carrying out this task.
- 5.3.8 Once a qualified candidate has been identified by the hiring manager, the Human Resources representative and/or the hiring manger/supervisor will confirm the start pay rate per the applicable policy or collective agreement. The hiring manager/supervisor or Human Resources will then advise the preferred candidate that they will be receiving an offer of employment which will outline the terms and conditions of employment for their review.
- 5.3.9 If the candidate expresses interest in proceeding, Human Resources or the hiring manager in the case of Sun Parlor Home will:
 - 5.3.9.1 Facilitate the transfer date with the current and hiring managers.

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- 5.3.9.2 Provide a written offer of employment to the candidate.
- 5.3.9.3 Inform the unsuccessful candidates.
- 5.3.9.4 In collaboration with the Communications Division, post a congratulatory notice.
- 5.3.10 Any employment terms that are outside of the norm must be approved in advance by the CAO (for example, a request for extended vacation time).
- 5.3.11 The hiring manager is accountable for ensuring any required equipment, collection of required certificates/qualifications, supplies, computers etc. are arranged for the new employee's arrival.
- 5.3.12 When a non-union employee moves into another non-union position, a trial period of 30 working days will apply. During this time, the employee will receive the necessary training and support to adjust to the new role. The trial period is expected to be completed in full unless there is a valid reason to end it early. If the trial is successful, the employee will be confirmed in the new position. If the arrangement does not work out—either due to performance issues or the employee's decision not to remain in the role—they will return to their previous position with the same pay and service credits. Any other employee who changed roles as a result of this move will also return to their former position and pay.
- 5.3.13 For **unionized employees**, trial periods will be carried out as per the applicable Collective Agreement.

5.4 External Search

- 5.4.1 Positions that cannot be filled as per [Section 5.3 Job Posting - Internal Search](#) are eligible for the County's external search procedures. Some positions depending on anticipated internal and external supply may be recruited for externally at the same time they are recruited for internally. This will not occur if such a practice is in violation of a collective agreement.

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- 5.4.2 The Director, Human Resources or designate and the hiring manager, or the recruiting firm, if applicable, will determine the composition of a suitable advertisement, the market to be pursued, and the external posting sites/locations. The Human Resources Department (or recruiting firm, where applicable) will place the advertisement.
- 5.4.3 The advertisement will include the job posting, including the job requirements and notice of any associated physical and/or skill testing, or background check requirements. Certain positions may require a Police background check, vulnerable sector check, and/or vaccination status, because of access to currency, confidential material, working with vulnerable individuals (e.g. children and seniors). The Director, Human Resources or designate, in consultation with the applicable Department Head will determine whether certain positions require a Police background check.
- 5.4.4 The Human Resources Department will screen all applicants and develop a short list of qualified candidates for the hiring manager's review. Only applicants meeting the position's qualifications will be placed on the short list. Managers may choose to review all candidates and if any candidates are deemed disqualified by the manager, the manager will provide comments to the Human Resources Department on the reason for the disqualification.
- 5.4.5 From the short list of applicants, the hiring department, together with Human Resources, will identify those candidates to be interviewed. Human Resources will schedule interviews with the selected candidates in consultation with the hiring department. In the case of Sun Parlor Home, candidate screening, selection and interviewing may be performed by the departmental hiring managers, in consultation with Human Resources.
- 5.4.6 As a minimum, interviews will be conducted by the immediate manager/supervisor and a representative from the Human Resources Department. In the case of Sun Parlor Home, a representative from the Human Resources Department may not participate in all interviews, but will be present at the request of the hiring manager.

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- 5.4.7 Human Resources will contact the references of the preferred candidate and report the results to the hiring department before an offer of employment is made. In the case of Sun Parlor Home, reference checking may be done by the hiring manager. The report will become part of the applicant's hiring file.

5.5 Offer of Employment (External)

- 5.5.1 Once a preferred candidate is selected, the hiring manager and Human Resources representative will establish the details of the offer of employment. If any resulting negotiations with the candidate are required, they will be conducted in consultation with the Director, Human Resources. Any employment terms that are outside of the norm must be approved in advance by the CAO (for example, a request for relocation costs).
- 5.5.2 The written offer of employment will be presented by the Human Resources Department (or the hiring manager in the case of Sun Parlor Home) prior to the candidate's start date and will include all pertinent data, including but not limited to position title, annual salary, start date, benefits entitlement, probation period, and, if necessary, a copy of the applicable Collective Agreement.
- 5.5.3 Applicants for some positions will be informed that a Police record search is a factor for consideration for employment/placement and will be provided with the appropriate information to assist them in obtaining the Police reference check. The candidate will obtain a form entitled Release and Discharge Relating to Consent and Disclosure of Police Record Information from the appropriate Police Department in the area that they live.
- 5.5.4 The County reserves the right to request updated Police Record Checks of employees during their employment with the County.
- 5.5.5 Once a final decision has been made regarding employment, Human Resources will ensure that the confidentiality of any candidate's Police Record Check is maintained and secured.

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- 5.5.6 Many roles have measurable Bona fide Operational Requirements (BFOR). If additional testing is required to assess a candidate's ability to perform the BFOR of a particular role, they will be advised of this requirement, and the nature of the testing, in the job posting.
- 5.5.7 The hiring manager is accountable for ensuring any required equipment, collection of required certificates/qualifications, supplies, computers etc. are arranged for the new employee's arrival.
- 5.5.8 Human Resources will, in collaboration with the Communications Division, post a welcome notice regarding the new hire once they have started.

5.6 CAO Position

- 5.6.1 The *Ontario Municipal Act, 2001*, as amended, provides for the establishment of a CAO position that is responsible for the efficient and effective operation of the municipality.
- 5.6.2 If the CAO position becomes vacant unexpectedly, County Council will appoint an acting or an interim CAO forthwith, to ensure that efficient and effective operations continue while a recruitment process takes place.
- 5.6.3 The recruitment and selection process for the CAO position is at the discretion of County Council. In order to ensure a process that is streamlined, equitable, and consistent with this policy, County Council may wish to delegate the recruitment and selection process to a smaller committee of Council, chaired by the Warden. County Council may also wish to engage an external executive search firm, CAO Consultant, and/or HR Consultant to assist with the recruitment and selection process.
- 5.6.4 The posting will include position requirements, including but not limited to minimum qualifications and experience, as well as the requirement to obtain a Police background check.
- 5.6.5 Barring any specific factors that warrant a different approach, the CAO position will be posted internally and externally simultaneously.

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- 5.6.6 Qualified candidates will be short-listed and interviewed in accordance with the process established by County Council, in consultation with any external firms or consultants, as applicable.
- 5.6.7 Reference checks and a Police background check will be completed prior to an offer of employment being extended to the successful candidate.

6.0 Responsibility

- 6.1 The Warden or their designate is accountable for ensuring compliance with this policy as it relates to the CAO position.
- 6.2 The Human Resources department is responsible for assisting employees and elected officials with the interpretation of this policy and any resolutions to contraventions of the policy, as well as ensuring that the procedures set out in this policy are implemented and adhered to.
- 6.3 All department managers and supervisors are responsible for following the procedures contained in this policy.
- 6.4 Elected Officials and employees are responsible for immediately advising their Department Head if they are or expect to be in violation of this policy, and to fully participate in any review undertaken to ensure compliance with this policy. Failure on the part of an employee to comply with this policy may result in discipline, up to and including dismissal.

7.0 Related Documents/Legislation

- Employee Requisition form
- Relationship Disclosure form
- Collective Agreements
- Municipal Act, 2001, SO 2001, Chapter 25, as amended
- Municipal Conflict of Interest Act, RSO 1990, c. M.50, as amended
- Human Rights Code, RSO 1990, c. H. 19, as amended

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- Employee Code of Conduct (#93-001)
- All other Corporate and Departmental policies and procedures related to hiring, conduct, health and safety, harassment and family members.

8.0 Summary of Amendments

Date	Amendments
March 21, 1992	Policy Adopted
March 21, 2007	Report 2007-R02-HR-0321-GPS updated policy.
September 17, 2025	For Council Consideration - Policy Revised to include updated processes and CAO position; combined with Hiring and Employment of Family Members Policy 04-003, Student Hiring Policy 06-002, and Probationary Periods for Non-Union Policy 94-011.



County of Essex Policy and Procedures Manual

Employment ~~/~~ and Hiring Policy ~~Number: 91-001~~

Approved by:	County Council
Department:	All Departments
Date Approved:	2007-03-21
Effective Date:	2007-03-21
Originating Department:	Click here to enter text.
Last Revision Date:	1992-05-20
Scheduled for Review By:	Click here to enter a date.

~~1-0~~ **Replaces Policy No:** [Click here to enter text.](#) **Purpose**

- ~~1.1~~ To develop a policy and procedure pertaining to all phases of the employment process.
- ~~1.2~~ To ensure uniform application of this policy and resulting procedures throughout the Corporation.

<u>Policy Number:</u>	<u>1991-001</u>
<u>Policy Type:</u>	<u>Corporate Policy</u>
<u>Approval Authority:</u>	<u>Essex County Council</u>
<u>Office of Responsibility:</u>	<u>Human Resources</u>
<u>Issuance Date:</u>	<u>2007-03-21</u>
<u>Revised on Date:</u>	<u>2025-09-17 (Amendments Proposed for Adoption)</u>
<u>Scheduled Review Date:</u>	<u>2029-09-17</u>
<u>Replaces Policy:</u>	<u>04-003; 06-002; 94-011</u>

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1.0 Introduction

The Corporation of the County of Essex, through the adoption of the County's Strategic Plan, recognizes the importance of the three strategic goals: 'Working as Team Essex County', 'Growing as Leaders in Public Service Excellence', and 'Building a Regional Powerhouse'. Further, the County operates with the principles of Accountability and Transparency in the decision-making process. This policy establishes a framework to guide fair and transparent hiring practices that reflect the County's goals, meet legislative requirements, and promote a vibrant, inclusive workforce free from undue influence or conflict of interest.

2.0 Scope

~~2.1 Applies~~ This policy applies to all elected officials, departments, and divisions or sections within the Corporation.

~~2.2 Applies to the hiring of all employees, unionized and non-union personnel.~~

~~2.3~~ 2.1 Reference County, including bargaining unit positions ("Union Positions") under the collective agreements for additional bargaining unit specifics between the County and each of the following:

- Canadian Union of Public Employees ("CUPE") Locals 860, 2974.1 and 2974.2;
- Ontario Nurses' Association ("ONA"); and,
- Teamsters Local 879 ("Teamsters").

2.2 The operative collective agreements should be referenced for specifics pertaining to hiring practices in each bargaining unit.

3.0 Definitions

- ~~• **Replacement Position** – Defined as a position that is replaced with a like position. An example would be when an employee leaves their position as one of 5 clerks in a department. The manager is replacing that employee with another clerk so there are then 5 clerks again in the department.~~

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To provide context for this policy, a list commonly used terms is provided herein and shall be used in conjunction of the interpretation of this document.

~~'Additional Position'~~ ~~— Defined as a~~**Position'** A position that is added to a compliment of existing like positions. ~~An example would be when~~**Example:** there are 5 clerks in a department, and the manager wants to add a 6th clerk position so there ~~are~~**is** now a total of 6 clerks.

~~'Bona fide Operational Requirements (BFOR)'~~ is a specific employment qualification that is reasonably necessary to carry out the essential duties of a job. A BFOR must be directly related to the position and justified as essential for the safe, efficient, and effective performance of the work.

~~'Child'~~ means any person under the legal age of majority who is in a parent-child relationship with the guardian - whether by birth, legal adoption, marriage or common-law partnership, foster placement, or by virtue of a close, ongoing familial relationship in which the guardian treats them as a child (i.e. shared residence, support, and parental care).

~~'County of Essex'~~ means the Corporation of the County of Essex, and may be used interchangeably with the terms the 'County', the 'Corporation' or 'County of Essex'.

~~'Direct Reporting Relationship'~~ A relationship in which an elected official or employee has authority to:

- Approve or deny wage/salary level, grid increments or overtime;
- Conduct performance appraisals and/or discipline; or
- Direct work assignments.

~~'Family'~~ For the purposes of this policy, family includes an elected official or employee's Child, Guardian, Spouse, Parent, Sibling, Stepsibling, Grandparent, Grandchild, In-laws (parent, child, sibling), aunts, uncles, cousins, and any other person who resides in the same household or with whom the individual has a relationship of dependency or significant personal connection that could create a conflict of interest or perception of favouritism.

~~'Guardian'~~ means any individual or entity—whether a biological parent, adoptive parent, full or step-parent, foster caregiver, de facto parent, or

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legally appointed person—who has legal authority and a settled intention to care for, support, make decisions for, and act in the best interests of a child.

'New Classification' A position that is being recruited for and is a new type of job at the County i.e. it has not been evaluated nor had pay levels assigned to it. "Example: The County does not have any Millwrights on staff; if we hired one that would be a new classification.

~~'No net addition'~~ "Net Addition" is commonly used to describe when a position in one classification is not being replaced, and instead an additional position is being added in another classification. The approval process for "no net additions" will be administered in the same manner as for "additional positions".

~~**New Classification** – Defined as a position that is being recruited for is a new type of job at the County i.e. 'Placement Position'~~ A role specifically designed to provide meaningful work experience and skill development opportunities to individuals with intellectual or physical disabilities. These positions are generally created in collaboration with community organizations and are intended to support inclusion and integration into the workforce. Compensation for placement positions is typically wholly or partially subsidized by external agencies or support programs.

'Replacement Position' A position that is replaced with a like position. Example: when an employee leaves their position as one of 5 clerks in a department, and the manager replaces that employee with another clerk so there are 5 clerks in the department again.

'Spouse' For the purposes of this Policy, spouse includes those by legal marriage or common-law.

'Student' A person who is enrolled full-time in a secondary school, college or university during the academic year, has indicated their intention to return to school, and is applying for employment or co-op opportunity (paid or unpaid) with the County.

4.0 Purpose

4.1 To establish a comprehensive policy and procedure pertaining to all phases of the employment process that recognizes the importance of fostering a vibrant and inclusive workforce that brings diverse perspectives, experiences and talents to our team.

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~~4.2 To ensure uniform application of this policy and resulting procedures throughout the County while upholding the highest standards of professionalism and service delivery.~~

~~4.3 To ensure that employment-related decisions concerning existing or potential employees are free from any real or perceived improper influence or conflict of interest based on Family relationships and to maintain public confidence in the integrity of the County's hiring and employment practices.~~

~~4.0~~5.0 Policy

- ~~it has not been evaluated nor had pay levels assigned to it. For example, we currently do not have any Millwrights on staff; if we hired one that would be a new classification.~~

~~5.0~~ Responsibilities

~~5.1 The Director, Human Resources is responsible to ensure that the guidelines set out in this Policy are implemented and adhered to.~~

~~5.2 All departments, division, section managers and supervisors are responsible for following the guidelines contained in this policy.~~

~~5.3~~5.1 General

~~5.3.1~~**5.1.1** The ~~Corporation~~County is an equal opportunity employer and does not discriminate in the hiring process on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, gender, sexual orientation, age, marital status, family status, disability, or record of ~~pardoned criminal offences~~offences as defined in the Ontario Human Rights Code, as amended.

~~5.3.2~~**5.1.2** The ~~Corporation's~~County's objective is always to hire the most qualified applicant. The selection process will be based on qualifications, competence, skill, training, and the ability to perform the work, and where applicable; seniority.

~~5.1.3 Management supports the value~~The County prohibits employment situations where Family would:

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5.1.3.1 Be supervised by, or subordinate to, one another through a Direct Reporting Relationship;

5.1.3.2 Be given preferential treatment in being recruited and benefit of employees growing by pursuing varied and increasing /or selected for vacancies;

5.1.3.3 Be appointed to positions where job responsibilities through a job posting process which enables employees to grow would be incompatible with positions occupied by Family.

Employees are required to report to their direct supervisor or Human Resources if they are, or may be, in one of the employment situations listed above. In that case, a review will be undertaken in accordance with subsection 5.1.4, below, to ensure that a solution is reached that is consistent with the purpose of this policy and governing legislation.

Elected officials and employees should be cognizant that broader family ties and other close personal relationships may give rise to the same concerns surrounding real or perceived conflicts as those specifically addressed by this policy and should be sensitive to these concerns and govern themselves in keeping with the spirit and intent of this policy, the County's Code of Conduct (#93-001), and, where applicable, the Code of Conduct for Council Members, and Members of Local Boards (#2023-11-15).

5.1.4 In the event that a conflict with this policy is created through either marriage, common-law union, or promotion of a staff member to a supervisory position, a review will be undertaken. Employment may continue, however, a solution that is consistent with the purpose of this policy and governing legislation will be implemented.

5.1.4.1 This conflict review will be conducted annually and amended where required, to ensure that the solution remains consistent with the purpose of this policy and governing legislation.

5.1.4.2 Employees will be required to disclose relationships by submitting a Relationship Disclosure and Acknowledgement Form (signed by all affected

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parties) and acknowledging that they have read and understood corresponding policies related to Hiring, Harassment and Code of Conduct. Human Resources will review this package and its contents directly with the employee.

5.1.4.3 Requests for an exemption to this policy must be approved by the Chief Administrative Officer ("CAO"), in consultation with the Department Head and Human Resources as required. Consideration for approval will not be given prior to the submission of a completed Relationship Disclosure package.

~~5.3.3~~5.1.5 With the approval of the CAO or designate, the timelines and processes outlined in this policy may be adjusted or expedited when there is a valid operational reason to do so. For example, if an employee resigns within the Corporation first 90 days of filling a temporary vacancy, the recruitment process may be expedited to maintain operational continuity. Any modifications to the hiring process will not be made in a manner that conflicts with the provisions of an applicable collective agreement unless prior written agreement is obtained from the union.

5.45.2 Approval Processes

~~5.4.1~~5.2.1 **New Classification or Additional Position:**

~~5.4.1.1~~5.2.1.1 These will be first presented to the Chief Administrative Officer-CAO for review. Such presentation will include the Department head's Head's written business case for adding this classification a New Classification or Additional Position, a detailed job description-along with, and any other pertinent information substantiating the need for the classification- or additional position. The Employee Requisition Form is the cover document for this request.

5.2.1.2 If approved, the CAO will provide the Director, Human Resources with details of the position(s) that are to be recommended to County Council for approval.

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~~5.4.1.2~~5.2.1.3 The ~~Chief Administrative Officer~~Director, Human Resources will then present ~~his/her~~their recommendation to County Council for approval. ~~In addition to being included~~Wherever possible, New Classifications and Additional Positions will be provided to County Council in standard advance of the budget submissions specific reference will be made of this request to Council.~~deliberation process for approval in principle.~~

~~5.4.1.3~~5.2.1.4 Once finally approved by County Council, the ~~CAO will forward the duly signed Employee Requisition Form to~~hiring manager and the Director, Human Resources or designate will establish a recruitment strategy.

~~5.4.1.4~~5.2.1.5 For New Classifications, the Director, Human Resources ~~will or designate will have the position evaluated and/or~~ convene the appropriate 'Joint Job Evaluation Committee'~~Committee', where applicable,~~ for the determination of a provisional wage or salary rate. If ~~this~~the committee cannot be convened in a timely manner an interim pay range will be established (in ~~consultations~~consultation with the union, where applicable). Job postings will note that the rate is an interim rate.

~~5.4.1.5~~5.2.1.6 After six (6) months experience the incumbent employee and their immediate supervisor will complete a 'Job ~~Questionnaire~~Questionnaire' and submit same for re-evaluation in accordance with established procedures for such reconsideration.

~~a) — Once approved by Council, the hiring manager and the Director, Human Resources will establish a recruitment strategy.~~

5.4.25.2.2 **Replacement Positions**

~~5.4.2.1~~5.2.2.1 The immediate manager will present ~~his/her~~their written business case, along with a detailed job description, to the department head, for approval. The 'Employee Requisition ~~Form~~Form'

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is the cover document for this request. Once approved, the ~~department~~ manager will forward the duly signed Employee Requisition ~~form~~ Form to Human Resources.

~~5.4.2.25.2.2.2~~ 5.2.2.2 Once approval has been provided to fill a position, the hiring manager and the Director, Human Resources or designate will establish a recruitment strategy.

5.2.2.3 Paramedic Replacement and Temporary Full-Time Positions: Due to the high frequency and volume of postings and position/status changes within the Paramedic Services division, temporary full-time positions (backfill) and replacement full-time positions for paramedics will only require the approval of the Manager of Human Resources, EMS. These positions may be actioned in the normal course of business without the need for additional approval from the Department Head or Human Resources Director, provided all other applicable policy requirements are met. An Employee Requisition Form will be submitted by the Scheduling Supervisor to the Manager of Human Resources, EMS for approval. A business case and/or job description will not be required and the hiring will be actioned in accordance with the applicable collective agreement.

5.2.3 Student Positions

5.2.3.1 This policy applies to Student positions, except to the extent that the posting and selection process outlined in this policy may be condensed, with approval of the Director, Human Resources, where a Student is returning to a position they previously held or when a student leaves their position within the term and the position is to be filled with a new student for the remainder of the term.

5.2.4 Placement Positions

5.2.4.1 The County is an equal opportunity employer and supports Placement Positions where fiscally and

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operationally feasible. Placement Positions must be approved in advance by the CAO and have budget or external funding support. Placement Positions will be filled in consultation with the relevant union and external agency/support program and will not follow the standard posting and selection process described herein. Employees in Placement Positions must complete onboarding and training as provided for by Human Resources before performing any work.

5.4.35.2.5 Department Head Positions (Management positions reporting to the CAO)

- ~~a) The Chief Administrative Officer will require Council approval for all recruitment initiatives (additional position, replacement position, or new classification) for positions at the level of department head. The recruitment strategies for these positions will be established in conjunction with the CAO and Council. The Warden and Deputy Warden are to be involved in recruiting initiatives in conjunction with the CAO, with final approval by County Council.~~

5.2.5.1 New Classifications or Additional Positions will be presented by the CAO to County Council for approval, in advance of budget deliberations, wherever possible. Such presentation will include a business case for adding a New Classification or Additional Position, a detailed job description, and any other pertinent information substantiating the need for the classification or additional position. Once approved, the CAO and the Director, Human Resources, will develop a recruitment strategy and will ensure the position is appropriately evaluated.

5.2.5.2 The CAO will keep Council apprised of all recruitment initiatives (Additional Position, Replacement Position, or New Classification) for positions at the level of Department Head.

5.55.3 Job Posting Process – Internal Search

- ~~5.5.15.3.1~~ 5.3.1 Job ~~posting~~postings will be initiated by Human Resources, who will ~~forward copies of post~~ the ~~postings~~

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~~to positions at~~ applicable locations ~~with the exception of Sun Parlor Home, which initiates and implements postings independent of the Human Resources Department on~~ County Connect. Postings for non-union positions will be posted for a minimum of six (6) ~~week~~business days.

~~5.5.25.3.2~~ Postings will include job requirements and notice of any ~~associated candidate~~required physical or skill testing or background checks. Certain positions may require a ~~criminal~~Police background check, physical ability testing, driver's abstract, and/or vaccination status because of physical job requirements, access to ~~currency~~financial information, confidential material, and/or working with vulnerable individuals (i.e. children and seniors). The Director, Human Resources or designate, in consultation with the applicable Department Head will determine whether certain positions require ~~a criminal background check~~any of the foregoing.

~~5.5.35.3.3~~ Employees wishing to express an interest in the posted vacancy will do so by electronically submitting a cover letter and resume, referencing which job they are applying for. Unless otherwise stipulated in a collective agreement and in the case of postings at the Sun Parlor Home the applicant will forward their application directly to Human Resources.

~~5.5.45.3.4~~ As a courtesy, employees who are applying for a posted vacancy are encouraged to inform their current manager that they have applied.

~~5.5.55.3.5~~ Human Resources will review all posting applicants and develop a list of qualified candidates. Internal applicants that do not qualify because they do not meet the basic minimum posted requirements for the role, and/or cannot initially stand as a candidate because of their status outside of a bargaining unit will not be interviewed. They will be informed of this by Human Resources. An exception to this process is at Sun Parlor Home, where the hiring manager ~~is~~may be accountable for some or all of these steps, in consultation with Human Resources.

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~~5.5.6~~5.3.6 As a minimum, interviews will be conducted by the immediate manager/supervisor and a representative from the Human Resources Department.

~~5.5.7~~5.3.7 An exception to this is when seniority and job specific qualifications/certificates are the only selection criteria (e.g. an interview to assess skills, competencies beyond job specific qualifications/certificates is not required). In these instances, a pre-offer meeting with the immediate manager and most senior qualified candidate is required.

5.3.7.1 It is recognized and approved that for some unionized positions that are seniority driven and job specific (ex: paramedic TFT and FT postings), a department-specific awarding process in line with practice and the applicable collective agreement may take place. The immediate manager (or designate) will have authority and responsibility in carrying out this task.

~~5.5.8~~5.3.8 Once a qualified candidate has been identified by the hiring manager, the Human Resources representative and/or the hiring manger/supervisor will confirm the start pay rate per the applicable policy or collective agreement. The hiring manager/supervisor or Human Resources will then ~~make a verbal offer of employment (transfer) to~~ advise the preferred candidate that they will be receiving an offer of employment which will outline the terms and conditions of employment for their review.

~~5.5.9~~5.3.9 ~~After~~If the ~~verbal acceptance~~candidate expresses interest in proceeding, Human Resources or the hiring manager in the case of Sun Parlor Home will:

~~5.5.9.1~~5.3.9.1 Facilitate the transfer date with the current and hiring managers.

~~5.5.9.2~~5.3.9.2 ~~Confirm the~~Provide a written offer ~~in writing~~of employment to the candidate.

~~5.5.9.3~~5.3.9.3 Inform the unsuccessful candidates.

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~~5.5.9.4~~5.3.9.4 ~~Post~~In collaboration with the Communications Division, post a congratulatory notice.

5.3.10 Any employment terms that are outside of the norm must be approved in advance by the CAO (for example, a request for extended vacation time).

~~5.5.10~~5.3.11 The hiring manager is accountable for ensuring any required equipment, collection of required certificates/qualifications, supplies, computers etc. are arranged for the new employee's arrival.

~~5.5.11~~5.3.12 ~~For~~When a non-**unionized employees**, the successful applicant shall be given union employee moves into another non-union position, a trial period of ~~thirty (30)~~ working days, during which time he/she will apply. During this time, the employee will receive the necessary training for and support to adjust to the position new role. The trial period will not be curtailed without just cause, before it has run its full course. Conditional on satisfactory service, the employee shall be declared permanent in that position after the period of thirty (30) working days. In the event the successful applicant proves unsatisfactory in the position during is expected to be completed in full unless there is a valid reason to end it early. If the trial period, is successful, the employee will be confirmed in the new position. If the arrangement does not work out—either due to performance issues or if the employee's decision not to remain in the role—they will return to their previous position with the employee is unable or unwilling to continue to perform the duties of the new position, he/she shall be returned to his/her former position, wage or salary rate, without loss of same pay and service credits. Any other employee promoted or transferred because of the rearrangement of positions shall who changed roles as a result of this move will also be returned return to his/her their former position, wage or salary rate and pay.

~~5.5.12~~5.3.13 For **unionized employees**, trial periods will be carried out as per the applicable Collective Agreement.

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5.65.4 External Search

~~5.6.15.4.1~~ Positions that cannot be filled as per [Section 7.05.3 Job Posting - Internal Search](#) are eligible for the ~~Corporation's~~County's external search procedures. Some positions depending on anticipated internal and external supply may be recruited for externally at the same time they are recruited for internally. This will not occur if such a practice is in violation of a collective agreement.

~~5.6.25.4.2~~ The Director, Human Resources or designate and the hiring manager, or the recruiting firm, if applicable, will determine the composition of a suitable advertisement, the market to be pursued, and the ~~carrier~~external posting sites/locations. The Human Resources Department (or recruiting firm, where applicable) will place the advertisement.

~~5.6.35.4.3~~ ~~Advertisement~~The advertisement will include the job posting, including the job requirements and notice of any associated physical and/or skill testing, or background ~~checking~~check requirements. Certain positions may require a ~~criminal~~Police background check, vulnerable sector check, and/or vaccination status, because of access to currency, confidential material, working with vulnerable individuals (e.g. children and seniors). The Director, Human Resources or designate, in consultation with the applicable Department Head will determine whether certain positions require a ~~criminal~~Police background check.

~~5.6.45.4.4~~ The Human Resources Department will screen all applicants and develop a short list of qualified candidates ~~for the hiring manager's review~~. Only applicants meeting the position's qualifications will be placed on the short list. Managers may choose to review all candidates and if any candidates are deemed disqualified by the manager, the manager will provide comments to the Human Resources Department on the reason for the disqualification.

~~5.6.55.4.5~~ From the short list of applicants, the hiring department, together with Human Resources, will identify those candidates to be interviewed. Human Resources will schedule interviews with the selected candidates in consultation with the hiring department. In the case of Sun

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Parlor Home, candidate screening, selection and interviewing ~~will~~may be performed by the departmental hiring managers, in consultation with Human Resources.

~~5.6.6~~5.4.6 As a minimum, interviews will be conducted by the immediate manager/supervisor and a representative from the Human Resources Department. In the case of Sun Parlor Home, a representative from the Human Resources Department ~~will only~~may not participate in all interviews, but will be present at the request of the hiring manager.

~~5.6.7~~5.4.7 Human Resources will contact the references of the preferred candidate and report the results ~~of the investigation~~ to the hiring department before an offer of employment is made. In the case of Sun Parlor Home, reference checking ~~will~~may be done by the ~~Hiring Manager; or by Human Resources if requested of the departmental hiring managers~~manager. The report will become part of the applicant's hiring file.

~~5.7.5~~5.5 Offer of Employment ~~with the County~~ (External)

~~5.7.1~~5.5.1 Once a preferred candidate is selected, the hiring manager and Human Resources representative will establish the ~~offer details re: wage, benefits etc. The hiring manager will verbally present of the offer to the candidate of employment.~~ If any resulting negotiations with the candidate are required, they will be conducted in consultation with the Director, Human Resources. Any employment terms that are outside of the norm must be approved in advance by the CAO (for example, a request for relocation costs).

~~5.8~~ Probationary period for employees new to the Corporation will be in accordance with the Probation Period Policy, Non Union Policy 94-011, or applicable Collective Agreement.

~~5.8.1~~5.5.2 The written offer of employment will be presented by the Human Resources Department (~~At Sun Parlor Home or the hiring manager will be accountable for this step~~)in the case of Sun Parlor Home) prior to the candidate's start date and will include all pertinent data ~~as, including but not limited~~ to position title, annual salary, start date, benefits

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entitlement, probation period, and, if necessary, a copy of the applicable Collective Agreement.

~~5.8.25.5.3~~ Applicants for some positions will be informed ~~through job advertisements, during their interview for employment, volunteer work or an education/work experience placement, that a criminal~~ that a Police record search is a factor for consideration for employment/placement and will be provided with the appropriate information to assist them in obtaining the ~~criminal~~ Police reference check. The candidate will obtain a form entitled Release and Discharge Relating to Consent and Disclosure of ~~Criminal~~ Police Record Information from the appropriate Police Department in the area that they live.

~~5.8.35.5.4~~ The County ~~of Essex~~ reserves the right to request updated ~~Criminal~~ Police Record Checks of employees during their employment with the ~~corporation~~ County.

~~5.8.45.5.5~~ ~~Candidates will be reimbursed for the cost of this check.~~ Once a final decision has been made regarding employment, Human Resources will ensure that the confidentiality of any candidate's ~~Criminal~~ Police Record ~~Search~~ Check is maintained and secured ~~in the Human Resources Department.~~

~~5.8.55.5.6~~ Many roles have measurable Bona fide Operational Requirements (BFOR). If additional testing is required to assess a candidate's ability to perform the BFOR of a particular role, they will be advised of this requirement, and the nature of the testing, in the job posting.

~~5.9~~ ~~Once the offer of employment has been accepted and acknowledged, a Change of Status notice shall be completed by the Human Resources Department and all levels of approval signed off.~~

~~5.10~~ ~~All new employees must have completed, dated and signed the appropriate employment application form.~~

~~5.10.15.5.7~~ The hiring manager is accountable for ensuring any required equipment, collection of required certificates/qualifications, supplies, computers etc. are arranged for the new employee's arrival.

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~~5.10.25.5.8~~ Human Resources ~~(at Sun Parlor Homewill, in collaboration with the applicable manager)~~
~~will~~ Communications Division, post a welcome notice regarding the new hire once they have started.

6.0 — Reference

5.6 CAO Position

- 5.6.1 The *Ontario Municipal Act, 2001*, as amended, provides for the establishment of a CAO position that is responsible for the efficient and effective operation of the municipality.
- 5.6.2 If the CAO position becomes vacant unexpectedly, County Council will appoint an acting or an interim CAO forthwith, to ensure that efficient and effective operations continue while a recruitment process takes place.
- 5.6.3 The recruitment and selection process for the CAO position is at the discretion of County Council. In order to ensure a process that is streamlined, equitable, and consistent with this policy, County Council may wish to delegate the recruitment and selection process to a smaller committee of Council, chaired by the Warden. County Council may also wish to engage an external executive search firm, CAO Consultant, and/or HR Consultant to assist with the recruitment and selection process.
- 5.6.4 The posting will include position requirements, including but not limited to minimum qualifications and experience, as well as the requirement to obtain a Police background check.
- 5.6.5 Barring any specific factors that warrant a different approach, the CAO position will be posted internally and externally simultaneously.
- 5.6.6 Qualified candidates will be short-listed and interviewed in accordance with the process established by County Council, in consultation with any external firms or consultants, as applicable.

Employment/ and Hiring Policy

Number: ~~199191~~-001

5.6.7 Reference checks and a Police background check will be completed prior to an offer of employment being extended to the successful candidate.

6.0 Responsibility

6.1 The Warden or their designate is accountable for ensuring compliance with this policy as it relates to the CAO position.

6.2 The Human Resources department is responsible for assisting employees and elected officials with the interpretation of this policy and any resolutions to contraventions of the policy, as well as ensuring that the procedures set out in this policy are implemented and adhered to.

6.3 All department managers and supervisors are responsible for following the procedures contained in this policy.

6.4 Elected Officials and employees are responsible for immediately advising their Department Head if they are or expect to be in violation of this policy, and to fully participate in any review undertaken to ensure compliance with this policy. Failure on the part of an employee to comply with this policy may result in discipline, up to and including dismissal.

7.0 Related Documents/Legislation

- Employee Requisition form
- Relationship Disclosure form
- Collective agreements for bargaining unit specifics regarding job postingsAgreements
- Municipal Act, 2001, SO 2001, Chapter 25, as amended
- Municipal Conflict of Interest Act, RSO 1990, c. M.50, as amended
- Human Rights Code, RSO 1990, c. H. 19, as amended
- Employee Code of Conduct (#93-001)

Employment/ and Hiring Policy

Number: ~~199191~~-001

- All other Corporate and filling vacancies-Departmental policies and procedures related to hiring, conduct, health and safety, harassment and family members.
- ~~Hiring and Employment of Family Members Policy 04-003~~

~~Probationary Periods~~

8.0 Summary of Amendments

<u>Date</u>	<u>Amendments</u>
<u>March 21, 1992</u>	<u>Policy Adopted</u>
<u>March 21, 2007</u>	<u>Report 2007-R02-HR-0321-GPS updated policy.</u>
<u>September 17, 2025</u>	<u>For Council Consideration- Policy Revised to include updated processes and CAO position; combined with Hiring and Employment of Family Members Policy 04-003, Student Hiring Policy 06-002, and Probationary Periods for Non-Union Policy 94-011.</u>

~~Policy Non Union 94-011~~



Administrative Report

To: Warden MacDonald and Members of Essex County Council

From: Rebecca Belanger, MCIP, RPP, Manager, Planning Services

Date: Thursday, August 28, 2025

Subject: Large Scale Industrial Grant Matching Program-Supplementary Report

Report #: 2025-0917-IPS-R17-RB

Purpose

In 2023, County Council directed administration to implement a process that would enable the County to provide grant funding to attract large scale industrial development to the County with the aim to diversify the tax base and target significant job creation.

Background and Discussion

This supplementary report is provided to County Council further to reports from September 7, 2022, July 19, 2023 and November 1, 2023 which summarized the process to enable the County to participate in grant programs aimed at contributing to our local municipalities that have industrial Community Improvement Plans ("CIPs"). The direction of County Council was to bring back a County Grant Matching Program specifically targeting large scale industrial development.

The previous reports on this topic to County Council branded the forthcoming guideline in the terms of a County Community Improvement type of guideline. The new name of the proposed guideline has been re-branded to be more descriptive of the role of the County's programs, as they can be thought of as top-up funding that is available through member municipality industrial CIPs. Therefore, this does not fall within the definition of a CIP as outlined in Section 28 of the *Planning Act*. The County of Essex is not currently permitted by the Ministry of Municipal Affairs and Housing under the *Planning Act* to have an individual CIP, as the County is not a prescribed upper-tier. This means that the County cannot fund industrial development directly through CIP incentives, and instead is only permitted

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to provide additional funding towards the member municipality CIPs. This also means that the County is not required to follow statutory requirements of Section 28 of the *Planning Act* which would require more time to make any future changes to the program.

This Large Scale Industrial Grant Matching Program ("LSI-GMP") aims to work in collaboration with the forthcoming Regional Employment Land Strategy ("RELS") as an important tool to further large scale industrial development and help the County achieve the economic development goals of the County's Strategic Plan. The industrial development CIP related tax grants offered by the seven municipalities varies from community to community.

Appendix 'B' is a link to the September 7, 2022 report to Council.

This program is the first of its kind offered by the County. It works in collaboration with local municipalities, providing matching grant funds for their approved Community Improvement Plans (CIPs). The County's main proposed role is to provide a tax rebate for its portion of the property tax for eligible projects, for up to a maximum of 10 years.

The Large Scale Industrial Grant Matching Program includes the following sections:

Purpose and Goals:

- The LSI-GMP aims to support regional economic development through financial incentives targeting large-scale industrial investments.
- It aligns with Essex County's Strategic Plan and Regional Employment Land Strategy, intending to compete with similar programs offered by single-tier municipalities.

Strategic Priorities:

- Focus on industries such as manufacturing, clean tech, and logistics, particularly targeting very large industrial properties as defined by the Municipal Property Assessment Corporation (MPAC).
- Encourages the harmonization of local and county initiatives to streamline processes and enhance the attractiveness of Essex County for industrial investments.

Financial Incentives:

- Includes Tax Increment Equivalent Rebate, Development Charges Rebate (if applicable), and *Planning Act* and Permit Fee Rebates.
- Incentives are specifically designed to offset costs associated with new construction and expansions.

Eligibility and Application:

- Incentives are available for projects located in designated Community Improvement Plan (CIP) areas that comply with program criteria.
- Applications are reviewed by the County Planning Division as a first screening with a structured evaluation and approval process.

Implementation and Administration:

- The program is implemented over a ten-year period, with emphasis on continuous monitoring and adaptability to changing economic conditions.
- Administration requires collaboration between County and local municipalities, involving early notification and semi-annual reviews.

The implications of this initiative are significant, promising enhanced industrial growth and economic resilience for Essex County. The document highlights the importance of strategic cooperation between the County and local municipalities, while also maintaining a flexible and responsive program structure.

It should be noted that several of the local municipalities identified that due to the current scale of the program's eligibility criteria, it would be rare to unlikely that they would benefit from the County's incentive program. This is the first CIP type of program under preparation by the County, and at the last meeting of County Council on this topic, it was suggested that County incentives should also be considered for other uses such as affordable housing grants. The LSI-GMP has been drafted such that the eligibility criteria contain a clause enabling consideration for smaller-scale industrial developments which still create significant industrial development and job creation in the community at County Council's discretion. Requests for funding which may not meet the building size threshold will be presented with recommendations for County's Council's approval or denial for funding.

Financial Implications

The proposed Large Scale Industrial Grant Matching Program (LSI-GMP) represents a strategic opportunity for Essex County to attract large-scale industrial development, create jobs, and grow the tax base. Implementing the program will result in direct costs to the County, primarily related to property tax rebates awarded to eligible projects and the administrative work required to review applications, calculate grants, and maintain records.

These costs are expected to be offset by the long-term benefits of new industrial development. These benefits include increased property assessment and tax revenues from new or expanded industrial facilities, as well as the economic spin-offs associated with job creation and growth in related local industries. By providing top-up funding to support municipal Community Improvement Plans, the County strengthens its competitiveness and positions Essex County as a more attractive location for significant industrial investment.

Council will maintain full oversight of the program and its financial implications. The program guide will establish clear parameters, including potential annual funding limits, the longevity of the program, and criteria for prioritizing projects should demand exceed available funding. Importantly, the program is flexible: Council may modify or discontinue it in the future if strategic development targets are achieved or if budgetary constraints arise.

Should Council approve the advancement of the LSI-GMP, projected costs and financial commitments will be incorporated into future budgets. Ongoing monitoring and semi-annual reviews will ensure the program remains responsive to economic conditions while balancing fiscal responsibility.

Consultations

At the time of the preparation and hosting of the public meeting to put in place policies to enable the County to participate in local industrial CIPs the County received comments from Marion Fantetti from Invest WindsorEssex requesting the opportunity to review the County's Large Scale Industrial Program guidelines prior to finalization. A draft of the guidelines was shared with Invest WindsorEssex along with partner local municipalities for review and comment. The comments were reviewed and summarized and incorporated into the final draft document.

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 Large Scale Industrial Grant Matching Program

If the new Large Scale Industrial Grant Matching Program guidelines are approved by County Council, the member municipalities will be informed and staff will establish application and scoring methodologies.

It is recommended that this incentive guideline be posted on a project website along with hosting of a non-statutory open house to obtain feedback from the public. The open house would be scheduled within a month with a final report back to County Council following the brief public feedback period.

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 2025-0917-IPS-R17-RB, Large Scale Industrial Grant Matching Program as information; and,

That Administration be directed to undertake a public consultation process relating to the Large Scale Industrial Grant Matching Program and to prepare a report for Council, summarizing comments received and related actions and updates taken.

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Approvals

Respectfully Submitted,

Rebecca Belanger

Rebecca Belanger, MCIP, RPP, Manager, Planning Services

Concurred With,

Allan Botham

Allan Botham, P.Eng., Director, Infrastructure and Planning Services

Concurred With,

Sandra Zwiers

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

Appendix	Title
A	Large Scale Industrial Grant Matching Program
B	https://coe-pub.escribemeetings.com/Meeting.aspx?Id=cbbcb41a7-3b16-4bd4-bf5b-f1418ca96907&Agenda=Agenda&lang=English&Item=23&Tab=attachments
C	https://coe-pub.escribemeetings.com/Meeting.aspx?Id=4a02380d-75c6-491d-a820-ab4610729917&Agenda=Agenda&lang=English&Item=25&Tab=attachments
D	https://coe-pub.escribemeetings.com/Meeting.aspx?Id=c1d0e4db-af84-463f-aa0c-687f1690af2a&Agenda=Agenda&lang=English&Item=24&Tab=attachments



Large Scale Industrial Development Grant Matching Program



DRAFT- September 2025

Large Scale Industrial Grant Matching Program

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1.0 Preamble – County of Essex Large Scale Industrial Grant Matching Program

1.1 Introduction

In 2023, County Council approved an Official Plan Amendment which would enable the County to provide matching grant funding aimed to incentivize very large scale industrial development and expansion. This initiative was further supported by the policy language adopted in the County's new Official Plan, 2024. The Large Scale Industrial Grant Matching Program ("LSI-GMP") is the upper-tier framework intended to provide additional financial incentives to assist with regional and local economic development initiatives targeted at attracting new large scale industrial developments in Essex County. The County encourages and supports the seven local municipalities in preparing Industrial Focussed Community Improvement Plans.

Industry plays a major role in driving the economy of Essex County and industrial land uses are a key contributor to the future of economic development, workforce retention, economic sustainability and prosperity throughout the County. This LSI-GMP aims to work in collaboration with the forthcoming Regional Employment Land Strategy as an important tool to further large scale industrial development and help the County achieve the economic development goals of the County's Strategic Plan.

Due to the two-tier municipal structure in Essex County, local municipalities are only able to provide tax increment rebates for their portion of the property tax and the County and Education portions still require full collection. The proportions of municipal tax rebates by the seven local municipalities ranges, however results in a potential rebate around 50% of the municipal levy of the total tax bill with the remainder attributable to the County and Education levy. Local Municipal CIPs and supporting upper-tier Community Improvement Programs, such as the County's LSI-GMP, should be reviewed every five (5) years, similar to an Official Plan. Administration will report to County Council annually on the success and utilization of the program.

This is the first CIP related program offered by the County and based on direction of County Council, additional CIP incentive programs may be established to address emerging policy issues and implement key directions in the County's Official Plan, Regional Affordable Housing Strategy and Essex County Regional Energy Plan.

1.2 The County's Role In Community Planning

The County of Essex is comprised of seven (7) local municipalities and covers an area of approximately 3,670 square kilometres (1,420 square miles). The primary settlement areas within the County are generally recognized as focal points for employment, residential development, recreation and administration while the rural secondary settlement areas have limited intended growth and public investment only to allow for the rounding out of the designated settlement areas. The numerous secondary settlement areas across the County have residential uses and historic community facilities including churches and schools.

Within Essex, the County level of government is responsible for providing a number of core services to the local municipalities, including long-term care, land ambulance, regional landfill and library. The County has been delegated as the approval authority for planning responsibilities from the Province to approve lower-tier Official Plans and Amendments, subdivisions and condominiums and Part Lot Control Exemptions. County Planning leads regional strategic planning initiatives which are best dealt with at the regional level. The County Planning Division based on the directives in the PPS and policies in the County Official Plan, leads the County and local growth projections and lands needs analysis.

1.3 Legislative Authority And Policy Framework

Municipal Act

Section 106(1) and (2) of the *Municipal Act*, 2001 prohibits municipalities from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprise through the granting of bonuses. Prohibited actions include:

- Giving or lending any property of the municipality, including money;
- Guaranteeing borrowing;
- Leasing or selling any municipal property at below fair market value; and,
- Giving a total or partial exemption from any levy, charge or fee.

This prohibition is generally known as the "bonusing rule". Section 106(3) of the *Municipal Act*, 2001 provided an exception to this bonusing rule for municipalities exercising powers under subsection 28(6), (7) or (7.2) of the *Planning Act* or under Section 365.1 of the *Municipal Act*, 2001. It is the exception under Section 28 of the *Planning Act* that allows municipalities with enabling provisions in their official plans to prepare and adopt

County of Essex Large Scale Industrial Grant Matching Program

community improvement plans (CIPs). CIPs provide municipalities with a comprehensive framework for the planning and provision of economic development incentives in areas requiring community improvement.

Section 365.1 of the Municipal Act, 2001 operates within the framework of Section 28 of the *Planning Act*. A municipality with an approved community improvement plan in place that contains provisions specifying tax assistance for environmental remediation costs will be permitted to provide said tax assistance for municipal property taxes. Municipalities may also apply to the Province to provide matching education property tax assistance through the Province's Brownfields Financial Tax Incentive Program (BFTIP).

Section 107 of the Municipal Act, 2001 describes the powers of a municipality to make a grant, including the power to make a grant by way of a loan or guaranteeing a loan, subject to Section 106 of the Municipal Act, 2001. In addition to the power to make a grant or loan, these powers also include the power to:

- • Sell or lease land for nominal consideration or to make a grant of land;
- • Provide for the use by any person of land owned or occupied by the municipality upon such terms as may be fixed by council;
- • Sell, lease or otherwise dispose of at a nominal price, or make a grant of, any personal property of the municipality or to provide for the use of the personal property on such terms as may be fixed by council.

The County of Essex is unable to utilize Section 28 of the *Planning Act* to create a Community Improvement Plan as the County is not a prescribed upper-tier municipality, as further outlined below.

Planning Act

Section 28 of the *Planning Act* allows municipalities with provisions in their Official Plans relating to community improvement to designate by By-law a "community improvement project area" and prepare and adopt a CIP for the community improvement project area. Once the CIP has been adopted by the municipality and comes into effect, the municipality may exercise authority under Section 28 (6), (7) or (7.2) of the *Planning Act* or Section 365.1 of the *Municipal Act*, 2001 in order that the exception provided for in Section 106 (3) of the Municipal Act, 2001 will apply.

According to Section 28 (1), a "community improvement project area" is defined as "a municipality or an area within a municipality, the community

improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason". Therefore, there are a variety of reasons that an area can be designated as an area in need of community improvement. Section 28 (1) defines "community improvement" as "the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a community improvement project area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable, or other uses, buildings, structures, works, improvements or facilities, or spaces therefore, as may be appropriate or necessary". This represents a wide range of possible municipal actions.

Once a CIP has come into effect, the municipality may:

- i. acquire, hold, clear, grade or otherwise prepare land for community improvement (Section 28 (3) of the Planning Act);
- ii. construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the CIP (Section 28 (6));
- iii. sell, lease, or otherwise dispose of any land and buildings acquired or held by it in conformity with the CIP (Section 28 (6)); and,
- iv. make grants or loans, in conformity with the CIP, to registered owners, assessed owners and tenants of land and buildings within the community improvement project area, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the eligible costs of the CIP (Section 28 (7)).

Section 28 (2) permits upper-tier municipalities who are 'prescribed' by regulation (O. Reg. 221/07) to create a CIP. The County of Essex is not currently a prescribed upper tier municipality under O. Reg 221/07. Section 28 (4.0.1) also specifies that upper tier CIPs can deal only with prescribed matters. O. Reg. 550/06 specifies that these prescribed matters can include only infrastructure within the upper tier municipality's jurisdiction, land and buildings near existing or planned transit corridors, and affordable housing.

Section 28 (7.1) specifies that the eligible costs of a CIP for the purposes of Subsection 28 (7) may include costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures,

works, improvements or facilities. Again, this includes a wide range of activities that can be considered as eligible costs for grants and loans.

Section 28 (7.2) allows the council of an upper-tier municipality to make grants or loans to the council of a lower-tier municipality, and the council of a lower-tier municipality to make grants or loans to the council of the upper-tier municipality, for the purpose of carrying out a CIP that has come into effect, but only if the official plan of the municipality making the grant or loan contains provisions relating to the making of such grants or loans. This provision allows upper tier municipalities to help lower tier municipalities fund the grant and loan programs in their lower tier CIPs.

Section 28 (7.3) specifies that the total of all grants and loans made in respect of particular lands and buildings under Section 28 (7) and (7.2) of the *Planning Act* and tax assistance provided under Section 365.1 of the *Municipal Act*, 2001 in respect of the land and buildings shall not exceed the eligible cost of the CIP with respect to those lands and buildings.

Section 28 (11) allows a municipality to register an agreement concerning a grant or loan made under subsection 28 (7) or an agreement entered into under subsection 28 (10) against the land to which it applies and the municipality shall be entitled to enforce the provisions thereof against any party to the agreement and, subject to the provisions of the *Registry Act* and the *Land Titles Act*, against any and all subsequent owners or tenants of the land. It should be noted that while Section 28 (11) allows a municipality to register an agreement concerning a grant or loan against the land to which it applies, it does not require the municipality to do so.

Section 69 allows municipalities to reduce or waive the amount of a fee in respect of a planning application where it feels payment is unreasonable. Municipalities can use this tool to waive all matter of planning application fees to promote community improvement without inclusion in a CIP. Alternatively, a municipality can collect planning application fees and then provide a partial or total rebate of these fees in the form of a grant, but this must be done within a CIP.

Development Charges Act, 1997

While Section 26 (1) of the *Development Charges Act*, 1997, specifies that a development charge is payable for a development upon a building permit being issued for the development, this Act contains a number of mandatory development charge exemptions, reductions, and deferrals for specific types of development. Several of these development charge exemptions and reductions were introduced by the *More Homes Built Faster Act*, 2022, S.O. 2022 (Bill 23), which received Royal Assent on November 28, 2022.

Section 5 of the *Development Charges Act* allows a municipality to exempt a type(s) of development from a development charge, or to have a development charge that is lower than allowed, but any resulting shortfall cannot be made up through higher development charges for other types of development. This allows upper and lower tier municipalities to offer partial or total exemption from municipal development charges for certain types of development in order to promote community improvement, such as downtown redevelopment, brownfield redevelopment or intensification in core areas. Because this financial incentive is normally offered before construction, i.e., at the time of building permit issuance, it is a very powerful community improvement tool.

Municipalities can also use a CIP (Section 28 of the *Planning Act*) to offer a reduction in development charges in the form of a grant equivalent to part or all of the development charge normally payable. It is typically easier for a municipality to offer a reduction of development charges for certain types of development such as high priority/catalyst sites/projects, affordable and attainable housing projects, and/or projects that achieve desirable economic and/or sustainability performance criteria via a grant within a CIP, than via an exemption or deferral within a development charge by-law. In this regard, a CIP is inherently more flexible than a development charges by-law. A CIP can provide grants for certain types of development in certain geographic areas, and/or development that meets specific intensification, affordability, economic and sustainability performance criteria. And, the types of development and/or performance criteria can be changed without a formal amendment to the CIP. Conversely, development charge reductions within a development charge by-law are prescriptive and are usually based on the location of the development, e.g., downtown, or a specific type of development, e.g., brownfield redevelopment. And, a deferral offered within a development charge by-law cannot be changed without a formal amendment to the development charges by-law.

Provincial Planning Statement, 2024

The Provincial Planning Statement – 2024 (PPS) came into effect on October 20, 2024 and provides policy direction on matters of provincial interest related to land use planning and development matters. The PPS establishes the policy foundation for regulating the development and use of land and supports the provincial goal of enhancing the quality of life for the citizens of Ontario. The PPS is issued under Section 3 of the *Planning Act*, which requires that all decisions affecting land use planning matters “shall be consistent with” policy statements issued under the Act. The Vision from the PPS 2024 includes the following statements:

- “Ontario is a vast, fast-growing province that is home to many urban, rural and northern communities distinguished by different

populations, economic activity, pace of growth, and physical and natural conditions.”

- “A prosperous and successful Ontario will also support a strong and competitive economy that is investment-ready and recognized for its influence, innovation and diversity. Ontario’s economy will continue to mature into a centre of industry and commerce of global significance. Central to this success will be the people who live and work in this province.”
- “Ontario’s land use planning framework, and the decisions that are made, shape how our communities grow and prosper. Prioritizing compact and transit-supportive design, where locally appropriate, and optimizing investments in infrastructure and public service facilities will support convenient access to housing, quality employment, services and recreation for all Ontarians.”

Several policies in the *PPS* relate to and support the preparation of a CCIP for large scale industrial lands in the County. For example, Policy 2.8.1 provides the Employment policies and states:

“Planning authorities shall promote economic development and competitiveness by:

- a) providing for an appropriate mix and range of employment, institutional, and broader mixed uses to meet long-term needs;*
- b) providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses;*
- c) identifying strategic sites for investment, monitoring the availability and suitability of employment sites, including market-ready sites, and seeking to address potential barriers to investment;*
- d) encouraging intensification of employment uses and compatible, compact, mixed-use development to support the achievement of complete communities; and*
- e) addressing land use compatibility adjacent to employment areas by providing an appropriate transition to sensitive land uses.”*

The Provincial Planning Statement defines Employment Area as follows: means those areas designated in an official plan for clusters of business and economic activities including manufacturing, research and development in connection with manufacturing, warehousing, goods movement, associated retail and office, and ancillary facilities. An employment area also includes

areas of land described by subsection 1(1.1) of the Planning Act. Uses that are excluded from employment areas are institutional and commercial, including retail and office not associated with the primary employment use listed above.

County of Essex Official Plan

The current County of Essex Official Plan was adopted by County Council on November 6th, 2024 and received approval from the Province in August of 2025. The new Official Plan is in force and effect at this time and serves as the upper-tier Official Plan for the seven local municipalities.

In 2023, County Council adopted an Official Plan Amendment that added new policy language to enable the County to participate in lower-tier CIP programs with the intent of supporting major industrial development investments in the County that would lead to large scale job creation and economic diversification.

Only those lands within lower-tier CIPs will be subject to these policies.

6.D.4. *The Community Improvement provisions of the Planning Act provide for and co-ordinate comprehensive improvements in identified areas of a community. Community improvement policies are intended to provide a planning mechanism for improvements, access to cost sharing programs and encouragement for private investment. In order to assist with regional and local economic development initiatives targeted to attracting new large scale industrial and commercial developments to locate in Essex County, the County encourages and supports local municipalities preparing Industrial and Economic Development Community Improvement Plans.*

Where such Local Municipal Community Improvement Plans are in effect, in keeping with the provisions as set out in Section 28 of the Planning Act, County Council may make grants for the purpose of rebating the County's portion of any approved Tax Increment Rebate Grant that is being provided by the Local Municipality, for a maximum of up to ten years for eligible projects.

A description of what constitutes an eligible project for the purpose of the County's participation in this Tax Increment Rebate Grant Program, together with a detailed outline of the County's program conditions are set out in a Program Guide that has been prepared by County Administrative Staff.

The adopted Official Plan has received final approval by the Province on August 15th, 2025 and has come into full force and effect.

1.4 Methodology And Consultation

In September of 2023, County Council authorized Planning staff to initiate the development of a County-level program that would provide a tax grant back incentive to be administered together with Local Municipal Industrial CIPs. The County Community Improvement Plan- Large Scale Industrial (LSI-GMP) has been prepared in consideration of the limitations and authorities of the provisions of Sections 28 and 77 of the *Planning Act*. A draft document was developed by the County Planning Division and further refined through consultation with Local Municipal Administration as well as Invest Windsor-Essex. A final draft was prepared, taking into consideration those comments received from the noted circulation, where applicable.



2.0 Large Scale Industrial (Lsi-Gmp)

2.1 Project Area

County of Essex Large Scale Industrial Grant Matching Program

The LSI-GMP applies to those lands within the County of Essex which are subject to a local municipal community improvement plan. Given the support for economic development reinforced as part of this LSI-GMP, the project area includes all lands within the County that, prior to development, will be placed into the appropriate Official Plan designation and zoning for industrial development. It is noted that, through the appropriate planning approval processes, the settlement area boundaries and land uses may change from time to time.

2.2 Purpose

The purpose of the County Community Improvement Plan-Large Scale Industrial (LSI-GMP) is to promote the development and redevelopment of large scale industrial development with an aim at significant regional scale job creation in the County. The stimulation of large scale industrial development will diversify the County's tax base which is largely secured from residential development. The LSI-GMP is also in keeping with goals and policy objectives of the County Official Plan and other strategic documents including the County's Strategic Plan.

2.3 Goals And Strategic Priorities

The fundamental goal of the LSI-GMP is to create a County-wide program to stimulate large scale industrial growth where appropriate in the County. Further, to ensure that the program positions the County and local municipalities to directly compete with incentive programs offered by single tier municipalities. The LSI-GMP will provide the long-term framework that will direct and guide community improvements through financial incentives and municipally driven projects to achieve the objectives of the County. The goals and objectives of the LSI-GMP are consistent with the policies of the County Official Plan and compliment local municipal industrial CIPs and relevant local and County program criteria. The LSI-GMP will focus on promoting the development of large scale industrial sites by matching grants provided by local CIPs by way of a tax 'grant back' incentive program.

Strategic Priorities

Priority #1: Improve the County's Economic Climate

- encourage long-term investment that improves the economic climate of the County and increase the County's importance as a destination for industry;
- Support investment and development that results in an increase in property assessment and grows the non-residential municipal tax based over the long-term;

Priority #2: Diversify the Economy

County of Essex Large Scale Industrial Grant Matching Program

- Support investments in targeted high potential economic sectors that contribute to the diversification of the local economy;

Priority #3: Use Land Strategically

- Use existing services and infrastructure most effectively;
- Encouraging investment that results in productive use of lands and/or buildings based full municipal servicing and the integration of all transportation opportunities;

Priority #4: Take Advantage of Cluster-related Synergies

- Support the establishment and on-going development of targeted sector clusters and encourage businesses to take advantage of cluster-related synergies;
- Support synergies with existing and growing industries by attracting investment based on each community's strengths and competitive advantages;

Priority #5: Balance Incentives with Expectations

- Provide financial incentive programs that are attractive to potential investors and corporate decision-makers, but are balanced with expectations of County taxpayers and the County's ability to fund financial incentive programs;

Priority #6: Target Significant Job Creation

- Encourage capital investments that create new and/or maintain existing permanent jobs, as well as short-term construction jobs that contribute to the reduction of the unemployment rate;

Priority #7: Alignment with Other Levels of Government

- Aligns with Provincial and Federal industrial development incentive initiatives.

Further, the County CIP-LSI accepts the goals and priorities contained in local municipal CIPs as they pertain to the development and redevelopment of large scale industrial development projects and will consider these objectives in providing matching County grant contributions.

As noted in the Growth Analysis Background Report prepared by Watson and Associates for the County Official Plan review,

"steady future economic growth is anticipated across the Windsor-Essex Area, most notably associated with the need for local supply chains to support the planned Stellantis N.V and L.G. Energy Solution (L.G.E.S.) electric vehicle (E.V.) battery manufacturing facility."

One of the directions identified in the County Official Plan 2024 and the County's Strategic Plan is to conduct a Regional Employment Land Strategy to provide strategic direction and recommendations for the County to implement planning for future regional employment lands in an effort to advance the County-wide economic objectives.

The Watson Report also states:

"Given the competitive position of existing and planned Employment Areas across the County, as measured in terms of location/access to major North American employment markets and large population centres, parcel size, price per acre, and competitive development costs, etc., Essex County is anticipated to achieve a relatively stronger rate of industrial absorption over the long-term planning horizon under all three growth scenarios."

Forecasts show that 15,000 indirect jobs will be created associated with the regional supply chain to support the planned \$5 billion NextStar Energy electric vehicle battery plant. Essex County is experiencing unprecedented growth and along with the benefits there are also challenges to confirm that we are well positioned to create and attract jobs at a manageable pace that will help the region reach provincial targets with limited lands ready for development.

2.4 Alignment With Manufacturing Uses

In Ontario, manufacturing remains critical for the provincial economy in terms of providing jobs and contributing to the overall economic output. While there will continue to be an emphasis on manufacturing in Ontario, the Province has more recently focused attention to the automotive sectors. The automotive industry and the Province are currently working together, along with other levels of government and the research and education sector, to establish a business climate that facilitates growth, innovation, and helps the industry adapt to global trends.¹ The Province of Ontario's vision is to:

"strengthen and build on Ontario's North American leadership in automotive assembly and parts production" and "position Ontario to be a leader in the development, commercialization and adoption of advanced manufacturing and mobility technologies." Areas of immediate action have been identified by the Province to support the vision for the automotive sectors.

Nearing the end of 2021, the Province released *Driving Prosperity: Ontario's Automotive Plan Phase 2*. The document focuses on the automotive sector in Ontario and how it can be transformed through a focus on building electric vehicles (EVs), autonomous and connected vehicles.

Given the Province's continued support for the automotive sector, large scale automotive assembly plants as well as manufacturing plants are targeted

[County of Essex Large Scale Industrial Grant Matching Program](#)

through this LSI-GMP as the County and Local Official Plans contemplate manufacturing uses in appropriately designated employment areas. Further, the County recognizes areas of established industrial hubs, where a diverse collection of industrial uses are located. As such, the economic sectors targeted through this LSI-GMP would be compatible with uses already existing in these areas and will benefit from the proximity to the City of Windsor, Town of Tecumseh and the international border crossing(s). In light of previous announcements from the Province regarding investments in the automotive sector, the County and local municipalities stand to benefit from proximity with new large-scale automotive battery and assembly plants in the City of Windsor. This provides an opportunity to support potential feeder plants and enhance synergies within the automotive sector. Further, employment growth projections for the County anticipated an increase over the planning horizon, which is based on the County's geographic location, existing transportation infrastructure, supply of employment land, existing employment base, and the forecast population growth.

The purpose of this LSI-GMP initiative is to ensure that the County is attracting the intended scale of industry based on the synergies noted above. Preference will be given developments that meet the Large and Special Purpose Property Assessments by the Municipal Property Assessment Corporation (MPAC). More specifically, the LSI-GMP is targeted with preference to those developments that would be assessed using the Assessment Methodology Guide: Assessing Automotive Assembly Plants in Ontario. The LSI-GMP is also intended to support investment in areas of clean tech, agri-food, defence, logistics and life sciences. More recently, the Ontario and Federal Governments have undertaken an economic diversification strategy and the County program is also intended to facilitate and support this economic diversification.

MPAC notes within each methodology guide for Assessing Automotive Assembly Plants in Ontario and Assessing Automotive Parts Manufacturing Plants in Ontario, that the basis for the definition of "large" industrial properties means,

"a property that falls within the definition of the 'Large Industrial Property Class' contained in section 14 (1) of Ontario Regulation 282/98. [Which] in general, this refers to an industrial property in excess of 125,000 square feet in terms of 'exterior measured area.'"

2.5 Large Scale Industry

The County will target a variety of large-scale industrial uses, in recognition of evolving economic conditions over time, provided that they meet the eligibility criteria outlined in Section 4.1 of this LSI-GMP.

2.6 Monitoring And Changes To The Lsi-Gmp

The County Community Improvement Plan- Large Scale Industrial (LSI-GMP) is being implemented under the authority granted to the County of Essex under the *Planning Act*, as described previously. The County supports actions that may be undertaken to promote countywide industrial development in cooperation with Local Municipal programs.

However, the County is not obligated to implement the incentive program as outlined in this plan or any other incentive and may choose to discontinue any incentive associated with the LSI-GMP at the sole discretion of County Council.

Where County Council resolves to discontinue a program or incentive, any approved proposals underway at the time that the program is discontinued, or a project area is dissolved, will generally be honoured until the development is concluded.

2.7 Implementation

Programs established through the County Community Improvement Plan will generally be implemented over ten year periods, but may be extended where Council deems it appropriate or necessary to do so.

Council will adopt a set of general guidelines and procedures regarding program implementation and will include additional details specific to the program as required.



3.0 Financial Incentive Programs

Based on the Policy Framework (Section 1.0), and Goals and Strategic Priorities (Section 2.0), as well as best practices in other two tier municipalities, this section contains the program details. This section itemizes incentive programs offered by the County of Essex (upper tier) to the Local Municipalities (lower tier) in Essex County for the purposes of financially supporting the incentive programs contained in Local Municipal CIPs. If Local Municipalities in Essex County wish to receive funding from the County to support incentive program applications approved under their CIPs, they must apply to the County for funding under the new LSI- GMP.

As per Section 28 (7.2) of the *Planning Act*, an upper tier municipality can make grants or loans to a lower tier municipality for the purpose of carrying out a local CIP that has come into effect, on such terms as to security and otherwise as the upper tier council considers appropriate. Therefore, the County of Essex may attach terms and conditions to its LSI- Grant Matching Program.

On-going consultation with the Ministry of Municipal Affairs and Housing on upper tier participation in lower tier CIP incentive programs has confirmed that upper tier municipalities may decide on a case-by-case (application by application) basis whether or not to provide grants or loans to a lower tier municipality for funding of incentive programs available in a lower tier CIP.

Furthermore, the upper-tier municipality may also attach its own terms and conditions to such individual applications.

Therefore, with regard to the incentive programs contained herein, the County retains the right to determine on an application by application basis, whether or not to provide a grant or loan to the local municipality, and furthermore, the terms and conditions in relation to such a grant or loan. Furthermore, Local Municipalities in Essex County may apply to the County for funding under any or all of the incentive programs contained in the new LSI-GMP, only if and as permitted herein, and subject to each incentive program application meeting all general program requirements and program specific requirements, at the discretion of County Council.

SUMMARY OF INCENTIVE PROGRAMS

The new LSI-GMP was specifically developed to strategically direct County grant funding to local CIP projects that support the County's long-term planning and economic development goals and priorities as specified in Section 2.3. Once the new LSI-GMP has been approved by County Council, it can be activated by Administration confirming and continually monitoring any budgetary impacts to the County. In this regard, this document, once approved, enables Council and Administration to implement the incentive programs contained herein, but does not obligate Council to implement any or all of these incentive programs. Furthermore, Council controls the implementation of the incentive programs and Council will decide which programs will be offered and the amount of funding allocated to the financial incentive programs.

When implementing the incentive programs, depending on budget considerations at the time, Council can set a maximum grant available for each incentive program at or below any maximum specified for that program herein. Council may also specify a maximum grant amount for any incentive program where a maximum grant amount is not specified herein. Finally, all of the financial incentives described herein may be provided to the local municipalities applying for these programs at the sole discretion of the County of Essex.

General requirements that apply to all the incentive programs and program specific requirements have been included to help ensure that the goals and priorities of the County can be achieved while protecting the financial, planning, and other interests of the County. Sections 3.1, 3.2 and 3.3 below summarizes basic details for each of the programs. The balance of this section provides a description of the general program requirements, and

basic details for each incentive program including the program purpose, description, and requirements.

The requirements contained within this document are not necessarily exhaustive and the County reserves the right to include other requirements and conditions as deemed necessary on a program and/or property specific basis.

GENERAL DETAILS AND REQUIREMENTS FOR ALL PROGRAM FUNDING

The program created through the LSI-GMP aims to provide targeted diversification of the County's tax base along with significant job creation. The purpose, type, duration, eligibility criteria and application requirements for each of the financial incentive programs are described in detail below.

The general and program specific requirements contained in this LSI-GMP are not necessarily exhaustive and the County reserves the right to include other requirements and conditions as deemed necessary on a property/development specific basis. The financial incentive program contained in this LSI-GMP is subject to the following general requirements, as well as the individual requirements:

1. The provision of all grant programs will be administered on a first-come first-served basis to the limit of available funding in accordance with any administrative rules governing this and other programs. Should there be inadequate funding, completed applications will be held and processed in chronological order from the date of application approval and on their merit as soon as funding is available;
2. The County is not responsible for any costs incurred by an applicant in relation to any of the programs, including, without limitation, costs incurred in anticipation of a grant and/or tax assistance;
3. Local municipalities can make applications to the County for the program funding only for properties within a designated (by by-law) Community Improvement Project Area where there is an adopted Community Improvement Plan (CIP) in effect and must meet all program specific requirements, unless directed otherwise by County Council;
4. Costs related to projects/rehabilitation activities that occurred prior to the approval of the LSI-GMP will not be considered eligible. Financial incentive programs will commence following the date of approval of the LSI-GMP by County Council;

5. Implementation of the LSI-GMP programs are subject to appropriate budget allocation by County Council, on the recommendation of County Administration;
6. An application for the financial incentive program contained in this Industrial GMP must be submitted to, and approved by, the local municipality and then submitted to the County, prior to the commencement of any eligible works to which the financial incentive program will apply and, in some cases, prior to application for building permit;
7. Review and evaluation of an application and supporting materials against program eligibility requirements and applicable built performance guidelines/criteria will be done by County Administration, who will then make a recommendation to County Council. The application is subject to approval by County Council;
8. As part of the County Council application approval process, the local municipality will then enter into a grant agreement with the County that will specify the terms, conditions, duration, and default provisions;
9. All works completed must comply with the description of the works as provided in the application form and contained in any grant agreement, with any amendments as approved by the County;
10. Where other sources of government, agency, or non-profit organization funding (Federal, Provincial, Federation of Canadian Municipalities, etc.) can be applied against the eligible costs of the LSI-GMP, these must be declared as part of the application, whether they are anticipated or secured. Accordingly, the grant may be reduced on a pro-rated basis;
11. The County is not responsible for any costs incurred by an applicant in relation to any of the programs, including without limitation, costs incurred directly or indirectly in application for a grant;
12. Property taxes and any other municipal financial obligations must be in good standing at the time of program application and throughout the entire length of the grant commitment;
13. The total of all grants and tax assistance provided in respect of the particular lands and buildings for which an applicant is making application under the programs contained in this LSI-GMP and any other applicable Industrial CIPs shall not exceed the eligible cost of the improvements to those particular lands and buildings under all applicable;

14. Grants awarded under any Industrial CIP program are only available to the owner or tenant that signed the original grant agreement and are not transferable. If all or part of a property is sold within a grant eligibility period, all grant payments would immediately be discontinued. However, the County may, at its sole discretion, transfer all or part of a grant amount to a new property owner, subject to a new owner entering into an agreement with the County that fulfills the requirements of the original agreement, plus any new requirements;
15. If the applicant is in default of any of the general or program specific requirements, or any other requirements of the County, the County may delay, reduce or cancel the approved grant and/or tax assistance;
16. The County may discontinue any of the programs at any time, but applicants with approved grants and/or tax assistance will still receive said grant and/or tax assistance, subject to meeting the general and program specific requirements and subject to the terms of the grant agreement;
17. All proposed works approved under the incentive programs and associated improvements to buildings and/or land shall conform to all municipal Bylaws, policies, procedures, standards, guidelines, including applicable County and local Official Plan and zoning requirements and approvals;
18. The improvements made to buildings and/ or land shall be made pursuant to a building permit and/or other required permits, and constructed in accordance with the Ontario Building Code and/or other municipal requirements. Outstanding work orders, and/or orders or requests to comply and/or charges from the local municipality (including tax arrears) must be satisfactorily addressed prior to grant and/or tax assistance payment;
19. Local municipal administration, officials, and/or agents of the relevant local municipality may inspect any property that is the subject of an application for any of the financial incentive programs offered by the municipality; and,
20. Properties may only receive incentives through any given program one time during the life of the LSI-GMP, subject to alternative considerations for a phased project.
21. Applications for the any of the incentives must be filed by the local municipality on behalf of an individual, corporation prior to the start of any activity that would constitute development triggering a re-valuation by MPAC;

22. Applications for the LSI-GMP submitted by a local municipality on behalf of an individual, corporation, or other party who has litigation pending against the County may be deemed by the County in its sole discretion to be ineligible for any of the programs contained herein.
23. Applications must be accompanied by information that describes existing site conditions, including the current value assessment and taxation rates for the subject property;
24. Applications must also be supported by documentation detailing the proposed development, including a site plan and confirmation of any planning approvals being sought to facilitate the proposed industrial use and development;
25. Applications for the incentives shall be first reviewed by County Staff and then presented to County Council for approval, following local review of industrial CIP eligibility;
26. Where other sources of government funding (Federal, Provincial, Municipal) that can be applied against the eligible costs that are subject of the application by the local municipality to the County are anticipated, or have been secured, these must be declared as part of the application by the local municipality. Accordingly, the LSI-GMI funding from the County may be reduced on a pro-rated basis.
27. The total of all grants, loans, tax assistance provided in respect of the particular property for which an applicant is making an application to the local municipality and subsequently the County under the LSI-GMP shall not exceed the eligible cost of the improvements to that particular property under the local municipal CIP and the LSI-GMP.
28. As a condition of approval, Council shall confirm that the owner or tenant of the approved eligible property has entered into, or is entering into, an agreement with the Local Municipality and the County shall review the terms, duration, default and termination provisions of the grants. County and Local Councils may also apply other conditions to the approval where appropriate and warranted;
29. Property taxes must be in good standing and there must not be any other outstanding County charges or obligations at the time of the program application and throughout the entire length of the grant term.
30. All proposed works and associated improvements to buildings and/or land must conform to all applicable Official Plans, the Zoning By-law, other planning requirements and approvals, Local

Municipal and County standards, guidelines, by-laws, policies, procedures and applicable law.

31. If an individual applicant is in default of any of the general or program specific requirements, or any other requirements of the County, the County may delay, reduce or cancel the approved grant, and require repayment of the approved grant, including the ability to add the repayment of the approved grant amount to the property tax roll.
32. The County may discontinue any program at any time, but applicants with an approved application (through the local municipality) will still receive their approved, committed funding, subject to continuing to meet general and program requirements.

The County will provide the rebate to the local municipality once annually, provided the below steps have been met:

1. The building inspections have occurred;
2. All deficiencies have been addressed;
3. All program and rebate agreement requirements have been met to the local municipality and County's satisfaction;
4. The property has been reassessed by the Municipal Property Assessment Corporation (MPAC);
5. The local municipality has confirmed that there are no outstanding orders against the property; and,
6. The new property taxes have been paid in full for the year.

The pre-improvement assessment and municipal tax values will be determined at the time the application is approved and before construction is started for the industrial development project. It is essential for applicants to submit their applications early, before starting any development, to ensure eligibility. For purposes of this financial incentive program, the tax increment is the increase in municipal property taxes, which is calculated as the difference between the pre-improvement municipal property taxes on the property and the post-improvement municipal property taxes that are levied as a result of the property's re-valuation by the MPAC. The tax increment does not include any increase/decrease in municipal taxes due to a general tax increase/decrease, or a change in assessment for any other reason.

The County may establish a maximum total rebate that can be paid under this program, based on negotiated agreement terms, per application, property or project.

3.1 Tax Increment Equivalent Rebate Program

3.1.1 Purpose

The Tax Increment Equivalent Rebate Program is intended to encourage the development and redevelopment of eligible properties through the provision of a rebate up to the difference between the original and new property tax after improvements.

This financial incentive reduces the property tax increase that can result from these various types of development. The incentive may also assist development proponents in securing project financing.

Local municipalities will be responsible for ensuring that properties receiving the tax grant back incentive are eligible in accordance with the requirements of the Local CIP. Further, where a local municipality approves a grant under this program, the municipality will be responsible for notifying the County accordingly. Where the local municipality proposes to seek the matching County CIP-LIS grant, the local municipality will consult with the County Administration prior to advancing the local CIP approval, such that the County can confirm County CIP-LIS support for the County's portion of the grant. County Planning will coordinate the review of the request with County departments and respond to the grant request prior to finalizing approvals locally.

3.1.2 Description

In instances where improvements to a property will result in an increase in assessment value and taxes levied, County Council, following approval of a local tax rebate, may provide rebates to the owner or tenant of an eligible property to help offset the increased tax costs associated with new construction.

The value of the rebate will be based on the difference between the property's taxes before and after improvements. The tax increment rebates are to be provided after the improvements to the property are complete and after the reassessment of the property by the Municipal Property Assessment Corporation has demonstrated an increase in the assessed value of the property. The pre- and post-improvement assessment and tax values will be used to calculate the incremental increase in municipal property tax levy. This calculation will also determine the total value of the rebate that can be offered by the County. The County will work in collaboration with the relevant local municipality to confirm calculated incremental tax increases and eligible rebates.

3.1.3 Program Requirements

This financial incentive program will provide an annual tax increment rebate up to 50% of the increase in the municipal portion of property taxes generated through the completion of an eligible project, which has resulted in an increase of the assessment value and, therefore, an increase in property taxes paid. The approved tax increment rebate amount would be disbursed by the County on an annual basis, determined at the time municipal taxes are collected, for up to 10 years. The length of time that the rebate will be disbursed will be determined based on the scoring against the above program goals and strategic priorities.

3.1.4 Program Restrictions

This program applies only to those lands that are located entirely within the County of Essex with the appropriate designation and zoning confirmed and also subject to a Local Industrial CIP.

Improvements to buildings and/or land made under this program shall be undertaken pursuant to all applicable legislation. Prior to advancing the County's grant approval, local decisions on required planning approvals must be finalized.

3.1.5 Funding

The nature of the tax grant back program is such that the cost to the County will be realized in foregone tax revenues resulting from property improvements and pre-budgeted may not be possible at times. If funding is needed before the County receives the extra tax revenue, the County can temporarily use County reserves, as approved by the Director, Financial Services/Treasurer.

3.1.6 Local Municipal Consultation

The County of Essex is committed to working with the Local Municipalities to cooperatively and effectively facilitate the objectives of attracting large scale industrial development. The LSI-GMP enables the County and local municipalities to further common community improvement goals in a partnership beneficial to both levels of government.

3.2 Development Charges Rebate Program

3.2.1 Purpose

The County is presently embarking on the first Development Charges Study and associated By-law through 2025 to investigate the potential to implement DC's to put in place a funding source to address growth related infrastructure. A component of the DC Study will investigate and make recommendations on statutory and non-statutory exemptions based on

current Provincial Legislative requirements and best practices. Should County Council direct approval of Development Charge Rebates as an additional incentive to attract large scale industrial development, this program guideline will be updated accordingly.

3.3 Planning Act Application And Permit Fee Rebate Program

3.3.1 Purpose

For industrial projects that meet eligibility criteria, exemptions will also be offered to any County *Planning Act* approval application fees along with County Road permit fees. County Planning Administration will work with applicants (through local municipalities) at the time of LSI-GMP application review to determine if any of the above application or permit fees are applicable and will advance a process to propose the waiving of fees to the County's User Fee By-law as part of the overall project application information to County Council.

4.0 Applicaton Guide

4.1 Eligibility

For a project to be deemed eligible for any of the incentives outlined in the County CIP-LSI, it must meet all of the following criteria:

- Be located within the Project Area (Settlement Area) described in Section 2.1;
- Be consistent with the goals and strategic priorities detailed in Section 2.3; and,
- Adhere with the general and/or specific requirements for the financial incentive program listed below in Section 3.

Properties are eligible if they meet at least one (1) of the numbered criteria below:

1. Would be assessed using MPAC's "Automotive Assembly Plants" or "Automotive Parts Manufacturing Plants" assessment methodology, and has a minimum of approximately 1,500,000 square feet of total floor area; OR,
2. Would be assessed using another MPAC Large and Special Purpose Assessment methodology other than the two named in (1) above, and has a minimum of 1,000,000 square feet of total floor area; OR,
3. Would be a targeted economic sector development included in MPAC's Large and Special Purpose Property Assessment or

another tool, pre-approved by the Local Municipality and the County.

4. Would be an industrial use of 125,000 square feet of total floor area minimum as a new build or an expansion to an existing building defined as Industrial in the local Zoning By-law with a minimum employee density of 30 full-time equivalent employees per net acre.

If the above criteria can be demonstrated, a project will be eligible to participate in the LSI-GMP. Any requests for approval of a project that do not adhere to the eligibility criteria provided above, would be at the sole discretion of County Council. All project requests will be assessed for their potential impact on the regional economy including considerations for significant job creation.

4.2 Specific Incentive Program Requirements

All projects that are approved for financial incentives through the LSI-GMP are subject to the terms and conditions outlined in Sections 3.0 and 4.1, in addition to the following provisions specific to the following program.

4.2.1 Tax Increment Equivalent Rebate Program Requirements

For applicants approved for the Tax Increment Equivalent Program, additional requirements apply. Refer to Section 3.1 for the specific requirements for applicants of this program.

4.3 Application Procedure

In this section, the steps for submitting a financial incentive program application are outlined below as well as the evaluation approval procedures.

4.3.1 Submitting An Application

Before a full application is submitted, applicants should review the information available on the County's webpage pertaining to the LSI-GMP. County Administration are available to respond to any questions during the preparation of the County application. All instructions and applications and forms are available on the County Community Improvement Program-LSI portion of the County's website.

The completed application form shall be submitted prior to commencing any development or construction that is the subject of the financial incentive application.

In addition to the required supporting materials outlined in Sections 3.0 and 4.0, an application for any of the financial incentive programs to be deemed completed must include the following:

- A completed and signed application form;
- A description of the eligible works and how they satisfy the eligibility criteria;
- Confirmation on the submission status of the building permit application and any planning approvals application(s), including drawings that detail the proposed works and supporting reports for the proposed works;
- Supporting documentation, including detailed drawings i.e., site plan, floor plans, site servicing plans
- Current assessment information;
- Copy of the Property Deed for the subject property (available from the Land Registry Office) showing name of current owner and legal description;
- Photographs of the existing building(s)/property;
- A letter from the local municipality's finance department confirming that the property is up-to-date and in good standing with respect to all municipal financial obligations; and,
- Identification of any additional public funding sources used to support the proposed project.

4.3.2 Application Review And Evaluation

Once a completed application is submitted, the application will be circulated to the County's review committee that consists of County Administration and is led by the Manager, Planning Services. The committee will review the application based on the eligibility requirements. As part of the evaluation procedure, a visual inspection of the subject building or property may be required in order to fully assess the application. Consultation will occur with the relevant local municipality throughout-out the application evaluation process.

4.3.3 Decision On An Application And Expiry Of Approval

After the application has been reviewed and evaluated against the eligibility requirements, both general and specific, it is assessed to determine how much of the proposed development, if any, is eligible, the funding level, and what conditions may apply. This assessment is considered relative to funding availability. For favourable applications, the Manager, Planning Services shall make a recommendation to County Council for approval of the financial

incentive program and the amount of the grant. A grant agreement will be drafted and reviewed by both parties prior to proceeding to County Council with the Manager's recommendation. The grant agreement with the County will specify the terms, conditions, duration, and default provisions of the approved rebate(s).

Upon approval from County Council, the Manager, Planning Services will provide the applicant with a letter indicating the County's approval of the application.

After the agreement is executed, the applicant will then have a period of one year to start the project and up to three years to complete the project from the date of County Council approval, after which the approval expires, unless an extension is granted by County Council. For a phased development, the agreement shall establish the period within which the project is to be completed.



4.3.4 Applicant To Undertake Project Work

At this stage in the application procedure, the applicant should obtain, if they have not already, the necessary permits and/or approvals from the local municipality and the County for the project. All costs associated with the development of the property will be borne by the applicant. In some cases, due to the nature of the proposed works, the applicant may be

required to undertake the works in accordance with a commitment agreement made with local municipality.

To demonstrate the development has been completed, the applicant must submit evidence of paid invoices, paid taxes, and other supporting documentation, such as an updated MPAC assessment. The applicant must also ensure that there are not any outstanding orders on the property. If actual costs are less than what were approved under the agreement, the dollar amount of the payment may be reduced; however, if costs are higher, the payment shall not be increased without the approval of local municipal and County Council. The Manager, Planning Services will prepare a report to confirm the County's acceptance of the work completed. This confirmation will require collaboration with the relevant local municipality.

4.3.5 Provision Of The Rebate

The rebate will only be available to the applicant upon completion of the agreed upon development. Funding will not be provided in full or as progress payments to partially completed projects.

5.0 Other Strategic Actions

In addition to the financial incentive program outlined in this LSI-GMP, the County will consider additional activities that will assist the County in meeting the objectives outlined in this Plan.

5.1 Regional Employment Land Strategy (RELS)

The County Official Plan 2024 and the Strategic Plan 2023, recommend the preparation of a County RELS, intended to provide a strategy for identifying and preparing employment lands for development by the County in partnership with local municipalities. A main objective of the RELS is to assess criteria for those areas in the County with the highest potential for large scale employment land development. Another component of the RELS process would be to identify recommendations to the County relating to the required County/local governance structure to develop and administrate a regional employment area.

The Provincial Policy Statement (PPS), identifies the importance of having an adequate supply of land for employment uses, and the infrastructure to support it, is expressed. Through the PPS, municipalities are required to promote economic development and competitiveness by:

- Providing for an appropriate mix and range of employment uses to meet long-term needs;
- Providing opportunities for a diversified economic base;

- Maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses;
- Facilitating the conditions for economic investment;
- Identifying strategic sites for sites for investment;
- Monitoring the availability and suitability of employment sites, including market-ready sites, and seeking to address potential barriers to investment;
- Ensuring the necessary infrastructure is provided to support current and projected needs; and,
- Planning for, protecting and preserving employment areas for current and future uses.

Attracting new businesses to the region is a challenge to economic development as every community is vying to attract the few companies that are locating or re-locating to this area. Several of our local municipalities face some form of servicing constraints to locating new industry. Economic development analysis identifies that industrial clustering is one of the main criteria sought by industry in site selection. Industrial clusters can be observed as a feature of virtually every national and metropolitan economy. A few of the seven local municipalities have a strategic advantage simply due to location to the existence of other industry and the multi-modal transportation choices.

As such, the County is encouraged to take an active role in ensuring that there is an adequate supply of employment lands within the County boundaries. To do so, actions may include establishing lands that are designated or zoned to allow for a wide range of employment uses and to coordinate servicing across municipal boundaries.

The County is home to several existing, built-up employment hubs that contain an array of industrial uses. However, the supply of available employment land located within the County is limited, particularly for large scale industry that is targeted with this LSI-GMP and the County is pursuing measures to address this in future. Additionally, the incentives, activities and actions outlined in this Industrial CIP will support and facilitate the attraction of new major industrial investment and development. The RELS will also assess the servicing capability of regional employment lands including consideration for roads, water, sanitary, electrical, and broadband services to be shovel ready for potential industrial development. The cost of preparing the employment lands to be shovel ready for new industry is cost prohibitive for one local municipality to try to go it alone and in competition with neighbouring municipalities.

5.2 Property Acquisition And Disposition

Following the completion of the County RELS, the County and local municipalities will determine the preference for acquiring lands and consolidating lands for large scale industrial development. If recommended by the RELS and approved by County Council, the County and partner local municipalities can ensure that there will be sites available and suitable for new major industrial investment and development, which furthers the objectives of the LSI-GMP.

5.3 Planning Act Approval Streamlining

For major development applications, the County will work in collaboration with the relevant municipality to streamline and expedite approval processes to the greatest extent possible.



6.0 Monitoring And Implementation

The general administration of the LSI-GMP and the financial incentive program(s) contained within shall be the responsibility of the Planning Services Division, in collaboration with other County departments and the relevant local municipality as appropriate.

6.1 CIP Funding

Implementation of the LSI-GMP program is subject to appropriate budget allocation by County Council, on the recommendation of County Administration.

Properties may only receive incentives through any given program one time during the life of the LSI-GMP, subject to alternative considerations for a phased project.

6.2 Implementation

It is anticipated that the new LSI-GMP will be implemented over a 10-year period. Council may extend, reduce or amend the implementation period as deemed appropriate or necessary.

Nothing in the LSI-GMP shall limit the right of County Council to undertake any other initiatives provided for through the County's Official Plan or other strategic planning documents to facilitate or achieve new major industrial investment or development in the County, based on the recommendations of County Administration.

6.3 Monitoring And Adjustments

The County will report annually on the programs and activities relating to the LSI-GMP, in order to monitor uptake and program effectiveness. The impact of the incentive programs will be monitored to ensure that the purpose and objectives of the LSI-GMP are successfully being met. The County will monitor changes to local municipal CIPs to monitor the effectiveness of this program in achieving the objectives of increasing diversification of the County's tax base as well as significant job creation. Monitoring will include reviewing the financial incentive program(s), the municipal financial contribution to the program(s), and the use of the program(s) offered through the LSI-GMP.

Additionally, monitoring for this LSI-GMP will include reviewing industry trends and projections for industrial development and innovations in the targeted sector. Based on any significant industry shifts, it may be advantageous to adjust programs or eligibility criteria of the LSI-GMP in response to market changes.

At or within five (5) years of the LSI-GMP coming into effect, a monitoring report will be presented to Council, which will address the following matters (at a minimum):

- Revisions to the targeted economic sectors;
- Revisions to the eligibility criteria;

- Modification to funding amounts offered through the financial incentive programs contained within the LSI-GMP;
- Discontinuation or LSI-GMP; and,
- Minor adjustments to the program details or the terms and requirements of the financial incentive programs contained within the LSI-GMP.

6.4 Funding

As noted in Section 3, once this LSI-GMP document has been approved by County Council, this enables the County to implement the incentive programs contained herein, but does not obligate Council to implement any or all of these incentive programs. Council can set a maximum grant available for each incentive program that is at or below any maximum specified for that program herein. Council can also specify a maximum grant amount for any incentive program where a maximum grant amount is not specified herein. While the programs are limited at this time, should monitoring indicate an uptake that benefits the economic climate of the County, additional annual funds might be requested as part of the budget process.

As part of the annual County budgeting exercise, Council will consider the approval of a LSI-GMP budget, if deemed necessary. While the provision of any grant incentive shall be to the limit of the available funding for that year, any unused funding from previous years should be carried forward into subsequent years, in order to provide flexibility for variation in applications from year to year. This is of particular importance when new incentive programs are launched or existing incentive programs are updated, as there may be a “time lag effect” between program launch and uptake, as potential applicants become aware of and knowledgeable with regard to the new/updated incentive programs.

6.5 Local Community Improvement Plans

At the time Local Municipalities in Essex County update their industrial CIPs, they should incorporate a section on “County Participation in Financial Incentives” as shown in **Appendix D**. In the interim, Local Municipalities will be able to apply for the LSI-GMP funding under their current industrial CIPs, subject to meeting the general and program specific requirements of the LSI-GMP.

In order to access funding available under the LSI-GMP, Local Municipalities must formally apply to the County for funding under the Programs as outlined in this document. In addition to meeting the general and program specific requirements contained herein, the County retains the right to determine on an application by application basis, whether or not to provide a

grant or loan to the local municipality, and furthermore, the terms and conditions in relation to such a grant or loan.

6.6 Administration Process And Coordination

6.6.1 Early Notification

It is very important to the proper administration of the County LSI-GMP Programs be contacted by local municipal staff and involved at the pre/early-development stage of eligible projects. Therefore, it is recommended that a formal "early notification system" be put in place where local municipal staff formally advise County staff at the time the local municipality receives an application for local industrial CIP funding that is deemed suitable for the County's program. This will allow County staff to be informed of the application details at an earlier stage in the process, thus allowing County staff to work with local municipal staff and the applicant to help ensure that the proposed community improvement project will meet the County's funding requirements. For larger scale projects, this notification from local municipal staff to County staff should take place even prior to submission of the application for local CIP funding, i.e., at the project pre-consultation stage.

It is also recommended that County staff formally meet with local municipal staff administering CIPs on a semi-annual basis to review local CIP program applications submitted, in progress and approved to obtain an understanding of CIP uptake at the local level. This information exchange will assist with the County staff monitoring and updating County Council on the interest and success in the program.

6.6.2 Member Municipalities

Local Municipal staff should complete a pre-screening of community improvement incentive program applications they receive using the County's LSI-GMP Framework. It is recommended that part of the pre-screening process involve one or more pre-consultation meetings with the applicant to discuss the details and merits of their proposed community improvement project application, including how the proposed project can meet the general, program specific, and minimum scoring requirements of the County's framework. Where required, Local municipal staff are encouraged to contact County staff at the pre-consultation meeting stage to assist in the process of informing the applicant regarding the requirements of the County's programs, including the minimum scoring requirements of the County's eligibility and evaluation framework as listed in Sections 3.1.3 and 4.1.

If a local municipality approves a community improvement project and makes an application to the County, local municipal staff should include an

[County of Essex Large Scale Industrial Grant Matching Program](#)

explanation of the merits of the proposed project achieved under the County's Framework. Local Municipal staff are also encouraged to provide timely updates to County staff should any of the details of the proposed project change in a way that would affect the project feasibility based on the County's LSI-GMP framework.

6.6.3 Lsi-Gmp County Staff Team

The County Staff Team will consist of staff representatives from the following County Departments:

- a) Planning;
- b) Chief Administrative Officer; and,
- c) Finance.

The review of applications for Program funding from local municipalities and the work of the LSI-GMP Staff Team will be coordinated by the Planning Division as the first point of contact by local municipalities. County staff with expertise on site-specific matters and/or external consultants may also be consulted to assist with the review and evaluation of the program applications.

The LSI-GMP Staff Team will be responsible for:

- 1) Reviewing and evaluating applications for the LSI-GMP that have been submitted to the County by a local municipality;
- 2) Making a recommendation to County Council with respect to the approval or refusal of applications for the program;
- 3) Marketing the CIP, in accordance with the Marketing Plan set out in Section 6.7;
- 4) Monitoring the GMP in accordance with the Monitoring Plan set out in Section 7.3, and providing annual reports to Council with respect to the effectiveness of the Programs, including required program revisions, and need for/timing of a major review and update of the programs; and,
- 5) Making recommendations to County Council on:
 - a) the LSI-GMP to be put into effect in any given year; and,
 - b) Identifying an annual industrial grant matching program budget

Note:

Council may delegate approval authority to County staff for Grant Program applications reliant on the County's Delegation of Powers and Duties By-law.

Where County staff or the County Team decide not to approve an Invest Well Program application, the local municipality has the right to appeal that decision to County Council.

6.6.4 County Council

County Council will contribute to the overall administration of the LSI-GMP (subject to the County's priorities and the availability of resources/funding) as follows:

- 1) Determining which of the programs (if any) will be put into effect in any given year;
- 2) Identifying (as part of the annual budgeting process) a budget for the LSI-GMP for financial incentives that have been put into effect for that year, if any;
- 3) Where approval authority has been delegated to County staff or the County Staff Team, and the local municipality wishes to appeal the decision of County staff or the County Team on a program application, hearing that appeal and making a final decision with respect to approval or refusal of the application;
- 4) Where approval authority has not been delegated to County staff or the County Team, reviewing staff recommendations with respect to individual applications and making a final decision with respect to approval or refusal of the application;
- 5) Reviewing annual monitoring reports from County staff and considering any recommendations for adjustments to the LSI-GMP contained in the annual monitoring reports.

6.6.5 Administration Process Summary

The flowchart provided in the Appendices summarizes the process by which the County Large Scale Industrial- Grant Matching Program applications will be received, evaluated and approved by the County.

6.7 Requirements For A Lsi-Gmp Amendment

Any programs included under the LSI-GMP are offered at the discretion of the County, and may be rescinded by the County without an amendment to this LSI-GMP. The administrative details of the specific financial incentive programs (e.g., application forms) may also be amended by the County a formal amendment. Additions of other Project Areas will be undertaken through the preparation of additional project specific CCIP Program Guidelines for that specific purpose, ie. affordable housing incentives.

Minor revisions to the LSI-GMP, such as an adjustment to the terms and requirements of any of the programs, and/or the addition of eligibility criteria under any of the existing targeted sectors (provided the use reasonably fits within the sector) may be undertaken without an amendment to this LSI-GMP.

6.8 Marketing Plan

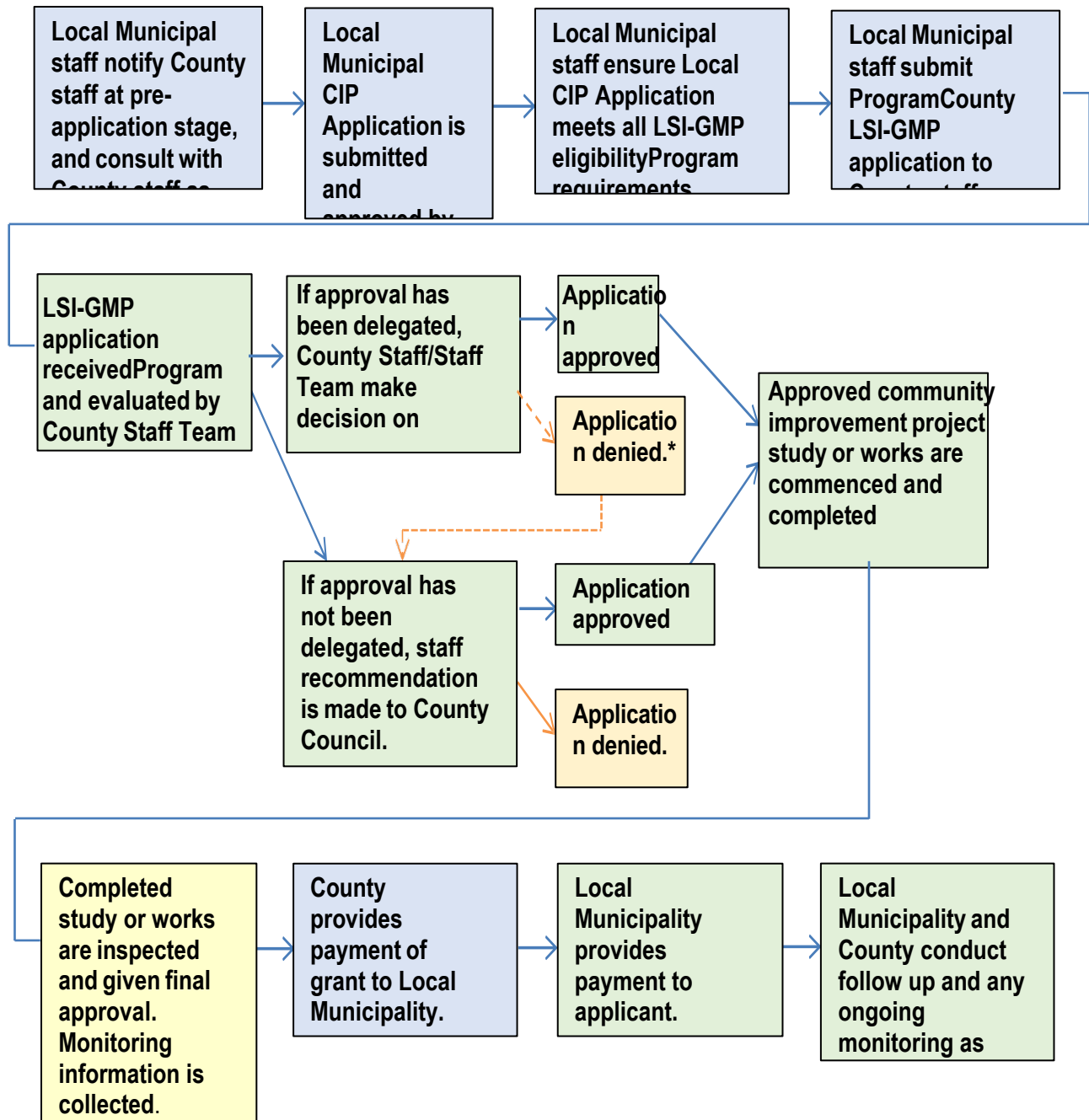
Experience with upper tier and lower tier CIPs in Ontario over the last 25 years has demonstrated that it is very important to the successful implementation of the County and a Local CIP programs that these incentive programs be effectively and continuously marketed to developers, investors, and current and potential employers both within and outside of the County of Essex.

Consequently, it is recommended that the County develop and implement the following marketing materials to promote the Large Scale Industrial GMP and support the local municipalities in marketing their CIP programs and related opportunities:

- a. A press release announcing the approval by County Council of the new Large Scale Industrial GMP and when the new program will be launched;
- b. An enhanced County webpage devoted to the Large Scale Industrial GMP, including key details on the incentive program available to local municipalities, and the application process;
- c. An information session with Local Municipalities to review the new LSI-GMP, and discuss enhanced information sharing, coordination, and monitoring of incentive program applications between the County and Local Municipalities;
- d. Participation with Local Municipal staff in periodic presentations/information sessions to property and business owners, developers, and support professionals to highlight the LSI-GMP and the program requirements;
- e. In consultation with the Local Municipalities, the identification and targeting of businesses and properties where community improvements would be most desirable, and arrangement of short visits with business and property owners/managers, to ensure awareness and encourage take-up of Local Municipal CIP and LSI-GMP.
- f. Inclusion of information on the LSI-GMP in planning and economic development publications produced by the County;

- g. Information displays at local community events, conferences, and at municipal buildings, that promote the Invest Well Programs;
- h. Promotion of the LSI-GMP on the County Twitter and LinkedIn accounts, as applicable; and,
- i. Preparation of an annual progress report that summarizes program uptake and highlights projects that have been funded by the LSI-GMP as well as providing useful tips and suggestions for future applicants.

7.0 Appendix "A" - Administration Process Summary





Administrative Report

To: Warden MacDonald and Members of Essex County Council

From: Rebecca Belanger, MCIP, RPP, Manager, Planning Services

Date: Wednesday, September 17, 2025

Subject: Final Decision County Official Plan

Report #: 2025-0917-IPS-R18-RB

Purpose

To provide the Notice of Decision as issued by the Province on the County Official Plan, for County Council's information.

Background

This report is provided further to the Council reports provided during the Official Plan review process. On November 6, 2024 County Council adopted by new County Official Plan, through the associated By-law 2024-45.

Discussion

Following County Council's adoption of the County Official Plan ("County OP"), the complete municipal submission was prepared and sent to the Ministry of Municipal Affairs and Housing ("the Province") for review and final approval. Since the submission of the adopted County Official Plan to the Province, County Planning Services administration have been in regular contact with administration from MMAH to discuss timing for the final review and approval of the County OP.

The Notice of Decision ("the Decision") which is dated August 15, 2025 included thirty ("30") modifications to the decision. As noted in the Decision *"the 30 modifications to the Official Plan have been made to address provincial legislative and policy direction related to settlement area boundary expansions, additional residential units in prime agricultural areas, cultural heritage and archaeology, land use compatibility, employment areas, mineral aggregate extraction in prime agricultural areas, and transportation planning, among other matters"*.

Rebecca Belanger, MCIP, RPP, Manager, Planning Services
Corporation of the County of Essex, 360 Fairview Ave. W., Essex, ON N8M 1Y6
Phone: 519-776-6441, ext. 1325, Email: rbelanger@countyofessex.ca

More specifically the modifications included the following details:

Table 1 summarizes all revisions and additions that have been made to the new OP.

Table 1

Official Plan Section/Schedule Affected	Rationale for Revision
Whole document	All references to various Provincial Ministries are replaced with "the Province" so that if Ministry names are outdated then references to the Province is accurate.
Section 4.A.1.8	"Units" is replaced with "jobs" per net hectare to accurately reflect the how the forecast is measured.
Section 4.A.3.5 Section 4.A.4 Section 5.A.8.2 a)	PPS Policy 2.3 sets out policies for Settlement Areas which do not include any prohibitions for Settlement Area boundary expansions. This modification ensures that the official plan is consistent with the PPS.
Section 4.A.8.2 Section 4.C.3.5	PPS 2.8.2.5 sets out the criteria for the removal of land from employment areas, which does not include timing restrictions. This modification ensures that the official plan is consistent with the PPS.
Section 4.A.9.1 Section 4.A.9.2 Section 4.A.9.3h) Section 5.A.1.2 Section 5.A.6.3b)	PPS policy 2.3.2 sets out the requirements for the identification of new settlement areas and settlement area boundary expansions. This modification ensures that the official plan is consistent with the PPS.
Section 4.C.2.1d)	PPS policy 2.8.1 e) sets out that land use compatibility adjacent to employment areas shall be addressed by providing an appropriate transition to sensitive land uses. This modification ensures that the PPS requirement for appropriate transition is specified in the official plan.
Section 4.C.3.2	PPS policy 2.8.2.3 d) prohibits sensitive land uses that are not ancillary to uses permitted in employment areas. This modification ensures that the official plan is consistent with the PPS.

Official Plan Section/Schedule Affected	Rationale for Revision
Section 4.C.3.4	PPS defines employment areas as “those areas designated in an official plan for clusters of business and economic activities including manufacturing, research and development in connection with manufacturing, warehousing, goods movement, associated retail and office, and ancillary facilities. An employment area also includes areas of land described by subsection 1(1.1) of the Planning Act. Uses that are excluded from employment areas are institutional and commercial, including retail and office not associated with the primary employment use listed above”. This modification ensures that the official plan is consistent with the PPS.
Section 4.C.4.2	PPS policy 2.8.2.3 prohibits certain land uses from employment areas.
Section 4.C.4.3	PPS policy 2.8.1 sets out policies to promote economic development, including the provision of a range and choice of suitable sites for employment uses. Lot size is a precise term which may cause implementation issues when applying the proposed official plan section 4.C.4.3. This modification ensures that a more general term is used in accordance with the PPS, to ensure there are no unintended implementation issues.
Section 4.C.4.4	PPS policy 2.8.2.5 sets out criteria for the removal of lands from employment area. This modification ensures that the official plan is consistent with the PPS.
Section 5.A.2.1 f)	PPS policy 4.3.2.5 sets out the criteria for additional residential units in prime agricultural areas. This modification ensures that the criteria of PPS policy 4.3.2.5 are included in the official plan.

Official Plan Section/Schedule Affected	Rationale for Revision
Section 5.B.8.5	PPS policy 4.5.4 sets out policies for mineral aggregate extraction in prime agricultural areas. In addition to rehabilitating the site to an agricultural condition, the requirements for extraction in prime agricultural areas include avoiding/mitigating impacts to the agricultural system in accordance with PPS policy 4.3.5.2. This modification would ensure that the official plan is consistent with the PPS policy 4.5.4.
Section 6.A.4	PPS definition of “conserved” includes the management of cultural heritage resources and outlines certain plans and assessments that can be implemented to achieve conservation goals. This modification would align the official plan policy to be consistent with the PPS definition of “conserved”.
Section 6.A.5	PPS policy 4.6.1 sets out that protected heritage properties shall be conserved. The Ontario Heritage Act (OHA) provides the tools to implement the PPS policy. Section 34 of the OHA states that the demolition or removal of any buildings or structures on or any heritage attributes of a heritage property requires the consent of council. This modification would align the official plan policy wording with the PPS policy 4.6.1 and implement the OHA requirement of consent of council for the demolition or removal of any buildings or structures on or any heritage attributes of a heritage property.
Section 6.C.2	PPS policy 4.6.2 sets out that development and site alteration on lands containing archaeological resources or areas of archaeological potential are not permitted unless the significant archaeological resources have been conserved. The Ontario Heritage Act (OHA) provides requirements for conserving archeological resources. This modification would align the official plan policy with the PPS policy 4.6.2 and the OHA.

Official Plan Section/Schedule Affected	Rationale for Revision
Section 8.B.2 b) iv)	According to the Environmental Protection Act, a Record of Site Condition (RSC) is required when there is a change in land use to a more sensitive use, not when contamination is identified. Furthermore, there are several letters issued by MECP during the RSC review and filing process with similar titles, including 'notice of receipt' letter and 'RSC Acknowledgement Letter'. This modification would clarify the RSC requirement and review process.
Section 11.B.2	The <i>Public Transportation and Highway Improvement Act</i> establishes approvals and permit requirements within MTO's permit control area around provincial highways. This modification would ensure compliance with the requirements of the Act.
Table 11-1	Updated the list of the needed road widenings.
Section 11.G.6	PPS Policy 3.5.1 sets out that land use compatibility between major facilities and sensitive land uses be achieved in accordance with provincial guidelines. This modification would clarify that land use compatibility for new waste management related facilities be located in accordance with the MECP Environmental Noise Guideline NPC-300.
Sections 12.D.2 b) and c)	This modification would ensure the official plan's implementation section aligns with the changes made through other modifications and removes 'comprehensive review' policies that are not contemplated in the PPS.
Definition of "archaeological resources" under Section 13	"Archaeological resources" is defined under PPS Section 8 (Definitions). This modification would ensure that the official plan definition is consistent with the PPS definition.

Official Plan Section/Schedule Affected	Rationale for Revision
Schedules A1, A2 and B	Remove the Natural Environment designation from the following areas with reasons: 1. Cedar Beach in Kingsville is a public recreational beach and is not a Provincially Significant Wetland (PSW) 2. 538 Bevel Line in Leamington. Since 2020, the owners of this property have been undertaking studies to support a plan of subdivision and rezoning application at 538 Bevel Line in Leamington. In 2022, MNRF supported a wetland boundary readjustment that removes a small portion of the property from being identified as a PSW. 3. The 401 Highway interchange at Todd Lane in LaSalle is not a PSW.

For County Council’s information, Mary Lou Tanner, Larry Silani and Rebecca Belanger put forward a submission to the Ontario Professional Planners Institute seeking consideration for a 2025 PlanOn Award for the new Official Plan specifically in the “Vision Award of Excellence” category. The new County Official Plan has won this prestigious award and Mr. Silani and Ms. Belanger will be attending the PlanOn Gala on September 18 to receive this award. These awards are presented annually and recognize the highest achievements in planning policy innovation and dedication to planning excellence in the Province.

Financial Implications

The costs related to the consulting fees for the completion of the Official Plan (OP) Review were effectively managed within the allocated budget and had concluded in 2024, drawing from the County Official Plan Review Reserve. This reserve is maintained and replenished annually to ensure there are sufficient funds available to cover the necessary expenses related to the OP review when required.

As for the broader financial implications of the Official Plan, they cannot be fully quantified at this time. The Official Plan lays the foundation for future land use and growth management, including planning for housing, jobs,

agriculture, environmental protection, and climate resilience. The financial impacts will be dependent on how these initiatives and policies are implemented over time, and will be influenced by future actions, investments, and decisions made by the County and its community partners. Therefore, the costs associated with the plan’s implementation will appear in subsequent Council reports, aligned with the strategies outlined in the plan.

Consultations

Erick Boyd, and Gabriel Kim, of the Ministry of Municipal Affairs and Housing were consulted during the preparation of this report.

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 2025-0917-IPS-R18-RB, Final Decision County Official Plan for information.

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Administrative Report
September 17, 2025
Final Decision County Official Plan

Approvals

Respectfully Submitted,

Rebecca Belanger

Rebecca Belanger, MCIP, RPP, Manager, Planning Services

Concurred With,

Allan Botham

Allan Botham, P.Eng., Director, Infrastructure and Planning Services

Concurred With,

Sandra Zwiers

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

Appendix	Title
A	https://www.countyofessex.ca/en/doing-business/comprehensive-official-plan-review-2021-2023.aspx
B	Cover Letter from MMAH
C	Notice of Decision with Modifications issued by the Province, August 15, 2025

**Ministry of
Municipal Affairs
and Housing**

Municipal Services Office
Western Ontario
2nd Floor
659 Exeter Road
London ON N6E 1L3
Tel: 519 873-4020
Toll Free: 1 800-265-4736

**Ministère des
Affaires municipales
et du Logement**

Bureau des services aux municipalités
de l'Ouest de l'Ontario
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659 Exeter Road
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Tél. : 519 873-4020
Sans frais : 1 800-265-4736



August 15, 2025

Katherine Hebert
County Clerk
KHebert@countyofessex.ca

**Re: New County of Essex Official Plan
MMAH File No.: 37-OP-242686**

Dear Katherine Hebert,

Please find attached a Notice of Decision regarding the above-noted matter.

If you have any questions regarding this matter, please feel free to contact Ian Kerr, Regional Director, Western Municipal Services Office, by email at Ian.Kerr@ontario.ca, or Erick Boyd, Manager, Community Planning and Development, Western Municipal Services Office, by email at Erick.Boyd@ontario.ca.

Sincerely,

A handwritten signature in black ink, appearing to read "Erick Boyd".

Erick Boyd
Manager, Community Planning and Development

Cc: Rebecca Belanger, Manager of Planning Services, County of Essex
(RBelanger@countyofessex.ca)

File No.: 37-OP-242686
Municipality: County of Essex
Subject Lands: All lands within the County of
Essex

Date of Decision: August 15, 2025
Date of Notice: August 15, 2025

NOTICE OF DECISION

With respect to an Official Plan Amendment
Subsection 17(34) and 26 of the *Planning Act*

A decision was made on the date noted above to approve, with 30 modifications, the County of Essex Official Plan, as adopted by By-law 2024-45.

Purpose and Effect of the Official Plan

The County of Essex Official Plan replaces the current County Official Plan to ensure consistency with provincial land use policies. The Official Plan sets out goals, objectives and direction to guide growth and development to the 2051 planning horizon. Settlement area boundary expansions are proposed to accommodate the anticipated urban land needs of the County.

The 30 modifications to the Official Plan have been made to address provincial legislative and policy direction related to settlement area boundary expansions, additional residential units in prime agricultural areas, cultural heritage and archaeology, land use compatibility, employment areas, mineral aggregate extraction in prime agricultural areas, and transportation planning, among other matters.

The Official Plan applies to all lands within the County of Essex, excluding the City of Windsor and the Township of Pelee.

Decision Final

Pursuant to subsections 17(36.5) and (38.1) of the *Planning Act*, this decision is final and not subject to appeal. Accordingly, the County of Essex Official Plan, as approved with modifications by the Minister, came into effect on August 16, 2025.

Other Related Applications

None.

Getting Additional Information

Additional information is available on the County of Essex website:

<https://www.countyofessex.ca/en/doing-business/comprehensive-official-plan-review-2021-2023.aspx>

or by contacting the Ministry of Municipal Affairs and Housing:

Ministry of Municipal Affairs and Housing
Municipal Services Office – West
659 Exeter Road, 2nd Floor
London ON N6E 1L3

DECISION

**With respect to the Official Plan
for the County of Essex
Subsection 17(34) and Section 26 of the *Planning Act***

I hereby approve, as modified, the County of Essex Official Plan as adopted by By-law No. 2024-45, subject to the following modifications, with additions in **bold underline** and deletions in **~~bold strikethrough~~**:

1. All references in the County of Essex Official Plan to the various Ministries of the Province of Ontario are replaced with "**the Province**".

2. Section 4.A.1.8 is modified as follows:

The employment and jobs forecast shall be implemented using a forecast of 25 **units jobs** per net hectare for employment lands and 300 square feet per employee for population related jobs.

3. Section 4.A.3.5 is modified as follows:

~~Expansions to the boundaries of a Secondary Settlement Area are not permitted. However, t~~
The County encourages Local Municipalities to undertake a Local Settlement Area Review in accordance with Section 4.A.9 that may result in the reduction and/or re-alignment of the boundaries in conjunction with the corresponding expansion of a Primary Settlement Area boundary. An amendment to this Plan and the local Official Plan shall be required to alter the boundary of any "Settlement Area".

4. Section 4.A.4 is modified by deleting 4.A.4.4 as follows and renumbering subsequent sections:

~~Hamlet boundaries are fixed and will not be altered to accommodate growth. Only adjustments to correct mapping errors may occur.~~

5. Section 4.A.8.2 is modified by deleting clause d) as follows:

The County Settlement Area Review will include:

~~d) Removal of Regional Significant Employment Areas to non-employment uses will only be considered through the ten-year County Settlement Area Review.~~

6. Section 4.A.9.1 is modified as follows:

~~Expansions to the aggregate amount of land within the "Settlement Areas" is not permitted unless a~~ The quantum of Settlement Area expansion required to accommodate projected growth for each local municipality has been identified in Section 4.A.7.3 of this Plan. ~~The County requires each local municipality to undertake a Local Settlement Area Review (LSAR) of its "Settlement Areas" that would identify the most and least appropriate locations for growth~~ The County requires each local municipality to conduct a Local Settlement Area Review (LSAR) of its "Settlement Areas". This review will identify the most and least suitable locations for the Settlement Area expansions outlined in this Plan and/or determine the feasibility of establishing new Settlement Areas or expanding existing Settlement Area boundaries. ~~A LSAR is distinguished from a comprehensive review, as defined in this Plan and the Provincial Planning Statement.~~

7. Section 4.A.9.2 is modified as follows:

A LSAR may recommend alterations to the boundary of one or more "Settlement Areas" and may recommend a new Settlement Area. Local municipalities may identify a new settlement area only where it has been demonstrated that infrastructure and public facilities to support the development are planned or available. ~~provided such adjustment would maintain or reduce the aggregate amount of land within the "Settlement Areas" in the municipality. A LSAR may recommend a new settlement area.~~

8. Section 4.A.9.3 h) is modified as follows:

When undertaking The preparation of a LSAR, local municipalities shall consider the following follow, at a minimum, the requirements listed below:

- h) In the event that the review concludes that one or more "Settlement Area" boundaries should be altered, or a new settlement area is identified, ~~then any adjustment municipality council shall consider must meet~~ the following criteria tests:
- a. That there are no reasonable alternatives which avoid prime agricultural areas.
 - b. There are no reasonable alternatives on lower priority agricultural lands in prime agricultural areas.
 - c. Whether ~~the~~ lands ~~do not~~ comprise specialty crop areas.
 - d. Whether ~~the~~ expansion of any area ~~shall be is~~ limited to only Primary Settlement Areas.

~~e. The aggregate amount of land within all "Settlement Areas" shall be maintained or reduced as a result of the "Settlement Areas" boundary adjustment(s). For example, if a Primary Settlement Area is recommended for expansion, then the corresponding area within an existing Secondary Settlement Area shall be reduced. The areas removed from the Secondary Settlement Area(s) shall be redesignated to "Agriculture" in this Plan and the local Official Plan.~~

~~fe.~~ That the Primary Settlement Area(s) to be expanded are fully serviced with municipal water services, municipal sewage services and stormwater management facilities subject to policy 4.A.9.3 g).

~~gf.~~ The infrastructure and public service facilities which are planned or available are suitable for the development over the long-term and protect public health and safety.

~~hg.~~ The negative impacts from expansions to a Primary Settlement Area boundary on agricultural operations which are near or adjacent to the Primary Settlement Area are mitigated to the extent feasible. Specific policy shall be established in local municipal Official Plans for criteria promoting the establishment of buffers, berms and subdivision design that reduce the impact on surrounding agricultural land, operations and infrastructure. The approval authority may also require the erection of fencing as a condition of approval to reduce trespass on adjacent agricultural land.

~~ih. The new or expanded settlement area facilitates the phased progression of urban development, associated infrastructure, and public service facilities. A new settlement area shall be identified only where it has been demonstrated that the infrastructure and public service facilities to support development are planned or available.~~

~~i. The new or expanded settlement area supports active transportation and is transit and freight supportive.~~

9. Section 4.C.2.1 d) is modified as follows:

Planning for jobs shall be undertaken jointly with Local Municipalities. It is the policy of the County that:

d) Local Municipalities shall ensure compatibility between employment lands and non-employment lands, including the provision of an appropriate transition between employment lands and non-employment lands.

10. Section 4.C.3.2 is modified by adding a new clause f) as follows:

The following are prohibited in all Regional Significant Employment Areas:

- d) office uses not associated with the primary employment use; **and,**
- e) retail / commercial uses not associated with the primary employment use; **and,**
- f) **other sensitive land uses that are not ancillary to uses permitted in the employment area.**

11. Section 4.C.3.4 is modified as follows:

Regional Significant Employment Areas are clusters of employment uses that range from traditional manufacturing, **research and development in connection with manufacturing,** warehousing, goods movement, **associated retail and office, and ancillary facilities.** ~~knowledge and innovation, and offices or office parks.~~ Detailed land use strategies will be implemented in the local municipal Official Plan and Zoning By-law.

12. Section 4.C.3.5 is modified as follows:

~~Removal of lands within Regional Significant Employment Areas shall not be permitted except during the County's Settlement Area review.~~ The County will work with Local Municipalities to review and update employment area minimum density targets through the County's Settlement Area Review. Removal of lands from a Regional Significant Employment Area shall address:

13. Section 4.C.4.2 is modified by adding new clauses i), j), and k) as follows:

Local municipal Official Plans shall include the following:

- i) **Prohibiting residential uses, commercial uses, public service facilities and other institutional uses on Employment Lands;**
- j) **Prohibiting retail and office uses that are not associated with the primary employment use; and**
- k) **Prohibiting other sensitive land uses that are not ancillary to uses permitted on the Employment Land.**

14. Section 4.C.4.3 is modified as follows:

Local Municipalities shall protect and plan for a diverse ~~mix of lot sizes~~ **range and choice of suitable sites** in Employment Lands.

15. Section 4.C.4.4 is modified as follows:

Conversion of Employment Lands to non-employment uses shall only ~~be considered through a Local Settlement Area Review in accordance with the policies of this Plan,~~ be permitted where it has been demonstrated that:

- a) there is an identified need for the removal and the land is not required for Employment Lands uses over the long term;
- b) the proposed uses would not negatively impact the overall viability of the Employment Lands by:
 - a. avoiding, or where avoidance is not possible, minimizing and mitigating potential impacts to existing or planned employment area uses in accordance with policy 3.5 of the Provincial Planning Statement;
 - b. maintaining access to major goods movement facilities and corridors;
 - c) existing or planned infrastructure and public service facilities are available to accommodate the proposed uses; and
 - d) the local municipality has sufficient Employment Lands to accommodate projected employment growth to the horizon of this Plan.

16. Section 5.A.1.2 is modified as follows:

The removal of land from the "Agricultural" designation shall only be considered for settlement area expansions, or identification of settlement areas and limited non-agricultural uses, provided that the following criteria are considered ~~conditions are met:~~

- a) Whether the land ~~does not~~ comprises a specialty crop area;
- b) there is a demonstrated need as part of a Local Settlement Area Review within the planning horizon for additional land to be designated to accommodate the proposed use;
- c) there are no reasonable alternative locations which avoid the "Agricultural" designation;
- d) there are no reasonable alternative locations in the "Agricultural" designation with a lower priority Canada Land Inventory soils classification; and,

- e) impacts from any new or expanding non-agricultural use on surrounding agricultural operations and lands should be mitigated to the extent feasible.

17. Section 5.A.2.1 f) is modified as follows:

The following uses are permitted within the "Agricultural" designation subject to the policies of this section:

- f) Additional residential units in accordance with the provisions in the *Planning Act* and the Provincial Planning Statement (2024). Where two additional residential units are proposed, at least one of these additional residential units is to be located within or attached to the principal dwelling, and any additional residential units shall comply with the Minimum Distance Separation Formulae from livestock operations. The additional residential units shall be compatible with surrounding agricultural operations, have appropriate sewage and water services, address any public health and safety concerns, be limited in scale, be in proximity to the principal farm building cluster and minimize loss of farmland.

18. Section 5.A.6.3 b) is modified as follows:

In Agricultural areas lands shall not be redesignated in local Official Plans for non-agricultural uses except for:

- b) Settlement area boundary expansions, as well as the identification of new settlement areas, that implement the County of Essex Settlement Area Review and the Local Settlement Area Review in accordance with the policies of this Plan. ~~In this instance, upon approval of this Plan, settlement area boundary expansions, as well as the identification of new settlement areas, shall not be permitted in specialty crop areas.~~ Settlement area boundary expansions, as well as the identification of new settlement areas, shall consider whether they comply with the Minimum Distance Separation Formulae, in addition to the other policies of this Plan.

19. Section 5.A.8.2 a) is modified as follows:

Specialty crop areas have the highest protection of Agricultural land in the County. Accordingly, the following shall apply:

- a) ~~Settlement areas are not permitted to expand into Specialty Crop Areas.~~ Where a settlement area expansion is being considered, a Specialty Crop Area Study shall be required as part of the County Settlement Area Review and Local Settlement Area Review.

20. Section 5.B.8.5 is modified as follows:

In agricultural areas,

a) extraction of mineral aggregate resources is permitted as an interim use provided that:

i). impacts from any new or expanding extraction on the agricultural system are avoided, or where avoidance is not possible, minimized and mitigated as determined through an agricultural impact assessment or equivalent, based on Provincial guidance, and;

ii). the site will be rehabilitated back to an agricultural condition.

b) Complete rehabilitation to an agricultural condition is not required if:

i). the depth of planned extraction in a quarry makes restoration of pre-extraction agricultural capability unfeasible; and,

ii). agricultural rehabilitation in remaining areas is maximized.

21. Section 6.A.4 is modified as follows:

The County will conserve ~~and manage~~ its cultural heritage resources ~~and cultural-heritage landscape~~ by requiring technical cultural heritage studies (e.g., a cultural heritage impact assessment, ~~conservation plan and/or archaeological assessment~~) for infrastructure projects.

22. Section 6.A.5 is modified as follows:

The Local Municipalities shall ensure that it has accurate and adequate architectural, structural, and economic information to determine the feasibility of rehabilitation and reuse versus demolition when considering demolition applications for **designated protected** heritage properties. All cultural heritage resources to be demolished, removed or significantly altered shall be subject to technical cultural heritage studies (e.g., ~~archaeological assessment~~ a, heritage impact assessment and ~~conservation plan~~). ~~documented for archival purposes with a history, photographic record and measured drawings prior to demolition or alteration: The recommendations of~~ technical cultural heritage studies, such as documentation for archival purposes, shall be the responsibility of the applicant in consultation with relevant municipal heritage committees.

23. Section 6.C.2 is modified as follows:

Development and site alteration shall not be permitted on lands containing archeological resources or areas of archeological potential unless significant archeological resources have been conserved ~~by~~ in accordance with the recommendations of an

archaeological assessment carried out by a consultant archaeologist licensed under the Ontario Heritage Act, removal and documentation or preservation on site, or the land has been investigated and cleared or mitigated following clearance from the Province. Where significant archeological resources must be preserved on site, only development and site alteration will be permitted only where the archaeological resources have been assessed, documented, and conserved, which maintain the heritage integrity or the site, as outlined in the assessment, will be permitted. Any alterations to known archaeological sites will only be performed by a licensed archaeologist.

24. Section 8.B.2 b) iv) is modified as follows:

In addition to policy 8.B.1, for any known human made hazards local Official Plans shall include the following:

b) policy direction for the re-use of contaminated and hazardous sites and adjacent lands specifically including:

iv) Where ~~contamination has been identified~~ there is a change of land use to a more sensitive use than the previous, the requirement for a letter "Record of Site Condition Acknowledgement Letter" from the Ministry of the Environment, Conservation and Parks acknowledging receipt of a "Record of Site Condition" and filing to the Environmental Registry prior to development approvals being granted.

25. Section 11.B.2 is modified as follows:

Provincial Highways are under the jurisdiction of the Ministry of Transportation (MTO) and ~~are subject to permit control and approval under the Public Transportation and Highway Improvement Act.~~ In addition to all municipal requirements under the *Planning Act*, Ministry of Transportation approvals and permits are required for land development, change in land use, access, signs, works or activities within MTO's permit control area under the Public Transportation and Highway Improvement Act. Direct access to a provincial highway is discouraged and often prohibited, access to Provincial Highways, where permitted, and for the construction of buildings, structures and signs in proximity to the Provincial Highways. All applicants proposing new development or changes to existing development on lands adjacent to a Provincial Highway are advised to consult with the Ministry of Transportation prior to making formal applications under the *Planning Act*.

26. Table 11-1 is modified as follows:

COUNTY ROAD ALLOWANCES				
Road No.	Road Name	From	To	Designated road allowance (metres - up to the maximum)
1	Lauzon Parkway Extension	Hwy 401	Hwy 3	50

2	CR 42	City/County Boundary	CR 43	40
3	CR 42	CR 43	Shiff Drive	35
4	CR 42	Shiff Drive	St. Alphonse Ave	30
5	CR 42	St. Alphonse Ave	CR 19	35
6	CR 42	CR 19	W Puce Rd	36
7	CR 42	W Puce Rd	Puce River Bridge	36
8	CR 43	City Boundary at CPR Tracks	Shields Ave	50
9	CR 43	Shields Ave	CR 42	50
10	CR 43	CR 42	760m south of CR 42	50
44	CR 19	CPR South	HWY 3	40
42	CR 22	CR 25	West Belle River Rd	36 m
11	<u>CR 19</u>	<u>VIA rail</u>	<u>Sylvestre Drive</u>	<u>40</u>
12	<u>CR 19</u>	<u>Hwy 3</u>	<u>225m south of CR 42</u>	<u>40</u>
13	<u>CR 19</u>	<u>225m south of CR 42</u>	<u>CR 22</u>	<u>37</u>
14	<u>CR 20</u>	<u>120 m East of Woodbridge Lane</u>	<u>400 m West of Union Avenue</u>	<u>30.95</u>
15	<u>CR 20</u>	<u>400 m West of Union Avenue</u>	<u>Sherk Street</u>	<u>28.29</u>
16	<u>CR 22</u>	<u>City boundary</u>	<u>East of Lesperance Rd</u>	<u>55</u>
17	<u>CR 22</u>	<u>CR 19</u>	<u>Old Tecumseh Rd</u>	<u>45</u>
18	<u>CR 22</u>	<u>Old Tecumseh Rd</u>	<u>IC Roy Dr</u>	<u>40</u>
19	<u>CR 22</u>	<u>IC Roy</u>	<u>West Belle River Rd</u>	<u>40</u>
20	CR 3	Todd Lane	Cahill Drain	30
21	CR 3	Cahill Drain	Meagan Dr	30
22	CR 7	Cousineau Rd	Sandwich W Pkwy	35

27. Section 11.G.6 is modified as follows:

All proposed residential or other sensitive use development within 75 metres of a railway right-of-way will be required to undertake **noise and** vibration studies **in accordance with MECP's Environmental Noise Guideline NPC-300**, to the satisfaction of the local municipality in consultation with the appropriate railway, and shall undertake appropriate measures to mitigate any adverse effects from **noise and** vibration that were identified.

28. Sections 12.D.2 b) and c) are modified as follows:

When submitting an application to amend this Plan, the applicant shall provide supporting documentation, to the satisfaction of the County of Essex, which adequately addresses the following:

- b) Whether the amendment proposes a new settlement area or the expansion of a "Settlement Area" boundary ~~which has been justified as part of a Comprehensive Review or~~ **according to** a Local Settlement Area Review.
- c) Whether the amendment proposes the conversion of lands within an employment area to non-employment uses which has been justified **according to Section 4.C.3.5 of this Plan** ~~as part of a Comprehensive Review that demonstrates that the land is not required for employment purposes over the long-term and that there is a need for the conversion.~~

29. Definition of "archaeological resources" under Section 13 is modified as follows:

Archaeological resources ~~means~~ **includes** artifacts, archaeological sites and marine archaeological sites, **as defined under the Ontario Heritage Act**. The identification and evaluation of such resources are based upon archaeological ~~fieldwork as defined~~ **assessments carried out by an archaeologist licensed** under the *Ontario Heritage Act*.

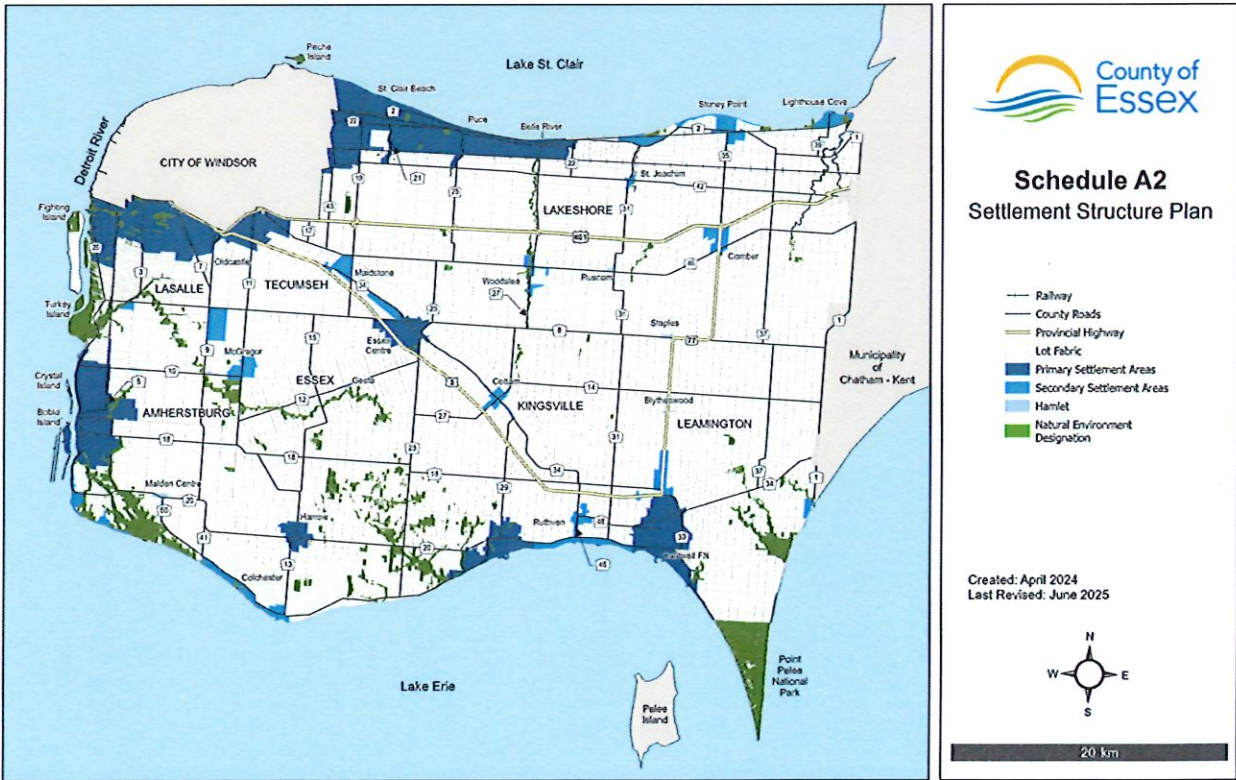
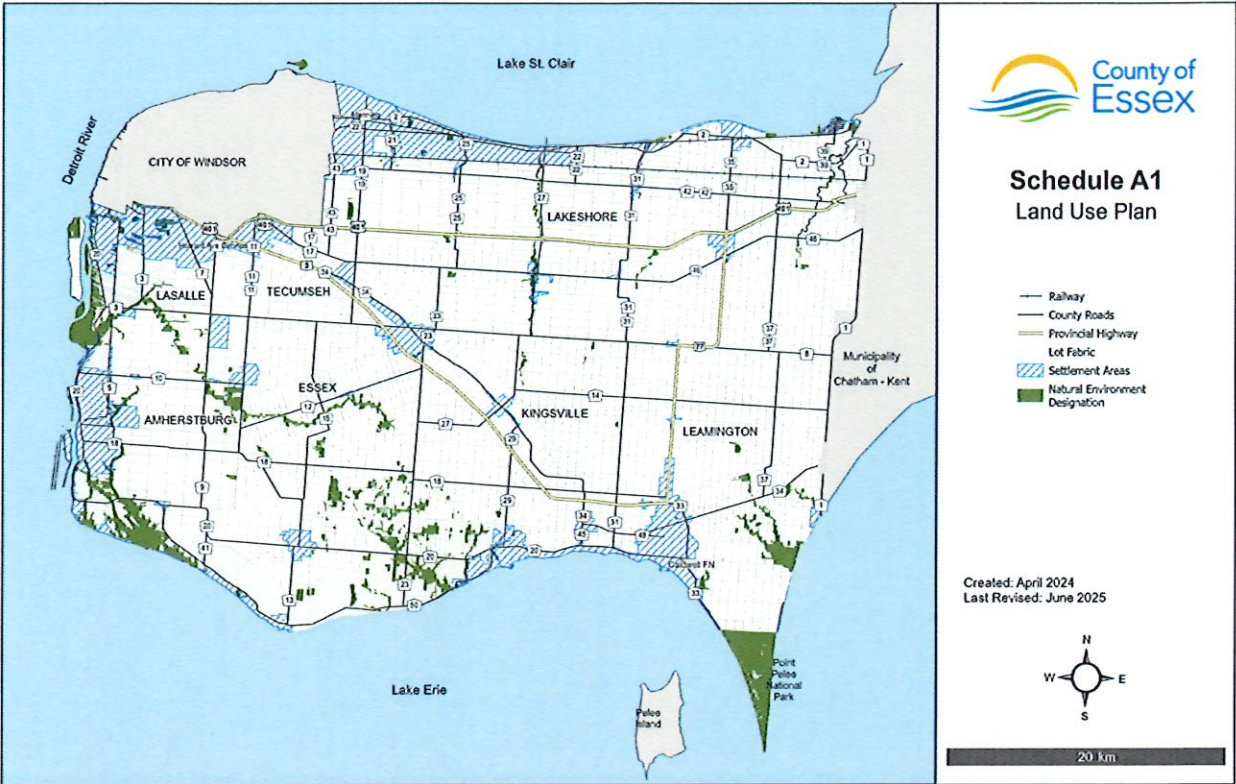
30. Schedules A1, A2, and B are replaced with the schedules found in Appendix A.

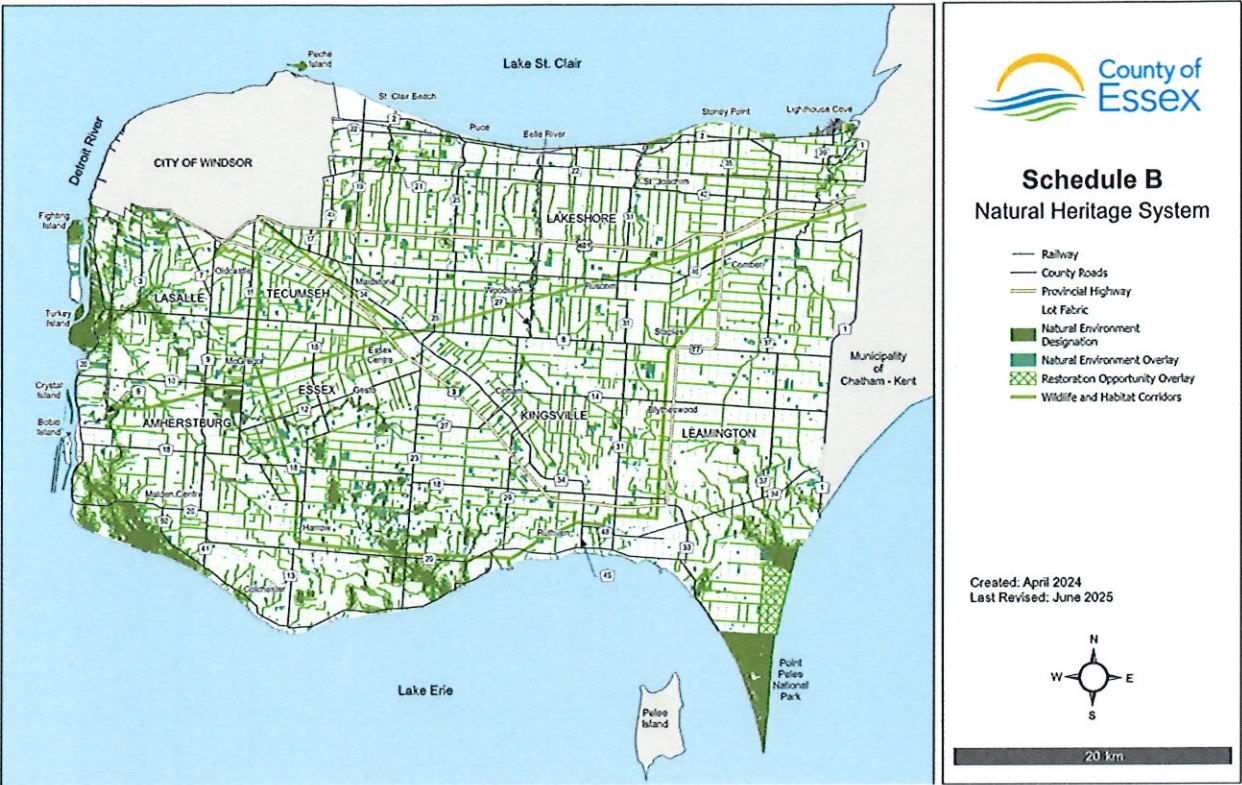
Dated at London this 15th day of August, 2025



Ian Kerr, Acting Assistant Deputy Minister
Municipal and Housing Operations Division
Ministry of Municipal Affairs and Housing

Appendix A







Administrative Report

To: Warden MacDonald and Members of Essex County Council

From: Allan Botham, P.Eng., Director, Infrastructure & Planning Services

Date: Wednesday, September 17, 2025

Subject: Road Rationalization Update

Report #: 2025-0917-IPS-R20-AB

Purpose

The purpose of this report is to provide County Council with an update on the ongoing Road Rationalization Study (the "Study"), including key deliverables, the project timeline, and progress to date.

Background

County Council recently endorsed proceeding with the Road Rationalization Study. This initiative follows previous, unsuccessful attempts and reflects renewed engagement and collaboration between County Administration and Local Municipal Partners (LMP). A review of lessons learned led to a recommendation that a successful study should:

- Align with the County's updated Transportation Master Plan (TMP);
- Respect the policies outlined in the County Official Plan (OP);
- Define responsibilities and financial roles;
- Promote fairness among local municipalities; and
- Include meaningful consultation with Local Municipal Partners.

With these principles as a foundation, County Administration began consultations with LMPs in February of 2025. Communication and engagement have been ongoing since that time.

The County is advancing the TMP in collaboration with R.J. Burnside & Associates (Burnside), who are also supporting the Road Rationalization Study. The updated County OP, adopted by County Council on November 6, 2024, is now approved by the Ministry of Municipal Affairs and Housing. Both

the TMP and OP, along with their background studies, are being used to inform the Rationalization Study.

Discussion

Based on LMP consultations and feedback to date, Administration shares the majority view that the current County Road network is generally appropriate for the context of Essex County. Therefore, the rationalization process is expected to focus on:

- Establishing an appropriately robust and transparent matrix of decision criteria against which to evaluate the region's road segments today and into the future;
- Retaining and modernizing the County Connecting Link (CCL) model, including updated agreement terms; and
- Confirming jurisdictional, operational and funding responsibilities.

The Study is assessing the existing County road network and other regional routes through a structured and consultative process. Key deliverables, a project timeline, and completed activities are summarized below.

Key Deliverables

Generally, a road rationalization process would confirm or determine a County Road network that continues to support the vitality of Essex County, and the Council approved level of service.

1. Draft County Road Network

The first major deliverable is the development of a draft County Road Network. Following best practices in Ontario, the process includes establishing rationalization criteria to guide network development. County Administration has proposed a **hybrid model** that applies eight measurable, quantitative criteria (outlined in Appendix I), followed by a qualitative review to incorporate local knowledge and pragmatic considerations. Appendix II illustrates the collaborative process County and LMP Administration engaged in to achieve the various project deliverables.

2. Terms and Conditions for Road Transfers

The Study will develop a framework for road transfers that considers:

- Immediate and long-term costs for maintenance, rehabilitation, and reconstruction (Appendix III offer background data on maintenance and rehabilitation costs);
- Expected condition of assets at the time of transfer;

- Timing and phasing of any jurisdictional changes;
- Transfer of any associated dedicated funding (e.g., development charges); and
- Impacts to municipal Asset Management Plans.

3. Rationalization Framework

The rationalization criteria and transfer terms will form a guideline for future jurisdictional changes to the County Road Network, providing consistency and transparency.

4. Modernized County Connecting Link (CCL) Agreement Template

The current CCL agreement, referenced in By-laws 69-2007 (Amherstburg), 70-2007 (Essex), 71-2007 (Kingsville), 72-2007 (Lakeshore), 73-2007 (LaSalle), 2024-24 (Leamington), and 45-2008 (Tecumseh), lacks clarity in some areas and is inconsistently applied across LMPs. For example, while bridge and culvert cost-sharing are clearly outlined, maintenance cost-sharing is vague. The revised template will address:

- Reconstruction cost responsibilities;
- Rights and obligations regarding changes to service levels; and
- A uniform and modern agreement structure across municipalities.

Following Council approval, the County will work with each LMP to update the CCL agreements, including associated tables and maps.

Timeline

Table 1 offers a timeline to successfully complete a Rationalization Study in time for Council to consider any additional consultant needs for the 2026 Budget. A final report with a recommended road network and connecting link agreement template will be before County Council toward the end of February 2026.

Table 1

Step	Description	Timeline
1	Develop rationalization criteria and a draft road network	In progress – Draft network September 2025
2	Discuss updated CCL template, financial considerations, and terms for transfer	September–November 2025 (in advance of 2026 Budget discussions)

Step	Description	Timeline
3	Finalize recommendations and implementation plan	Final report to County Council February 2026

Progress to Date

Step 1 is currently underway. County Administration has met individually and collectively with representatives from all Local Municipal Partners. Using input gathered during these meetings, Administration worked with Burnside to develop the quantitative criteria and introduce the proposed hybrid model.

At a collective meeting of the region's infrastructure leadership on **May 28, 2025**, hosted by the County and Burnside, the following items were reviewed:

- Quantitative rationalization criteria and associated weighting (Appendix I);
- Proposed qualitative criteria/considerations;
- Decision matrix results using only quantitative data (shown graphically in Appendix IV);
- Results from a hybrid approach combining both data and practical considerations (shown graphically in Appendix V).

The **Hybrid Rationalization Model** presented is defined as:

- a) a weighted decision matrix (Appendix I) and
- b) qualitative considerations related to:
 - A) developing/maintaining a grid-like road network;
 - B) improving regional network efficiency;
 - C) distributing traffic more evenly, and
 - D) logical coherence ("does it make sense?").

The hybrid model received broad support from County Administration and most LMPs, with an emphasis on transparency, updated datasets, and follow-up meetings.

In the weeks following the May 28 meeting, additional feedback was gathered to further refine the hybrid model. An update meeting with the Region's CAOs occurred on June 10th to provide an update on work

completed to date and explain the proposed timeline for the balance of the project.

Table 2 presents the roads possibly affected following application of the hybrid approach, and is depicted on Appendix V.

Table 2

Road	Segment	Comment
CR 2 ⁽¹⁾	CR 21 to City of Windsor	Remove Connecting Link Status Transfer to Tecumseh
CR 2	CR 21 – Pike Creek	Transfer to Tecumseh
CR 2	Pike Creek – CR 22	Transfer to Lakeshore
CR 5 ⁽²⁾	CR 18 – Alma St.	Remove Connecting Link Status Transfer to Amherstburg
CR 5	CR 10 – ETR	Transfer to Amherstburg
CR 16 ⁽³⁾	CR 20 – CR 5	Remove Connecting Link Status Transfer to Amherstburg
CR 17	CR 46 – Hwy 401	Transfer to Tecumseh
CR 34	CR 19 – Hwy 3	Transfer to Tecumseh
CR 39	CR 2 – Lake St. Clair	Transfer to Lakeshore
CR 48 ⁽⁴⁾	CR 34 – Erie Street	Remove Connecting Link Status Transfer to Leamington
Patillo Road	CR 22 – CR 42	Transfer to County
Laurier Parkway	CR 20 – CR 9	Designate Connecting Link

Note:

- (1) Tecumseh Road in the Town of Tecumseh is owned and managed by the Town and is currently designated as a Connecting Link of County Road 2.
- (2) This segment of Meloche Road in the Town of Amherstburg is owned and managed by the Town and is currently designated as a Connecting Link of County Road 5.
- (3) This segment of Alma Street in the Town of Amherstburg is owned and managed by the Town and is currently designated as a Connecting Link of County Road 16.
- (4) This segment of Oak Street in the Municipality of Leamington is owned and managed by the Municipality and is currently designated as a Connecting Link of County Road 48.

Next Steps

- Complete Step 1 with refined hybrid model and draft road network. A short list of outstanding road segments will be further discussed and recommendations will form part of the next presentation to County Council (Appendix VI).
- Proceed with Step 2: Develop and consult on updated CCL agreement, terms of transfer, and financial considerations.
- Present an update report to County Council on Step 2 progress in November 2025, ahead of the 2026 Budget deliberation process.
- Continue regular engagement with LMPs and present the draft final report to County Council in February 2026.
- If County Council support is not received in November, the project would be paused until after 2026 Budget deliberations and an external consultant is retained.

Financial Implications

At this stage, there are no direct financial implications associated with Council's approval of Step 1, as outlined in the recommendation. This report is intended to provide an update on the study's progress and seek Council's support to proceed to Step 2. Moving into Step 2 won't create any financial commitments for the County or our Local Municipal Partners. Instead, this next phase is focused on developing the financial framework, things like estimated costs for road maintenance, rehabilitation, and reconstruction, the condition of assets at the time of transfer, any funding offsets (such as

development charges), how transfers would affect asset management plans, and the timing of potential jurisdictional changes.

All of this will be developed in consultation with our local partners and brought back to Council in an update planned for November 2025. That report will provide the details needed to understand the financial impact ahead of the 2026 budget process.

At that point, Council would be asked to consider and approve any financial commitments. This phased approach is designed to maintain project transparency and give Council the chance to fully understand the financial picture before any decisions are made about implementation.

Consultations

This report was prepared in consultation with Directors of Infrastructure and Corporate Leaders of our Local Municipal Partners.

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 2025-0917-IPS-R20-AB, Road Rationalization Update as information, approve the Hybrid Rationalization Model, support the finalization of the County Road Network

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Road Rationalization Update

with LMPs and direct Administration to continue to Step 2 of the Road Rationalization Study Timeline.

Approvals

Respectfully Submitted,

Allan Botham

Allan Botham, P.Eng., Director, Infrastructure and Planning Services

Concurred With,

Sandra Zwiers

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

Appendix	Title
I	Road Rationalization Criteria
II	Flow Chart
III	Road Maintenance Costs
IV	Map Results of Quantitative Decision Matrix
V	Map Results of Hybrid Model
VI	Outstanding Segments

Appendix I: Road Rationalization Criteria

This appendix outlines the **quantitative criteria** used to assess and prioritize roads as part of the County's Road Rationalization Study. The criteria are divided into two categories: **Connectivity** and **Road Characteristics**. Each criterion is assigned a **weighted score** to help establish a draft County Road Network based on function and strategic value.

A. Connectivity Criteria

1. Connection to Major Urban Centres / Built-Up Areas

- Includes Settlement Areas identified in the Official Plan (OP), the City of Windsor (including proximity to the international border), and the Municipality of Chatham-Kent.

Weighting:

- 4 points – Route connects two or more major centres, or a major centre to a King's Highway or major-tier road
- 3 points – Route connects a major centre to a secondary settlement area and links to a King's Highway or major-tier road
- 2 points – Route connects two secondary settlement areas

2. Connection to Heavy Industrial or Employment Areas

- Includes access to significant employment zones such as greenhouse operations, manufacturing plants, aggregate areas, hospitals, universities/colleges, and airports.

Weighting:

- 2 points – Route connects these areas and links to routes identified in Criterion 1
- 1 point – Route connects these areas to a secondary settlement
- **Bonus points may be applied** based on documented truck volumes

3. Proximity to Traffic Generators

- Routes that connect to or lie within 4.0 km of high-volume traffic generators such as conservation areas, national parks, beaches, golf courses, or vineyards (i.e., >700 vehicles per day).

Weighting:

- 1 point

4. Bypass Function

- Routes that serve to alleviate traffic congestion in urban areas by providing bypass capability or alternate travel corridors.

Weighting:

- 2 points
-

B. Road Characteristic Criteria

1. Posted Speed Limit

- Roads with a posted speed limit of 80 km/h or higher.

Weighting:

- 1 point

2. Road Surface

- Routes with a hard-top (paved) surface.

Weighting:

- 0.5 point

3. Traffic Volume (AADT – Annual Average Daily Traffic)

Weighting:

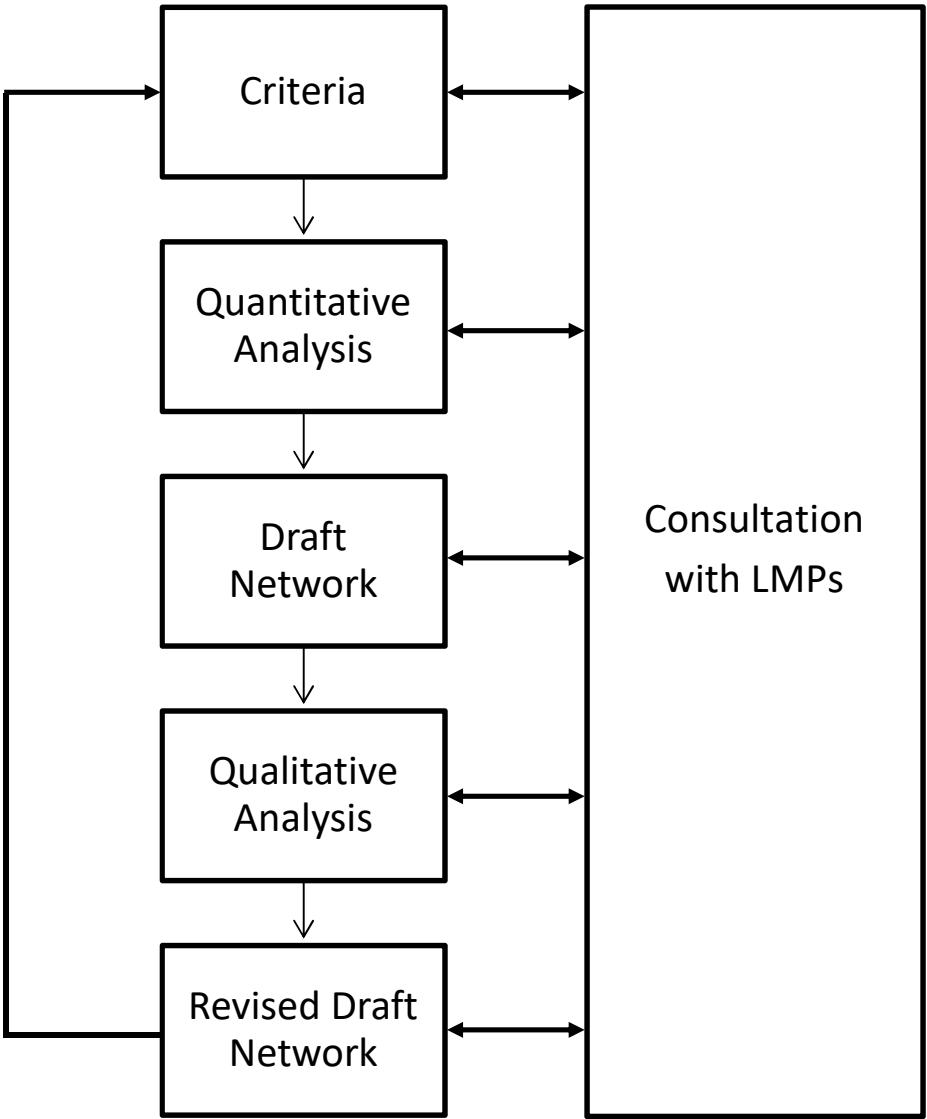
- 0.5 points – 1,000 to 3,000 vehicles/day
- 1.0 point – 3,000 to 5,000 vehicles/day
- 1.5 points – 5,000 to 10,000 vehicles/day
- 2.0 points – >10,000 vehicles/day

4. Right-of-Way Width

Weighting:

- 1.0 point – Right-of-way width greater than 20 metres

Appendix II - Flow Chart



Appendix III - Road Maintenance Costs

A significant decision factor in the Road Rationalization discussion is cost. The County and LMPs must always consider the cost of annual maintenance, the cost lifecycle renewals, insurance and financial commitments. It will be difficult to make sound, long term decisions without some historical analysis. The more information the County can share on each of the cost considerations, the greater the understanding, and therefore the increased likelihood of success. The County also encourages the LMPs to do the same.

1.1 Annual Cost of Maintenance

The annual cost of typical operation of roadways could include: mowing/brushing, winter control, bridge repairs, crack sealing, traffic signals, signage and streetlighting.

For discussion, analysis and comparison, County of Essex data was used to determine annual costs, and costs per kilometre, using available data from a 10-year period. The County owns approximately 1500 lane km of roadway, 42 traffic signals, 560 streetlights, and 210 bridges/culverts spanning greater than 3.0m. A cost per kilometre was calculated for all basic assets, including bridges/culverts using data presented in Figure 1 and Figure 2.

Table 1 – Operations/Annual Maintenance

Task	Ten Year Average	Average/lane km
Operations and Annual Maintenance	\$6,327,148	\$4,218
Annual Contracted Maintenance	\$596,962	\$397
Annual Cost of Equipment Replacement	\$1,700,000	\$1,133
Total	\$8,624,110	\$5,748

Assuming an average annual cost of \$8,624,110 (Table 1), and for example only, should 10 lane km of road be transferred between municipalities, the expected annual increase in cost would be:

$10\text{km} \times \$5,748 = \$57,480.$

With respect to staff requirements, the County of Essex Roads group has a total full-time staff compliment of 39 people, maintaining 1,500 lane km of roadway. The County road network operates at a responsibility rate of 38.6 km/person.

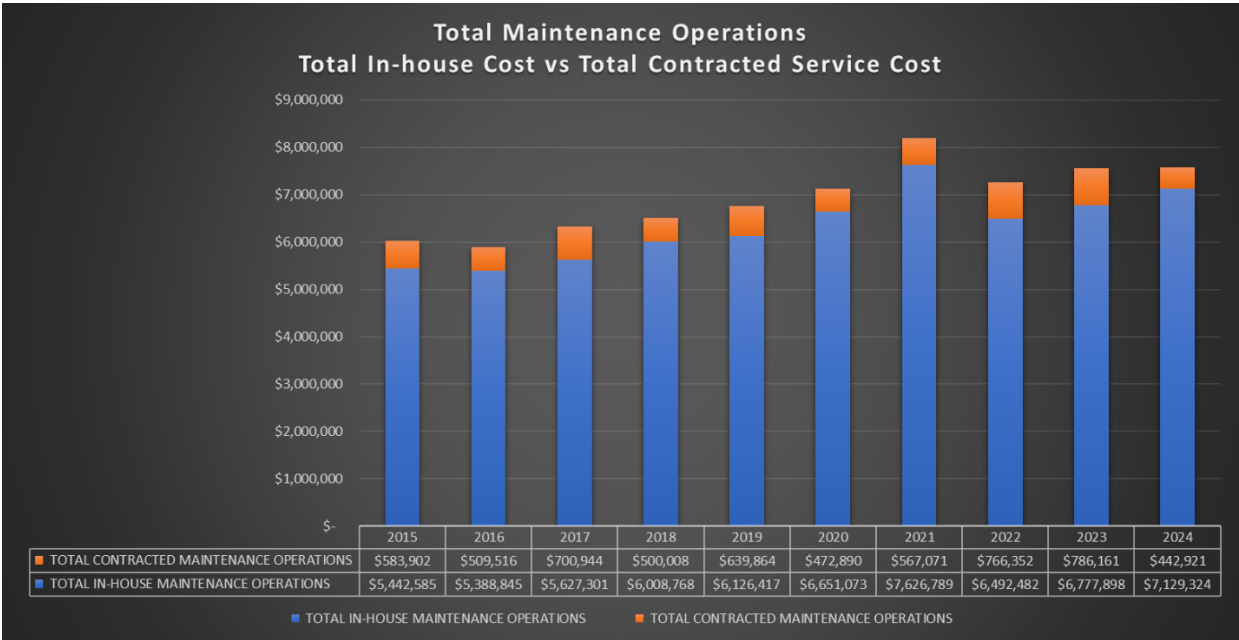


Figure 1 – Trending cost of Maintenance

1.2 Lifecycle Renewals

More significant is the investment in annual expenditures on road and bridge/culvert rehabilitation. In 2024 the County budgeted approximately \$19,665,550 toward the “State of Good Repair” program. The program includes for lifecycle renewals of pavement, bridges and culverts (greater than 3.0m span).

Between 2015 and 2024, \$79,035,775 was spent on paving and recycling operations over approximately 410km. The 10-year average is \$187,867/km, and is shown in Figure 2.

It is very difficult to provide some sort of benchmarking for the cost of bridges/culverts as the rehabilitations are somewhat random. The structures vary in size and location, and further, work ranges from renewal of a few components, or complete replacement.

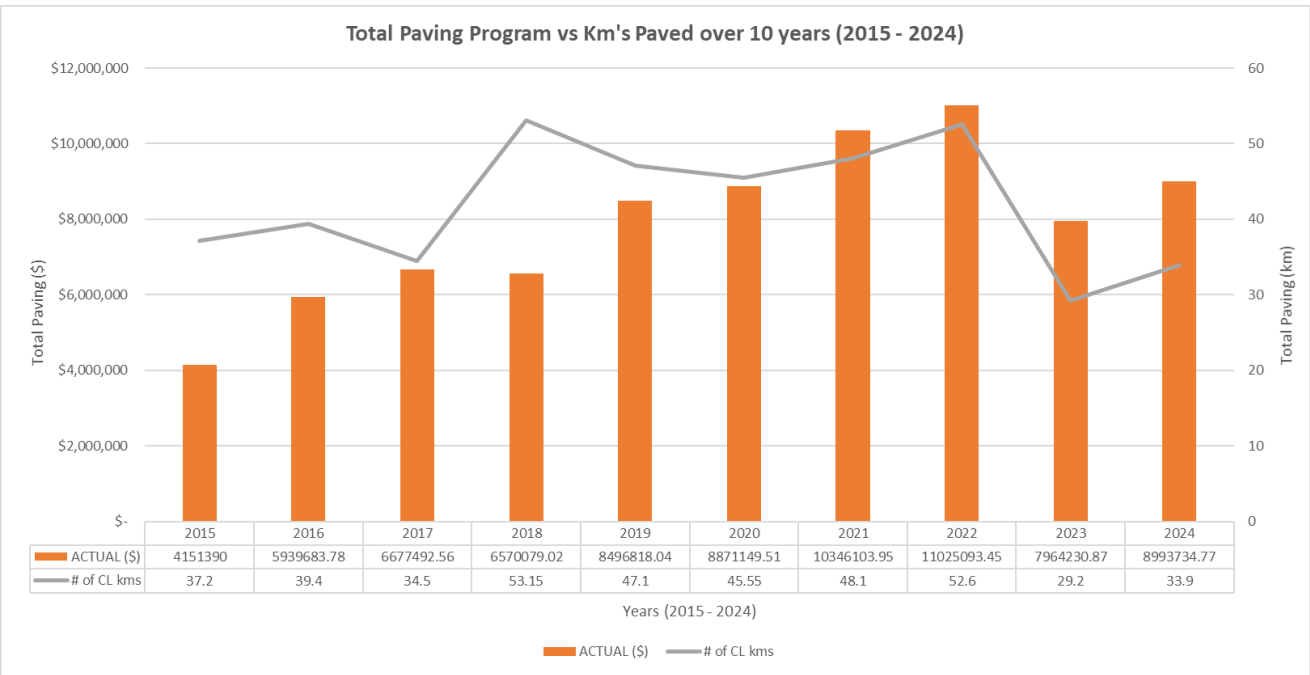


Figure 2

1.3 Insurance Premiums

The County of Essex carries a blanket policy for liability on traffic accidents. No insurance premiums are paid for liabilities resulting from natural disasters and storm events. Reconstruction of roads and bridges after events would be funded from reserves.

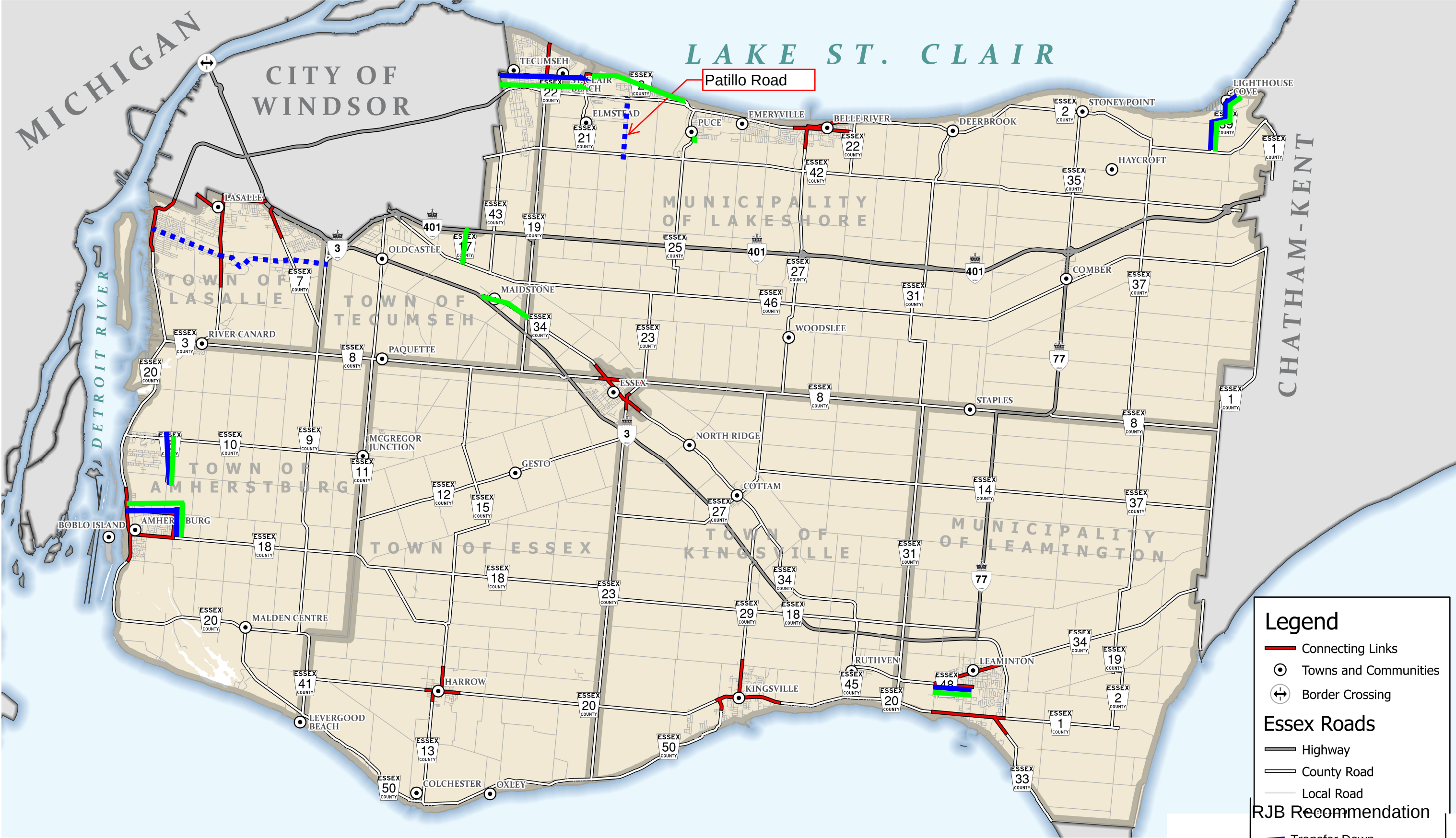
It may be reasonable to assume an increase or decrease in the number of road allowances would:

- 1.3.1 Increase or lower a municipality’s probability of incurring costs from accident or storm events.
- 1.3.2 Increase or lower a municipality’s insurance premiums

1.4 County Levy

The County Levy is legislated by the Province and solely based on weighted property assessment.





Appendix VI-Outstanding Segments

Municipal Comment	County Comment
Martin Lane / Kelly Road - LaSalle An alternative East-West corridor to Laurier Parkway, is to establish a new east/west County Road in the location of Martin Lane and Kelly Road to Howard. This future roadway had been identified in LaSalle's TMP.	Laurier Parkway is identified to become a connecting link. Kelly Road / Martin Lane are not continuous, which limits their current functionality as a viable County Road corridor. While this corridor may hold longer-term potential (relief County Road 8), its consideration would be best addressed through the County Transportation Master Plan as part of future network planning.
Matchett Road - LaSalle The Town is offering that Matchett Road would be a reasonable candidate to become a County Road / Connecting Link. Matchett does not currently extend to County Road 3 or County Road 8.	While Matchett Road does exhibit characteristics of a County Road, its inclusion would not significantly enhance overall network performance. However, with the future extension of Matchett Road to County Road 8, it presents a logical opportunity to re-evaluate its role in the network. At that point, it may be appropriate to consider the upload of both Matchett Road and its extension, while also exploring the potential download County Road 3 to reduce redundancy. This can be a future consideration.
Concession 3 - Amherstburg Proposal for the 3rd Concession to be considered to become a County Road.	Concession 3 is a candidate road for upload as it has merit and offers a "middle" north-south corridor toward achieving a minimum grid of County Roads. This may be better addressed through the TMP and future cycles of the Road Rationalization process. Discussions should continue with the Town of Amherstburg.
Sylvestre Fly-Off - Tecumseh That the portions of the County Road 22 Fly-off and Westlake Drive, from the County Road 22 Fly-off to Lesperance Road, become a Connecting Link (1 lane).	As the County progresses to complete upgrades to County Road 22, it is important to note that, the Sylvestre "Fly-off" to Westlake/Lesperance, was identified as the preferred alternative in an EA, therefore having merit for support from the County.
County Road 2 (Tecumseh Road) – Tecumseh Tecumseh would prefer that the road be designated as a Connecting Link between the City of Windsor and County Road 19	County Road 22 is located approximately 600 metres south of Tecumseh Road, and serves as a major east-west corridor. The close proximity and parallel function of County Road 22 is better suited to serve the regional travel demand. Further discussion is need with the Town of Tecumseh regarding Connecting Link status.
Rochester Townline – Lakeshore This roadway is straight, between County Road 8 and County Road 2, and used by a number of trucks.	County Road 31 is within 3 - 4 km of Rochester Townline and has an interchange to Hwy 401.
County Road 25 – Lakeshore Lakeshore is recommending download of County Road 25 when/if Patillo Road is uploaded to the County	The County is interested in uploading Patillo Road and downloading one or both of County Road 21 and County Road 25. County Road 21 is the County preference.



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, September 17, 2025

Subject: Department of Legislative and Legal Services Update

Report #: 2025-0917-LLS-R42-DMS

Purpose

The purpose of this Administrative Report (the "**Report**") is to provide County Council with an update on the Department of Legislative and Legal Services ("**LLS**") for the past year, being the period running from July 1, 2024 to June 30, 2025 (the "**Reporting Period**"). Where there are exceptions to the Reporting Period, it is clearly disclosed in the body of this Report.

Background

As Council is well aware, LLS is comprised of the Offices and Divisions listed below. The current positions and reporting structure are also listed.

Reporting Structure

Department Head: Director of Legislative and Legal Services/County – David Sundin

- **The Office of the Clerk**

- Clerk – Katherine Hebert
 - Manager of Records and Accessibility/Deputy Clerk – Crystal Sylvestre
 - Coordinator, Records Management Program – Jen Ciliska
 - Analyst, Records Management Program – Shan Liao
 - Administrative Assistant – Kaitlyn Baggio
 - Records Management Summer Student

- **The Office of the County Solicitor**
 - County Solicitor – David Sundin
 - Deputy County Solicitor – Claire Bebbington
 - Legal and Records Assistant – Diane MacKenzie
 - Articling Student (Summer 2026)
- **Communications and Organizational Development Division**
 - Manager of Communications and Organizational Development – Donald McArthur
 - Communications Officer – John Kryk
 - Coordinator, Communications and Organizational Development – Gemma Bélanger
- **Community Services Division**
 - Manager of Community Services – Jeanie Diamond-Francis
 - Housing with Supports Worker – Michelle Nicodemo
 - Housing with Supports Worker – Adrienne Payne
 - Community Services Summer Student

In addition to the above, the County contracts with Family Services-Windsor Essex (the "**FSWE**") to operate the County's Homelessness Hub with a number of services in Leamington. The staff of FSWE support the Community Services Division in carrying out its mandate, and now includes a County specific Outreach Worker to meet with people around the County experiencing homelessness.

Discussion

Departmental Update

The Reporting Period remained a period of significant transition for LLS. Following the retirement of the long time Director and Clerk in March of 2024, LLS underwent an extensive Service Delivery Review (the "**SDR**"), which was completed in September of 2024, and which delayed the permanent replacement of the prior Director.

Due to the timing of the SDR, the vacant positions in LLS were not filled on a permanent basis until March of 2025, some positions being filled internally, leading to some staff occupying two roles over several months. Despite those necessary staffing challenges, during the Reporting Period LLS undertook a review and/or implementation of 9 Administrative Policies, including:

- Records and Information Management Program Policy;
- Records Destruction Policy;

- Access, Privacy and Security of Records Policy;
- Email as Corporate Records Policy;
- Legal and Operational Holds Policy;
- Routine Disclosure and Active Dissemination of Records Policy;
- Records Held by Employees on Departure Policy;
- Clean Desk/Clear Screen Policy;
- Vital Records Policy and
- Flying of Flags and Illumination Policy.

Office of the Clerk Update

During the Reporting Period, the Clerk, along with the CAO and the Warden, attended meetings of the Councils of the lower tier municipalities, as well as reviewed Council meeting videos posted online. This was done with the objective of understanding how meetings are conducted at the local level, as well as to assess whether the County should make any modifications to how its own meetings are conducted. Observations were made over all aspects of a Council meeting, including for the various methods used for presenting the list of business on the Council agendas, the manner with which reports are written, and presented to Council, method and policies employed for public participation and delegations, as well as for matters relating to general meeting procedure and procedure by-laws. The nuances of each of the lower tier Councils are numerous, and may be considered when future revisions to County practices and policies are undertaken.

The County of Essex was represented at the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) conference and trade-show *'Building Bridges, Sparking Change'*, which was held locally at Caesars Windsor in June of 2025. The Clerk's office coordinated with local Clerks and Communications staff, to showcase each of our local municipalities at the County's exhibitor booth over the course of the conference. Members of local administration teams attended to staff the booth along with County representatives, to promote our locals, and the host region. The booth was visited by nearly 1,000 conference delegates, trade-show exhibitors, dignitaries and presenters.

The Office of the Clerk participated externally in the Essex-Windsor-Peel-Chatham Kent (EWPCCK) Municipal Clerks Working Group, the Records Management Working Group, the Ontario Network of Accessibility Professionals (ONAP), the AMCTO Zone Executive Committee, the Freedom of Information and Records Management (FOIRM) group, and internally with

other staff members as part of the Information Governance Oversight Committee (IGOC) and, the Records Management Liaison Committee (RMLC). Collaboration is necessary with other departments of the County due to the nature of the work being done by the Office of the Clerk and LLS Team as a whole. It is particularly necessary with the Information Technology Services (ITS) department in relation to Council meeting AV and Technology requirements, coordinating access and privacy matters in relation to video requests and Freedom of Information requests, and with several aspects of records and information management for the corporation.

Privacy Officer

The Clerk, in addition to fulfilling the statutory and historic duties of a municipal clerk, has also been appointed by Council to be the County's Privacy Officer. As the Privacy Officer, the Clerk completed the following:

- In 2024, responded to 25 requests for information under MFIPPA or related to disclosure of video from cameras on County property (YTD for 2025 is 15);
- In 2024, reviewed and provided feedback on 448 requests for information under PHIPA or Production Orders to produce Ambulance Call Reports (ACR) and so far for 2025 we have received just under 200 requests;
- Facilitated training for over 50 staff regarding Privacy, Personal Information and Personal Health Information in relation to County Obligations under MFIPPA, PHIPA, PIPEDA, and FIPPA;
- Filed compliance statistical reports with the Information and Privacy Commissioner of Ontario, in relation to the Municipal Freedom of Information and Protection of Privacy Act, and the Personal Health Information Protection Act.

Essex County Accessibility Advisory Committee

The Office of the Clerk also provides support to the Essex County Accessibility Advisory Committee ("**ECAAC**"). This support is now primarily provided by the Deputy Clerk and the LLS Administrative Assistant, but involves other members of LLS as needed. The Deputy Clerk and the LLS Administrative Assistant supported the ECAAC at its eleven (11) Regular Meetings held during the Reporting Period along with AccessAbility Week events such as the Annual Accessibility Flag Raising in May 2024. The ECAAC assists in providing feedback and advocating for accessibility considerations with respect to County construction and renovation projects with LLS staff and other County departments.

Further, during the Reporting Period, the Office of the Clerk was key in ensuring the success of the inaugural Outdoor Accessibility Fest-for-All held at Colchester Beach and Park in September of 2024. The event was successful in its aim to raise awareness around opportunities and information that promote inclusion in activities, services and spaces for people with varying levels of ability. The LLS team has since been busy planning for the next edition of Fest-for-All which was held in Amherstburg on September 12, 2024.

Council

The Clerk's Office worked hard to support a very active Council during the Reporting Period. At a high level, Council completed the following during the Reporting Period:

- 34 County Council Meetings were held, comprised of Regular, Special, and Closed Meetings of Council;
- 53 By-laws were considered and passed by Council;
- 386 resolutions were discussed and adopted by Council;
- 137 Council Reports were presented to Council;
- Council adopted the first ever formal Closed Meeting Policy for County Council and also adopted the County's first Reserve Management Policy; and
- Council reviewed and approved revisions to the following 6 Policies:
 - Accountability and Transparency Policy;
 - Requests for Funding of Conferences Held Locally Policy;
 - Delegations to County Council Policy;
 - Workplace Violence and Harassment Policy;
 - Council and Committee Remuneration Policy; and
 - Procurement Policy
 - Travel, Meetings & Conferences – Council, Committees, Agencies and Boards
 - Non-Smoking and Non-Vaping
 - Indemnification Policy
- Members of Council were active on multiple Regional and County level Boards and Committees, including, but not limited to:
 - Essex County Accessibility Advisory Committee

- Essex County Library Board
- Essex Windsor Solid Waste Authority Board
- 911 Technical Advisory Committee
- Invest Windsor-Essex Board
- Tourism Windsor Essex Pelee Island Board
- Windsor-Essex Community Opioid Substance Strategy
- Windsor Essex County Community Housing Corporation Board
- Windsor Essex County Health Unit Board
- Western Ontario Wardens' Caucus
- Members of Council represented the County at 16 separate conferences during the Reporting Period, with Administration assisting and coordinating registration, travel, per-diems and accommodations as required.

Since its launch in 2025, the 'Contact Council' feedback and contact form has been used 18 times, with staff researching and responding to inquiries as quickly and efficiently as possible.

Again, as Council was very active and engaged during the Reporting Period, there were numerous requests by Members of Council to Administration for information or assistance. In addition to requests for information made by Council to Administration at meetings of Council, during 2024 there were 93 requests for information or assistance made to Administration via the CAO's Office, by Members of Council with 4 remaining in-progress and 3 outstanding, and through 2025 to-date, 58 requests have been received, with 3 remaining in-progress and 6 outstanding for resolution. There may be separate requests that have been made directly to members of Administration and which requests were not forwarded for tracking centrally.

Records Management

The Records Management (RM) team continues to review, catalogue and purge the County's significant store of physical records held at the Administration Building. Over the course of reporting period, the RM Team has assessed nearly 1000 boxes and have processed 189 for disposition.

The RM Team has also undertaken significant, and department specific, customization of the County's Records Retention Schedule. The Retention Schedule defines which records are required to be kept and for how long based on the legislation that governs the activity. These custom amendments aim to streamline the filing of Corporate records by reducing

the number of options and making clear where records are to be kept for their useful life. This process is a component of a joint project being undertaken by the Information Technology department and Records Management to clean up the County's records and organize them into a sensible and efficient fashion.

Office of the County Solicitor Update

As the County Solicitor acted as the Director from April to October of 2024, and as permanent Director as of October of 2024, which comes with a lot of administrative duties, Council recognized that more support was needed for the Office of the County Solicitor. As such, Council approved the position of Deputy County Solicitor in the fall of 2024 (with that position being filled in January of 2025) and moving from a Summer Student position, which is only a posting for a 4-month period, to a 10-month Articling Student position (with that position to commence in the summer of 2026).

With the new position of Deputy County Solicitor being approved by Council and with the Summer Student soon to transition to a 10-month Articling Student placement, the County should be able to continue to reduce its reliance on external legal counsel, and realize both cost savings and efficiencies in providing more timely legal advice and support.

Due to the confidential nature of the work completed by the Office of the County Solicitor, an update with respect to the activities of the Office of the County Solicitor will be provided to Council in a closed meeting, as permitted by Section 239(2)(f) of the *Municipal Act, 2001*, as amended.

Communications Update

The SDR completed for LLS has recommended that the Communications and Organizational Development Division ("**Communications**") be rebranded as "Communications and Employee Engagement" to more accurately reflect the role that the Communications Division plays at the County. Communications does take the lead on Employee Engagement but does not take the lead on and is not directly involved in Organizational Development. The rebranding of Communications from its current name to "Communications and Employee Engagement" will take place effective on January 1, 2026.

The Communications team continued to drive employee engagement initiatives during the Reporting Period, building upon the pillars of the County's Strategic Plan calling for the County to be an "employer with impact" that fosters "positive employee experiences."

Communications rolled out, for the first time ever, an Employee Excellence Awards program honouring 26 employees across the County, including employees from Essex-Windsor Emergency Medical Service ("**EMS**"), the

Sun Parlor Long Term Care Home, the Essex Windsor Solid Waste Authority, and the Essex County Library.

Employees were honoured in four categories: Innovation, Team Spirit, Service Excellence, and Empowerment. Employees, with their family members present, were honoured at a meeting of Essex County Council, and had their photos and names added to a new Employee Excellence Awards display in the lobby of the County's Administration Building.

Communications also took the lead in distributing 188 Long-Term Service Pins to employees in 2025, recognizing combined years of service of more than 3,000 years. 2025 was the second year of the Long-Term Service Pin program. In 2024, the first year, 558 pins were distributed, recognizing combined years of service of nearly 9,000 years. This program is now established and will continue on an annual basis.

Other ongoing employee engagement initiatives, including the Cheers for Peers peer recognition program, experienced year-over-year growth.

In addition to supporting ongoing multi-department recruitment and promotional efforts, including the EMS AED public mapping campaign, Communications also took the lead in rolling out a special series on Truth and Reconciliation for County employees in 2024. From September through to the end of the 2024, weekly snippets emailed to staff provided information about the Truth and Reconciliation Commission and the legacy of residential schools.

As advancing Truth and Reconciliation is important to the County, as evidenced by its prominence in the County's Strategic Plan, Communications continues to work on Truth and Reconciliation initiatives, and is preparing for the National Day of Truth and Reconciliation in 2025. This includes, among other things, taking the lead in updating the County's flag policy during the Reporting Period, to clearly confirm that the Survivors' Flag is to be flown outside the County's Administration Building to mark the National Day for Truth and Reconciliation on September 30 each year.

Communications also organized Inclusive Leadership training for managers, which was met with thanks from managers, who now feel better prepared to be more inclusive and supportive leaders. Again, this is in line with the goals highlighted in the County's Strategic Plan.

Communications was also tasked with redesigning the County's public website. That work was completed during the Reporting Period, with the new website going live in 2025 on a new platform that showcases the County, while also providing residents easier access to information and news.

Finally, Council earlier in 2025 asked that LLS provide an update on social media statistics and below is a snapshot of year-over-year growth (this is different from the Reporting Period, with the snapshot below being for the period from September of 2024 to September of 2025) for the social media accounts managed by Communications.

Social Media Data:

County Facebook

- Followers: 5,008 – 798 net new followers for an increase of 18.7 per cent
- **Total Interactions:** 15,058 for an increase of 4.7 per cent
 - 9,556 reactions
 - 1,826 comments
 - 3,676 shares
- **Top Content:**
 - County of Essex Roads video on August 8 – Halfway Point on CR 42/19 Roundabout: 43,919 views
 - County of Essex Roads news Post: May 29 – County Road 42 to close for Roundabout Construction: 35,134 views
 - County of Essex Roads news post April 25 – Construction on County Road 42 and 19 set to begin: 38,648 views

EMS Facebook:

- **Followers:** 5,882 – 576 net new followers for an increase of 10.8 per cent
- **Total Interactions:** 38,053 for an increase of 10.8 per cent
 - 31,437 reactions
 - 4,167 comments
 - 2,449 shares
- **Top Content:**
 - Welcome 22 new Paramedics on May 30 – 124,734 views
 - Survivor Day on June 2 – 64,436 views
 - Make the Right Call on Jan. 15 – 63,691 views.

ECAAC Facebook

- **Followers:** 457 – 122 net new followers for an increase of 37.7 per cent
- **Total Interactions:** 2,058 interactions or increase of 82.6 per cent
 - 1,601 reactions
 - 148 comments
 - 309 shares

- **Top Content:**

- Fest for All Returns on Aug. 14 – 51,116 views
- Outdoor Accessibility Fest-for-All on Sept. 5 – 35,339 views
- Outdoor Accessibility Fest-for-All on Aug. 25 – 12,854 views.

EMS Instagram

- Followers: 4,228 – 437 new followers for an increase of 11.5 per cent
 - Views: 288.4K views
 - Reach: 36.6K
 - Content Interactions: 8.3K
- Top Content:
 - Wandering Dog Reunited with Owner – 10.2 K views
 - Essex-Windsor EMS Launches AED Loaner Program – 9.6 k views
 - First Responders Day – 7.9 K views.

CWATS Facebook and Instagram:

- **Followers:** 914 – Loss of four followers for a decrease of 0.4 per cent.
- **Total Interactions:** 211 interactions for a decrease of 69.3 per cent
 - 177 reactions
 - 14 comments
 - 20 shares
- **Top Content:**
 - Winter Wheels on Nov. 14 – 3,104 views
 - TMP Master Plan on Feb. 19 – 679 views
 - TMP Master Plan on Sept. 26 – 204 views.
- **Instagram:** 344 followers

Due to limited engagement and an insufficient quantity of regular and recurring content on CWATS channels, the Communications Department is going to decommission the CWATS profiles and roll the content into the general County of Essex social media feeds, enriching that content and bringing it to a wider audience.

County Instagram

Launched on July 16, 2025: 85 followers and growing

County Twitter

3,765 followers

EMS Twitter

5,713 followers

(Paid Account required for historical analytics).

Community Services Update

At Council's direction, the County signed a funding agreement with the City of Windsor for the County to oversee homelessness programs in the County. That funding agreement resulted in the County receiving provincial funds the City manages to fund the Essex County Homelessness Hub (the "**ECH2**"), the County Outreach Worker, the traditional Residential Services Homes Program (the "**RSH Program**") and an Emergency Shelter Motel Program. The funding also resulted in the ECH2 being able to operate a warming centre from December 9, 2024 to March 31, 2025. During that time, there was a 30% increase in visits during the operations of the Warming Centre and throughout the regular yearly operations of the ECH2.

Community Services started working with additional partners such as the Windsor Essex Community Health Centre Addiction Support Services and with the Reaching All Canadians Service Canada Program to support the RSH Program. Further, throughout the Reporting Period, Community Services continued to partner with health and social service agencies to support residents in the RSH Program with mental health support, grief support, and hospital discharges.

The RSH Program continues to be challenged with transportation gaps to ensure residents are able to access healthcare supports. In addition, the RSH providers have identified significant budgetary pressures and continue to identify a need for an increase in per diem funding. The Community Services Division will continue to advocate for more provincial funding to be provided to address these gaps.

Finally, the Manager of the Community Services Division, along with the Director of LLS, were very busy in representing the County in regional initiatives. This included (1) assisting with the completion of the Regional Affordable Housing Strategy and a Housing Needs Assessment for the County and its constituent lower-tier municipalities and (2) being involved in the launching of the HART Hub at Hotel-Dieu Grace Healthcare.

Financial Implications

There are no financial implications associated with this Report, with the Report serving as information for Council, so that Council remains aware of the work being undertaken by LLS.

Consultations

During the drafting of this report the following individuals were consulted and provided input:

- Katherine Hebert, Clerk
- Crystal Sylvestre, Manager of Accessibility and Records/Deputy Clerk
- Donald McArthur, Manager of Communications and Organizational Development
- Jeanie Diamond-Francis, Manager of Community Services

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 2025-0917-LLS-R42-DMS, Department of Legislative and Legal Services as information.

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Department of Legislative and Legal Services Update

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
N/A	N/A



The Corporation of the County of Essex

By-Law Number 2025-37

A By-law to Amend Policy 1991-001 Employment and Hiring Policy.

Whereas Section 270(1)2. of the *Municipal Act, 2001*, S.O. 2001, c. 25, requires that the Corporation of the County of Essex adopt and maintain a policy with respect to its hiring of employees; and,

Whereas on June 10, 1992, by way of Resolution Number 61/92, the Essex County Executive Committee approved Policy number 1991-001 Employment and Hiring Policy; and,

Whereas on June 17, 1992, Essex County Council by way of Resolution Number 223/92, adopted the minutes from the County of Essex Executive Committee meeting; and,

Whereas the Council of the Corporation of the County of Essex deems it appropriate to update said 1991-001 Employment and Hiring Policy; and,

Whereas it is the current practice of the County of Essex to enact by-laws to adopt certain Corporate Policies; and,

Whereas no previous by-law is known to have been enacted adopting said 1991-001 Employment and Hiring Policy.

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

- 1) **That** revised Policy 1991-001 Employment and Hiring Policy, attached hereto as **Appendix A** be adopted; and,
- 2) **That** this by-law 2025-37, shall take precedence over any other by-law deemed to be inconsistent or conflicting herewith; and,

By-Law Number 2025-37

Page 2

- 3) **That** By-law 2025-37 be given three readings, and shall come into force and take effect after the final passing thereof.

**Read a first, second and third time and Finally Passed this
Seventeenth day of September, 2025.**

Hilda MacDonald, Warden

Katherine J. Hebert, Clerk

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 2025-37** passed by the Council of the said Corporation on this **Seventeenth day of September, 2025.**

Katherine J. Hebert, Clerk
Corporation of the County of Essex



County of Essex Policy and Procedures Manual

Employment and Hiring Policy

Policy Number:	1991-001
Policy Type:	Corporate Policy
Approval Authority:	Essex County Council
Office of Responsibility:	Human Resources
Issuance Date:	2007-03-21
Revised on Date:	2025-09-17 (Amendments Proposed for Adoption)
Scheduled Review Date:	2029-09-17
Replaces Policy:	04-003; 06-002; 94-011

1.0 Introduction

The Corporation of the County of Essex, through the adoption of the County's Strategic Plan, recognizes the importance of the three strategic goals: 'Working as Team Essex County', 'Growing as Leaders in Public Service Excellence', and 'Building a Regional Powerhouse'. Further, the County operates with the principles of Accountability and Transparency in the decision-making process. This policy establishes a framework to guide fair and transparent hiring practices that reflect the County's goals, meet legislative requirements, and promote a vibrant, inclusive workforce free from undue influence or conflict of interest.

2.0 Scope

- 2.1 This policy applies to all elected officials, departments and divisions within the County, including bargaining unit positions ("Union Positions") under the collective agreements between the County and each of the following:
- Canadian Union of Public Employees ("CUPE") Locals 860, 2974.1 and 2974.2;

Employment and Hiring Policy

Number: 1991-001

- Ontario Nurses' Association ("ONA"); and,
- Teamsters Local 879 ("Teamsters").

2.2 The operative collective agreements should be referenced for specifics pertaining to hiring practices in each bargaining unit.

3.0 Definitions

To provide context for this policy, a list commonly used terms is provided herein and shall be used in conjunction of the interpretation of this document.

'Additional Position' A position that is added to a compliment of existing like positions. Example: there are 5 clerks in a department, and the manager wants to add a 6th clerk position so there is now a total of 6 clerks.

'Bona fide Operational Requirements (BFOR)' is a specific employment qualification that is reasonably necessary to carry out the essential duties of a job. A BFOR must be directly related to the position and justified as essential for the safe, efficient, and effective performance of the work.

'Child' means any person under the legal age of majority who is in a parent-child relationship with the guardian - whether by birth, legal adoption, marriage or common-law partnership, foster placement, or by virtue of a close, ongoing familial relationship in which the guardian treats them as a child (i.e. shared residence, support, and parental care).

'County of Essex' means the Corporation of the County of Essex, and may be used interchangeably with the terms the 'County', the 'Corporation' or 'County of Essex'.

'Direct Reporting Relationship' A relationship in which an elected official or employee has authority to:

- Approve or deny wage/salary level, grid increments or overtime;
- Conduct performance appraisals and/or discipline; or
- Direct work assignments.

'Family' For the purposes of this policy, family includes an elected official or employee's Child, Guardian, Spouse, Parent, Sibling, Stepsibling, Grandparent, Grandchild, In-laws (parent, child, sibling), aunts, uncles,

Employment and Hiring Policy

Number: 1991-001

cousins, and any other person who resides in the same household or with whom the individual has a relationship of dependency or significant personal connection that could create a conflict of interest or perception of favouritism.

'Guardian' means any individual or entity—whether a biological parent, adoptive parent, full or step-parent, foster caregiver, de facto parent, or legally appointed person—who has legal authority and a settled intention to care for, support, make decisions for, and act in the best interests of a child.

'New Classification' A position that is being recruited for and is a new type of job at the County i.e. it has not been evaluated nor had pay levels assigned to it. Example: The County does not have any Millwrights on staff; if we hired one that would be a new classification.

'No Net Addition' is commonly used to describe when a position in one classification is not being replaced, and instead an additional position is being added in another classification. The approval process for “no net additions” will be administered in the same manner as for “additional positions”.

'Placement Position' A role specifically designed to provide meaningful work experience and skill development opportunities to individuals with intellectual or physical disabilities. These positions are generally created in collaboration with community organizations and are intended to support inclusion and integration into the workforce. Compensation for placement positions is typically wholly or partially subsidized by external agencies or support programs.

'Replacement Position' A position that is replaced with a like position. Example: when an employee leaves their position as one of 5 clerks in a department, and the manager replaces that employee with another clerk so there are 5 clerks in the department again.

'Spouse' For the purposes of this Policy, spouse includes those by legal marriage or common-law.

'Student' A person who is enrolled full-time in a secondary school, college or university during the academic year, has indicated their intention to return to school, and is applying for employment or co-op opportunity (paid or unpaid) with the County.

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4.0 Purpose

- 4.1 To establish a comprehensive policy and procedure pertaining to all phases of the employment process that recognizes the importance of fostering a vibrant and inclusive workforce that brings diverse perspectives, experiences and talents to our team.
- 4.2 To ensure uniform application of this policy and resulting procedures throughout the County while upholding the highest standards of professionalism and service delivery.
- 4.3 To ensure that employment-related decisions concerning existing or potential employees are free from any real or perceived improper influence or conflict of interest based on Family relationships and to maintain public confidence in the integrity of the County's hiring and employment practices.

5.0 Policy

5.1 General

- 5.1.1 The County is an equal opportunity employer and does not discriminate in the hiring process on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, gender, sexual orientation, age, marital status, family status, disability, or record of offences as defined in the Ontario Human Rights Code, as amended.
- 5.1.2 The County's objective is always to hire the most qualified applicant. The selection process will be based on qualifications, competence, skill, training, and the ability to perform the work, and where applicable; seniority.
- 5.1.3 The County prohibits employment situations where Family would:
 - 5.1.3.1 Be supervised by, or subordinate to, one another through a Direct Reporting Relationship;
 - 5.1.3.2 Be given preferential treatment in being recruited and/or selected for vacancies;

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5.1.3.3 Be appointed to positions where job responsibilities would be incompatible with positions occupied by Family.

Employees are required to report to their direct supervisor or Human Resources if they are, or may be, in one of the employment situations listed above. In that case, a review will be undertaken in accordance with subsection 5.1.4, below, to ensure that a solution is reached that is consistent with the purpose of this policy and governing legislation.

Elected officials and employees should be cognizant that broader family ties and other close personal relationships may give rise to the same concerns surrounding real or perceived conflicts as those specifically addressed by this policy and should be sensitive to these concerns and govern themselves in keeping with the spirit and intent of this policy, the County's Code of Conduct (#93-001), and, where applicable, the Code of Conduct for Council Members, and Members of Local Boards (#2023-11-15).

5.1.4 In the event that a conflict with this policy is created through either marriage, common-law union, or promotion of a staff member to a supervisory position, a review will be undertaken. Employment may continue, however, a solution that is consistent with the purpose of this policy and governing legislation will be implemented.

5.1.4.1 This conflict review will be conducted annually and amended where required, to ensure that the solution remains consistent with the purpose of this policy and governing legislation.

5.1.4.2 Employees will be required to disclose relationships by submitting a Relationship Disclosure and Acknowledgement Form (signed by all affected parties) and acknowledging that they have read and understood corresponding policies related to Hiring, Harassment and Code of Conduct. Human Resources will review this package and its contents directly with the employee.

5.1.4.3 Requests for an exemption to this policy must be approved by the Chief Administrative Officer

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("CAO"), in consultation with the Department Head and Human Resources as required. Consideration for approval will not be given prior to the submission of a completed Relationship Disclosure package.

- 5.1.5 With the approval of the CAO or designate, the timelines and processes outlined in this policy may be adjusted or expedited when there is a valid operational reason to do so. For example, if an employee resigns within the first 90 days of filling a temporary vacancy, the recruitment process may be expedited to maintain operational continuity. Any modifications to the hiring process will not be made in a manner that conflicts with the provisions of an applicable collective agreement unless prior written agreement is obtained from the union.

5.2 Approval Processes

5.2.1 New Classification or Additional Position

- 5.2.1.1 These will be first presented to the CAO for review. Such presentation will include the Department Head's written business case for adding a New Classification or Additional Position, a detailed job description, and any other pertinent information substantiating the need for the classification or additional position. The Employee Requisition Form is the cover document for this request.
- 5.2.1.2 If approved, the CAO will provide the Director, Human Resources with details of the position(s) that are to be recommended to County Council for approval.
- 5.2.1.3 The Director, Human Resources will then present their recommendation to County Council for approval. Wherever possible, New Classifications and Additional Positions will be provided to County Council in advance of the budget deliberation process for approval in principle.

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- 5.2.1.4 Once finally approved by County Council, the hiring manager and the Director, Human Resources or designate will establish a recruitment strategy.
- 5.2.1.5 For New Classifications, the Director, Human Resources or designate will have the position evaluated and/or convene the appropriate 'Joint Job Evaluation Committee', where applicable, for the determination of a provisional wage or salary rate. If the committee cannot be convened in a timely manner an interim pay range will be established (in consultation with the union, where applicable). Job postings will note that the rate is an interim rate.
- 5.2.1.6 After six (6) months experience the incumbent employee and their immediate supervisor will complete a 'Job Questionnaire' and submit same for re-evaluation in accordance with established procedures for such reconsideration.

5.2.2 Replacement Positions

- 5.2.2.1 The immediate manager will present their written business case, along with a detailed job description, to the department head, for approval. The 'Employee Requisition Form' is the cover document for this request. Once approved, the manager will forward the duly signed Employee Requisition Form to Human Resources.
- 5.2.2.2 Once approval has been provided to fill a position, the hiring manger and the Director, Human Resources or designate will establish a recruitment strategy.
- 5.2.2.3 **Paramedic Replacement and Temporary Full-Time Positions:** Due to the high frequency and volume of postings and position/status changes within the Paramedic Services division, temporary full-time positions (backfill) and replacement full-time positions for paramedics will only require the approval of the Manager of Human Resources, EMS. These positions may be actioned in the normal course of business without the need for additional

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approval from the Department Head or Human Resources Director, provided all other applicable policy requirements are met. An Employee Requisition Form will be submitted by the Scheduling Supervisor to the Manager of Human Resources, EMS for approval. A business case and/or job description will not be required and the hiring will be actioned in accordance with the applicable collective agreement.

5.2.3 Student Positions

5.2.3.1 This policy applies to Student positions, except to the extent that the posting and selection process outlined in this policy may be condensed, with approval of the Director, Human Resources, where a Student is returning to a position they previously held or when a student leaves their position within the term and the position is to be filled with a new student for the remainder of the term.

5.2.4 Placement Positions

5.2.4.1 The County is an equal opportunity employer and supports Placement Positions where fiscally and operationally feasible. Placement Positions must be approved in advance by the CAO and have budget or external funding support. Placement Positions will be filled in consultation with the relevant union and external agency/support program and will not follow the standard posting and selection process described herein. Employees in Placement Positions must complete onboarding and training as provided for by Human Resources before performing any work.

5.2.5 Department Head Positions (Management positions reporting to the CAO)

5.2.5.1 New Classifications or Additional Positions will be presented by the CAO to County Council for approval, in advance of budget deliberations, wherever possible. Such presentation will include a business case for adding a New Classification or

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Additional Position, a detailed job description, and any other pertinent information substantiating the need for the classification or additional position. Once approved, the CAO and the Director, Human Resources, will develop a recruitment strategy and will ensure the position is appropriately evaluated.

5.2.5.2 The CAO will keep Council apprised of all recruitment initiatives (Additional Position, Replacement Position, or New Classification) for positions at the level of Department Head.

5.3 Job Posting Process – Internal Search

- 5.3.1 Job postings will be initiated by Human Resources, who will post the positions at applicable locations and on County Connect. Postings for non-union positions will be posted for a minimum of six (6) business days.
- 5.3.2 Postings will include job requirements and notice of any required physical or skill testing or background checks. Certain positions may require a Police background check, physical ability testing, driver's abstract, and/or vaccination status because of physical job requirements, access to financial information, confidential material and/or working with vulnerable individuals (i.e. children and seniors). The Director, Human Resources or designate, in consultation with the applicable Department Head will determine whether certain positions require any of the foregoing.
- 5.3.3 Employees wishing to express an interest in the posted vacancy will do so by electronically submitting a cover letter and resume, referencing which job they are applying for. Unless otherwise stipulated in a collective agreement and in the case of postings at the Sun Parlor Home the applicant will forward their application directly to Human Resources.
- 5.3.4 As a courtesy, employees who are applying for a posted vacancy are encouraged to inform their current manager that they have applied.
- 5.3.5 Human Resources will review all posting applicants and develop a list of qualified candidates. Internal applicants that do not qualify because they do not meet the basic

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minimum posted requirements for the role, and/or cannot initially stand as a candidate because of their status outside of a bargaining unit will not be interviewed. They will be informed of this by Human Resources. An exception to this process is at Sun Parlor Home, where the hiring manager may be accountable for some or all of these steps, in consultation with Human Resources.

- 5.3.6 As a minimum, interviews will be conducted by the immediate manager/supervisor and a representative from the Human Resources Department.
- 5.3.7 An exception to this is when seniority and job specific qualifications/certificates are the only selection criteria (e.g. an interview to assess skills, competencies beyond job specific qualifications/certificates is not required). In these instances, a pre-offer meeting with the immediate manager and most senior qualified candidate is required.
 - 5.3.7.1 It is recognized and approved that for some unionized positions that are seniority driven and job specific (ex: paramedic TFT and FT postings), a department-specific awarding process in line with practice and the applicable collective agreement may take place. The immediate manager (or designate) will have authority and responsibility in carrying out this task.
- 5.3.8 Once a qualified candidate has been identified by the hiring manager, the Human Resources representative and/or the hiring manger/supervisor will confirm the start pay rate per the applicable policy or collective agreement. The hiring manager/supervisor or Human Resources will then advise the preferred candidate that they will be receiving an offer of employment which will outline the terms and conditions of employment for their review.
- 5.3.9 If the candidate expresses interest in proceeding, Human Resources or the hiring manager in the case of Sun Parlor Home will:
 - 5.3.9.1 Facilitate the transfer date with the current and hiring managers.

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- 5.3.9.2 Provide a written offer of employment to the candidate.
- 5.3.9.3 Inform the unsuccessful candidates.
- 5.3.9.4 In collaboration with the Communications Division, post a congratulatory notice.
- 5.3.10 Any employment terms that are outside of the norm must be approved in advance by the CAO (for example, a request for extended vacation time).
- 5.3.11 The hiring manager is accountable for ensuring any required equipment, collection of required certificates/qualifications, supplies, computers etc. are arranged for the new employee's arrival.
- 5.3.12 When a non-union employee moves into another non-union position, a trial period of 30 working days will apply. During this time, the employee will receive the necessary training and support to adjust to the new role. The trial period is expected to be completed in full unless there is a valid reason to end it early. If the trial is successful, the employee will be confirmed in the new position. If the arrangement does not work out—either due to performance issues or the employee's decision not to remain in the role—they will return to their previous position with the same pay and service credits. Any other employee who changed roles as a result of this move will also return to their former position and pay.
- 5.3.13 For **unionized employees**, trial periods will be carried out as per the applicable Collective Agreement.

5.4 External Search

- 5.4.1 Positions that cannot be filled as per [Section 5.3 Job Posting - Internal Search](#) are eligible for the County's external search procedures. Some positions depending on anticipated internal and external supply may be recruited for externally at the same time they are recruited for internally. This will not occur if such a practice is in violation of a collective agreement.

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- 5.4.2 The Director, Human Resources or designate and the hiring manager, or the recruiting firm, if applicable, will determine the composition of a suitable advertisement, the market to be pursued, and the external posting sites/locations. The Human Resources Department (or recruiting firm, where applicable) will place the advertisement.
- 5.4.3 The advertisement will include the job posting, including the job requirements and notice of any associated physical and/or skill testing, or background check requirements. Certain positions may require a Police background check, vulnerable sector check, and/or vaccination status, because of access to currency, confidential material, working with vulnerable individuals (e.g. children and seniors). The Director, Human Resources or designate, in consultation with the applicable Department Head will determine whether certain positions require a Police background check.
- 5.4.4 The Human Resources Department will screen all applicants and develop a short list of qualified candidates for the hiring manager's review. Only applicants meeting the position's qualifications will be placed on the short list. Managers may choose to review all candidates and if any candidates are deemed disqualified by the manager, the manager will provide comments to the Human Resources Department on the reason for the disqualification.
- 5.4.5 From the short list of applicants, the hiring department, together with Human Resources, will identify those candidates to be interviewed. Human Resources will schedule interviews with the selected candidates in consultation with the hiring department. In the case of Sun Parlor Home, candidate screening, selection and interviewing may be performed by the departmental hiring managers, in consultation with Human Resources.
- 5.4.6 As a minimum, interviews will be conducted by the immediate manager/supervisor and a representative from the Human Resources Department. In the case of Sun Parlor Home, a representative from the Human Resources Department may not participate in all interviews, but will be present at the request of the hiring manager.

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- 5.4.7 Human Resources will contact the references of the preferred candidate and report the results to the hiring department before an offer of employment is made. In the case of Sun Parlor Home, reference checking may be done by the hiring manager. The report will become part of the applicant's hiring file.

5.5 Offer of Employment (External)

- 5.5.1 Once a preferred candidate is selected, the hiring manager and Human Resources representative will establish the details of the offer of employment. If any resulting negotiations with the candidate are required, they will be conducted in consultation with the Director, Human Resources. Any employment terms that are outside of the norm must be approved in advance by the CAO (for example, a request for relocation costs).
- 5.5.2 The written offer of employment will be presented by the Human Resources Department (or the hiring manager in the case of Sun Parlor Home) prior to the candidate's start date and will include all pertinent data, including but not limited to position title, annual salary, start date, benefits entitlement, probation period, and, if necessary, a copy of the applicable Collective Agreement.
- 5.5.3 Applicants for some positions will be informed that a Police record search is a factor for consideration for employment/placement and will be provided with the appropriate information to assist them in obtaining the Police reference check. The candidate will obtain a form entitled Release and Discharge Relating to Consent and Disclosure of Police Record Information from the appropriate Police Department in the area that they live.
- 5.5.4 The County reserves the right to request updated Police Record Checks of employees during their employment with the County.
- 5.5.5 Once a final decision has been made regarding employment, Human Resources will ensure that the confidentiality of any candidate's Police Record Check is maintained and secured.

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- 5.5.6 Many roles have measurable Bona fide Operational Requirements (BFOR). If additional testing is required to assess a candidate's ability to perform the BFOR of a particular role, they will be advised of this requirement, and the nature of the testing, in the job posting.
- 5.5.7 The hiring manager is accountable for ensuring any required equipment, collection of required certificates/qualifications, supplies, computers etc. are arranged for the new employee's arrival.
- 5.5.8 Human Resources will, in collaboration with the Communications Division, post a welcome notice regarding the new hire once they have started.

5.6 CAO Position

- 5.6.1 The *Ontario Municipal Act, 2001*, as amended, provides for the establishment of a CAO position that is responsible for the efficient and effective operation of the municipality.
- 5.6.2 If the CAO position becomes vacant unexpectedly, County Council will appoint an acting or an interim CAO forthwith, to ensure that efficient and effective operations continue while a recruitment process takes place.
- 5.6.3 The recruitment and selection process for the CAO position is at the discretion of County Council. In order to ensure a process that is streamlined, equitable, and consistent with this policy, County Council may wish to delegate the recruitment and selection process to a smaller committee of Council, chaired by the Warden. County Council may also wish to engage an external executive search firm, CAO Consultant, and/or HR Consultant to assist with the recruitment and selection process.
- 5.6.4 The posting will include position requirements, including but not limited to minimum qualifications and experience, as well as the requirement to obtain a Police background check.
- 5.6.5 Barring any specific factors that warrant a different approach, the CAO position will be posted internally and externally simultaneously.

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- 5.6.6 Qualified candidates will be short-listed and interviewed in accordance with the process established by County Council, in consultation with any external firms or consultants, as applicable.
- 5.6.7 Reference checks and a Police background check will be completed prior to an offer of employment being extended to the successful candidate.

6.0 Responsibility

- 6.1 The Warden or their designate is accountable for ensuring compliance with this policy as it relates to the CAO position.
- 6.2 The Human Resources department is responsible for assisting employees and elected officials with the interpretation of this policy and any resolutions to contraventions of the policy, as well as ensuring that the procedures set out in this policy are implemented and adhered to.
- 6.3 All department managers and supervisors are responsible for following the procedures contained in this policy.
- 6.4 Elected Officials and employees are responsible for immediately advising their Department Head if they are or expect to be in violation of this policy, and to fully participate in any review undertaken to ensure compliance with this policy. Failure on the part of an employee to comply with this policy may result in discipline, up to and including dismissal.

7.0 Related Documents/Legislation

- Employee Requisition form
- Relationship Disclosure form
- Collective Agreements
- Municipal Act, 2001, SO 2001, Chapter 25, as amended
- Municipal Conflict of Interest Act, RSO 1990, c. M.50, as amended
- Human Rights Code, RSO 1990, c. H. 19, as amended

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- Employee Code of Conduct (#93-001)
- All other Corporate and Departmental policies and procedures related to hiring, conduct, health and safety, harassment and family members.

8.0 Summary of Amendments

Date	Amendments
March 21, 1992	Policy Adopted
March 21, 2007	Report 2007-R02-HR-0321-GPS updated policy.
September 17, 2025	For Council Consideration - Policy Revised to include updated processes and CAO position; combined with Hiring and Employment of Family Members Policy 04-003, Student Hiring Policy 06-002, and Probationary Periods for Non-Union Policy 94-011.



The Corporation of the County of Essex

By-Law Number 2025-38

A By-law to Impose Fees and Charges by the Corporation of the County of Essex.

Whereas the Council of the Corporation of the County of Essex adopted By-Law 2025-04 on February 5, 2025, which established a schedule of fees and charges imposed by the Corporation of the County of Essex:

- a) for services or activities provided or done by or on behalf of it;
- b) for costs payable by it for services or activities provided or done by or on behalf of any other municipality or any local board;
- c) for the use of its property including property under its control; and
- d) for the processing of applications made in respect of planning matters;

And Whereas By-law 2025-04 requires the annual review and adjustment, if required, of fees and charges;

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

- 1) **That** fees and charges as provided for in Schedules A through G, attached hereto and forming part of this By-law, shall be imposed and charged for the services, activities and use of property as indicated in said Schedules A through G.
- 2) **That** By-law 2025-04 and all other by-laws deemed contrary to this by-law are hereby repealed.
- 3) **That** specific fees and charges, determined within agreements approved by Essex County Council, do not form part of this By-law.

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- 4) **That** this by-law be reviewed annually to adjust fees and charges as required.
- 5) **That** this By-law shall come into force and take effect on September 17, 2025.

**Read a first, second and third time and Finally Passed this
Seventeenth day of September, 2025.**

Hilda MacDonald, Warden

Katherine J. Hebert, Clerk

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 2025-38** passed by the Council of the said Corporation on this **Seventeenth day of September, 2025.**

Katherine J. Hebert, Clerk
Corporation of the County of Essex

Schedules to By-law 2025-38

Schedule A

Department/ Section	Type of Fee	Name of Fee	Unit	Description/ Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
All	General Fee	N.S.F. Cheque Charge	Each	Require certified replacement cheque or cash	\$45	N/A	No
All	General Fee	Interest Charges	Per Month	1.5% per month., computed monthly (19.56% per annum)	1.5%	N/A	No
All	General Fee	Photocopies - black and white (maximum of 11" x 17")	Per copy	not applicable to internal printing costs	\$0.25	N/A	Yes
All	General Fee	Photocopies - Colour (maximum of 11 x 17)	Per copy	not applicable to internal printing costs	\$0.35	N/A	Yes
All	General Fee	CD/DVD Fee	Each	not applicable to internal departmental costs	\$10	N/A	Yes
All	General Fee	Fax Sent Fee	Each	Not applicable to internal printing costs	Cost Recovery	N/A	Yes
All	General Fee	Special Event / Training	Each	Not applicable to internal departmental costs	Cost recovery	N/A	Yes

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Department/ Section	Type of Fee	Name of Fee	Unit	Description/ Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
All	General Fee	Administrative Billing Fee	Each	Applicable to invoices recovering costs for damage to Corporate property as a result of a motor vehicle accident	\$150/billing	N/A	Yes

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Schedule B

Department	Type of Fee	Name of Fee	Unit	Description/Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
Council Services	Service Fee	Commissioning Documents	Each	No charge if document relates to County Business	\$20	N/A	Yes
Council Services	Application Fee	Municipal Freedom of Information Request and Personal Information Request	Each	Legislative Authority - Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) - Ontario Regulation 823	\$5	N/A	No
Council Services	Service Fee	MFIPPA - Records Search Time/ Record Preparation Time	per 1/4 hour	Legislative Authority - Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) - Ontario Regulation 823	\$7.50	N/A	No
Council Services	Copy Charge	MFIPPA - Copying Charges	Each	Legislative Authority - Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) - Ontario Regulation 823	\$0.20	N/A	No
Council Services	Service Fee	MFIPPA/PHIPA - Computer Programming Charge	per 1/4 hour	Legislative Authority - Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) - Ontario Regulation 823	\$15	N/A	No

Schedules to By-Law Number 2025-38

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Department	Type of Fee	Name of Fee	Unit	Description/Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
Council Services	Service Fee	MFIPPA/PHIPA-CD/DVD	Each	Legislative Authority - Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) - Ontario Regulation 823	\$10	N/A	No
Council Services	Service Fee	Personal Health Information requests under the Personal Health Information Protection Act (PHIPA) – Copying Charges	Each	Colour copies up to 11"x 17" Black & white copies up to 11" x 17"	\$0.35 \$0.25	N/A	No
Council Services	Service Fee	Personal Health Information requests under the Personal Health Information Protection Act (PHIPA) – Search time	per hour	Records Search Time/ Record Preparation Time	\$35	N/A	No
Council Services	Service Fee	County Flags	Each	Varying sizes	Cost Recovery	N/A	Yes

Schedules to By-Law Number 2025-38

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Schedule C

Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost Per Unit	Deposit Per Unit	Subject to HST
Infrastructure Services	Moving Permit	Event Specific - Single Trip Permit	each	single trip moving permit	\$150	\$-	No
Infrastructure Services	Moving Permit	Product Specific – Multiple Trips Permit	per product	multiple trips - one product	\$300	\$-	No
Infrastructure Services	Moving Permit	Blanket Permit – Annual Trips	each	multiple trips & product	\$300	\$-	No
Infrastructure Services	Moving Permit	Superload Moving Permit	each	Fee is charged as opposed to the normal permit fee	\$500	\$-	No
Infrastructure Services	Moving Permit	Expedited Moving Permit	each	Fee is charged as opposed to the normal permit fee	\$500	\$-	No

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost Per Unit	Deposit Per Unit	Subject to HST
Infrastructure Services	Moving Permit	Additional Fleet Vehicles Permit	per vehicle	Fee for each additional vehicle listed on a permit	\$30	\$-	No
Infrastructure Services	Moving Permit	Permit Amendments	each	Amendments to permits after processed	\$25	\$-	No
Infrastructure Services	Access Management	Altering an existing entrance fee	each		\$75	\$1,000	No
Infrastructure Services	Access Management	Constructing a new entrance (Permanent) fee	each		\$250	\$1,000	No
Infrastructure Services	Access Management	Constructing a new entrance crossing a Municipal Drain (Permanent) fee	each		\$150	\$1,000	No

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost Per Unit	Deposit Per Unit	Subject to HST
Infrastructure Services	Access Management	Constructing a new entrance (Temporary) fee	per entrance / yr.		\$150	\$1,000	No
Infrastructure Services	Access Management	Constructing a new entrance (Temporary Industrial) fee	per entrance / yr.		\$250	\$1,000	No
Infrastructure Services	Access Management	Paving an existing entrance (Residential) fee	each		\$75	\$500	No
Infrastructure Services	Access Management	Closing-in a County-owned roadside ditch (Single Lot) fee	per lot		\$500	\$1,000	No
Infrastructure Services	Access Management	Closing-in a County-owned roadside ditch (Multiple Lot) fee	per lot		\$450	\$1,000	No

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost Per Unit	Deposit Per Unit	Subject to HST
Infrastructure Services	Access Management	Installation of private underground hydro service fee	each		\$150	\$1,000	No
Infrastructure Services	Access Management	Installation of private storm sewer/draina ge outlet or water supply across roadway fee	each		\$150	\$1,000	No
Infrastructure Services	Access Management	Construction of a public road intersection (design and inspection provided by a consulting engineer) fee	each		\$1,500	\$2,500	No
Infrastructure Services	Administration	Work Permit	each		\$150	\$1000	No

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost Per Unit	Deposit Per Unit	Subject to HST
Infrastructure Services	Sign	All signs fees (initial permit)	each		\$150	\$-	No
Infrastructure Services	Sign	Annual signs fees (annual renewal)	each		\$100	\$-	No
Infrastructure Services	Sign	Installation of New Tourism Oriented Destination Signs (TODS) sign fee	each		\$500	\$-	No
Infrastructure Services	Sign	Annual TODS sign fee	each		\$350	\$-	No
Infrastructure Services	Sign	Encroachmen t of Wayfinding Sign fee	each		\$150	\$-	No
Infrastructure Services	Sign	Detour Route & Detour Sign Permit	each		\$450	\$-	No

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost Per Unit	Deposit Per Unit	Subject to HST
Infrastructure Services	Sign	Field Advertising/ Billboard	each	Renew every 3 years	\$450	\$-	No
Infrastructure Services	Land Use	Setback Permit	each		\$150	\$1,000	No
Infrastructure Services	Transportation Planning	Fee for review of Transportation Impact Studies	each		\$500	\$-	Yes
Infrastructure Services	Transportation Planning	Encroachment Agreement	each	By-law required with specified terms.	Terms plus actual legal fees	\$-	No
Infrastructure Services	Transportation Planning	Fee for most current Traffic Data	each		\$50	\$-	Yes
Infrastructure Services	Transportation Planning	Fee for Historical Traffic Data	each		\$150	\$-	Yes

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost Per Unit	Deposit Per Unit	Subject to HST
Infrastructure Services	Transportation Planning	Fee for Historical Accident Data	each		\$150	\$-	Yes
Infrastructure Services	Transportation Planning	Fee for copies of Special Studies and Reports	each		\$250	\$-	Yes
Infrastructure Services	Transportation Planning	Fee for copies of Transportation Planning Maps	each		\$50	\$-	Yes
Infrastructure Services	Operations	Cost Recovery for Works Carried out by Maintenance & Operations	Per Hour or other if specified	Costs for services such as engineering, construction & mtce activities, damage repair, etc billable to third parties	OPSS 127 Rates for equipment plus County Rates for labour plus actual cost of material	\$-	Yes

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost Per Unit	Deposit Per Unit	Subject to HST
Infrastructure Services	Operations	Cost Recovery for Roadway Signage Damage and/or Requests	Per Hour or other if specified	Costs for services related to repairing damage or establishing road closure or directional signage	OPSS 127 Rates for equipment plus County Rates for labour plus actual cost of material	\$-	Yes
Infrastructure Services	Operations	Cost Recovery for Damage to Traffic Signal Equipment	Per Hour or other if specified		OPSS 127 Rates for equipment plus County Rates for labour plus actual cost of material	\$-	Yes

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Schedule D

Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
Geographic Information Systems (GIS)	Printed Copy Fee	Printed County Road Map (32x25.5) fee	Each	colour printed map of County Roads (size)	\$10	\$-	Yes
Geographic Information Systems (GIS)	Printed Copy Fee	Aerial Photo fee (1km Tile)	Each	colour printed aerial photo (Electronic copy 1km Tile Tiff Image)	\$50/Tile + \$40	\$-	Yes
Geographic Information Systems (GIS)	Plotter Service Fee	Printing with Plotter Fee	Per Sq. Ft./Per Hr.	colour printing large drawings on plotter	\$3/sqft+ \$40/hr.	\$-	Yes
Information Technology	Service Charge	IT Services of staff contracted out	per hour	charge to external organizations	\$75 to \$150	\$-	Yes

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Schedule E

Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
Planning	Application Fee	Plan of Subdivision / Condominium Fee	Each	Under Authority of Section 51 of the Planning Act, R.S.O. 1990, tariff of fees for processing applications made in respect of planning matters.	\$3000 - up to 20 Lots/ Blocks/ Units	\$-	No
Planning	Application Fee	Plan of Subdivision / Condominium Fee	Each	Under Authority of Section 51 of the Planning Act, R.S.O. 1990, tariff of fees for processing applications made in respect of planning matters.	\$5000 - 21 to 50 Lots/ Blocks/ Units	\$-	No

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
Planning	Application Fee	Plan of Subdivision / Condominium Fee	Each	Under Authority of Section 51 of the Planning Act, R.S.O. 1990, tariff of fees for processing applications made in respect of planning matters.	\$7000 - more than 50 Lots/ Blocks/ nits	\$-	No
Planning	Peer Review Services	Environmental Assessment (EIA) Peer Review Services	Per Hour or as specified for cost recovery	Cost Recovery for works associated with the Review of EIAs by County Administration or consultants retained by the County to conduct peer review services	Fees commensurate with the level of effort required to conduct the review and the hourly rate of the environmental experts involved.	\$500 Deposit	No
Planning	Operations	Extension to Draft Plan of Subdivision Approval Process	Each	Cost Recovery determined by staff time and resources.	\$1000.00	\$-	No

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
Planning	Operations	Change of Conditions-Redline amendment to draft plan (minor)	Each	Cost Recovery determined by staff time and resources.	\$1000.00	\$-	No
Planning	Operations	Change of Conditions-Redline amendment to draft plan (major)	Each	Cost Recovery determined by staff time and resources.	\$2000.00	\$-	No
Planning	Operations	Processing Part Lot Control Exemption Applications	Each	Cost Recovery determined by staff time and resources.	\$500.00	\$-	No
Planning	Application Fee	County Official Plan Amendment	Each	Under Authority of Section 51 of the Planning Act, R.S.O. 1990, tariff of fees for processing applications made in respect of planning matters.	\$2,000	\$-	No

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Schedule F

Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
EMS	Service Fee	Training	Per Hour	Training to external organizations *4 hour minimum (Mandatory hour required for pre and post preparation and travel – included in 4 hour minimum)	\$80	\$80	Yes
EMS	Service Fee	Public Access Defibrillator Program	Per Hour	Training to external organizations *4 hour minimum (Mandatory hour required for pre and post preparation and travel – included in 4 hour minimum)	\$80	\$80	Yes

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
EMS	Service Fee	Ambulance Call Report (ACR)/Electronic Medical Record (EMR) Release	Each	Charge not applicable to requests from other health information custodians or law enforcement agencies.	\$75	\$-	No
EMS	Service Fee	Ambulance -2 Paramedics -private coverage	Per Hour	4 hour minimum (Mandatory hour required for pre and post preparation and travel – included in 4 hour minimum)	\$170	\$170	No
EMS	Service Fee	Emergency Response Vehicle - 1 paramedic - private coverage	Per Hour	4 hour minimum (Mandatory hour required for pre and post preparation and travel – included in 4 hour minimum)	\$92.50	\$92.50	No
EMS	Service Fee	Bike Medics -2 bikes -2 Paramedics -private coverage	Per Hour	4 Hour Minimum (Mandatory hour required for pre and post preparation and travel is included in 4 hour minimum)	\$170	\$170	No

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
EMS	Service Fee	Additional Paramedics - without vehicle - private coverage	Per Hour	4 Hour minimum (Mandatory hour required for pre and post preparation and travel – included in 4 hour minimum)	\$80	\$80	No
EMS	Service Fee	Supervisor Coverage 1 Response Vehicle 1 Supervisor	Per Hour	4 Hour minimum (Mandatory hour required for pre and post preparation and travel – included in 4 hour minimum)	\$110	\$110	No
EMS	Service Fee	ATV – KORA/Gator -2 Paramedics - private coverage - includes trailer and tow vehicle pickup and delivery	Per Hour	4 Hour minimum (Mandatory hour required for pre and post preparation and travel – included in 4 hour minimum)	\$170	\$170	No

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
EMS	Service Fee	Other Specialty EMS Equipment - private coverage	Per Hour or Daily Rate	To be determined on individual basis. One (1) hour preparation and clean up time plus travel time over the on-site coverage hours will be added to each invoice for every piece of equipment.	Variable	\$-	No

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Schedule G

Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
Sun Parlor Home (SPH)	Accommodation Fee	Basic Accommodation Fee	Per Day	Rate set by Ministry of Health and Long Term Care under the Long Term Care Homes Act and adjusted annually (July 1).	Provincial Rate	\$-	No
Sun Parlor Home (SPH)	Accommodation Fee	Basic Accommodation Fee	Per Month	Rate set by Ministry of Health and Long Term Care under the Long Term Care Homes Act and adjusted annually (July 1).	Provincial Rate	\$-	No
Sun Parlor Home (SPH)	Accommodation Fee	Semi-Private Accommodation Fee	Per Day	Rate set by Ministry of Health and Long Term Care under the Long Term Care Homes Act and adjusted annually (July 1).	Provincial Rate	\$-	No

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
Sun Parlor Home (SPH)	Accommodation Fee	Semi-Private Accommodation Fee	Per Month	Rate set by Ministry of Health and Long Term Care under the Long Term Care Homes Act and adjusted annually (July 1).	Provincial Rate	\$-	No
Sun Parlor Home (SPH)	Accommodation Fee	Private Accommodation Fee	Per Day	Rate set by Ministry of Health and Long Term Care under the Long Term Care Homes Act and adjusted annually (July 1).	Provincial Rate	\$-	No
Sun Parlor Home (SPH)	Accommodation Fee	Private Accommodation Fee	Per Month	Rate set by Ministry of Health and Long Term Care under the Long Term Care Homes Act and adjusted annually (July 1).	Provincial Rate	\$-	No
Sun Parlor Home (SPH)	Service Charge	Cable TV Fee	Per Connection		\$37.40	\$-	Yes
Sun Parlor Home (SPH)	Service Charge	Telephone Charges	Per Connection		\$28.82	\$-	Yes

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Department	Type of Fee	Name of Fee	Unit	Description / Special Notes	Cost per Unit	Deposit per Unit	Subject to HST
Sun Parlor Home (SPH)	Service Charge	Long Distance Charges	Per Connectio n/Per Month	Long Distance Charges	\$5.65	\$-	Yes
Sun Parlor Home (SPH)	Installation Fee	Telephone Installation Fee	Per Connectio n		\$95	\$-	Yes
Sun Parlor Home (SPH)	Service Charge	Attendant Care Fee	Per Hour (4 hour minimum)		\$30	\$-	Yes
Sun Parlor Home (SPH)	Service Charge	Catering Charges	Per Hour		Cost Recovery	\$-	Yes



The Corporation of the County of Essex

By-Law Number 2025-39

A By-law to adopt optional property tax subclass for the Corporation of the County of Essex and all the local municipalities within the boundaries of the County of Essex.

Whereas the Corporation of the County of Essex (hereinafter referred to as the "**County of Essex**") is designated as an upper-tier municipality as defined in the *Municipal Act, 2001*, S.O. 2001 c.25, as amended (hereinafter referred to as the "**Municipal Act**"); and,

Whereas the Council of the Corporation of the County of Essex deems it expedient, pursuant to Section 2 (3.1) of the *Assessment Act*, R.S.O. 1990, c. A. 31, as amended (hereinafter referred to as the "**Assessment Act**"), to adopt optional property tax classes and subclasses for the Corporation of the County of Essex and all of its constituent local municipalities; and,

Whereas Ontario Regulation 73/25 made under the *Assessment Act* and Ontario Regulation 74/25 under the *Municipal Act* operate to create a new optional property tax subclass for affordable rental housing within the Multi-Residential and New Multi-Residential property classes; and,

Whereas the subclass applies to both existing and newly built units that meet the definition of affordable rental housing as defined in the *Development Charges Act, 1997*, S.O. 1997, c. 27, meaning rents for qualifying units do not exceed 30% of gross income for households at the 60th percentile of all renters in a municipality; and,

Whereas Ontario Regulations 73/25 and 74/25, require municipalities to adopt the optional subclass by September 30, 2025.

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

By-Law Number 2025-39

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1. **That** the following optional property tax subclass be adopted for the Multi Residential and New Multi Residential property tax classes:
 - i. Affordable Rental Housing Subclass
2. **That** this By-law be given three readings, and shall be deemed to have come into full force and effect on September 30, 2025.

Read a first, second and third time and Finally Passed this Seventeenth day of September, 2025.

Hilda MacDonald, Warden

Katherine J. Hebert, Clerk

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 2025-39** passed by the Council of the said Corporation on this **Seventeenth day of September, 2025.**

Katherine J. Hebert, Clerk
Corporation of the County of Essex



The Corporation of the County of Essex

By-Law Number 2025-40

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 September 17, 2025.

Whereas pursuant to Section 5(1) of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, the powers of a municipality shall be exercised by its Council;

And whereas pursuant to Section 5(3) of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, a municipal power, including a municipality's capacity, rights, powers, and privileges 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 its 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 September 17, 2025, be and are 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 decisions of the Council of the Corporation of the County of Essex during the said Regular and Closed

By-Law Number 2025-40

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Meetings held September 17, 2025, referred to in Section 1 of this By-law; and

- 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 September 17, 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
Seventeenth day of September, 2025.**

Hilda MacDonald, Warden

Katherine J. Hebert, Clerk

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 2025-40** passed by the Council of the said Corporation on this **Seventeenth day of September, 2025.**

Katherine J. Hebert, Clerk
Corporation of the County of Essex