



AGENDA
COMMITTEE P.M. - 11:00 a.m.
**(Long-Term Care/Corporate Services/
Finance, Facilities and Court Services/Social Services)**

Wednesday, September 20, 2023
Council Chambers, Wyoming

Page

1. **Special Joint Meeting of Both Committees - 10:00 a.m. - 11:00 a.m..**
2. **Call to Order - Committee P.M.**
Committee Members: G. Atkinson, D. Cook, B. Dennis, D. Ferguson, B. Hand, B. Loosley, C. McRoberts, S. Miller, and Warden K. Marriott.
3. **Disclosures of Pecuniary Interest**
If any.
4. **LONG-TERM CARE DIVISION**
 - A) **Correspondence to Receive and File**
 - a) LTC 10-03-23 A letter from the Ministry of Long-Term Care, dated August 28, 2023 regarding Long-Term Care Development Project Engagement.
 - B) **Information Reports**
 - a) Information Report dated September 20, 2023 Regarding Master Program and Master Plan - Proposed Lambton Meadowview Villa Redevelopment.
 - C) **Reports Requiring a Motion**
 - a) Report dated September 20, 2023 Regarding Small House Functional Program and Master Plan.
 - D) **Other Business**
5. **CORPORATE SERVICES DIVISION**
 - A) **Reports Requiring a Motion**
 - a) Report dated September 20, 2023 Regarding Strategic Plan Review and Update.
 - B) **Other Business**

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6. FINANCE, FACILITIES & COURT SERVICES DIVISION

A) Information Reports

- a) Information Report dated September 20, 2023 Regarding Courts Services 2nd Quarter 2023 Statistics and Activity.

B) Other Business

7. SOCIAL SERVICES DIVISION

A) Other Business

8. IN-CAMERA

That the Chair declare the Committee go in-camera to discuss the following:

- a) to receive an information report regarding labour relations, specifically regarding collective bargaining with Unifor Local 302, pursuant to ss. 239(2)(d) of *the Municipal Act, 2001*
- b) to receive an information report, and provide instructions, regarding labour relations, specifically regarding collective bargaining with LiUNA Local 3000, Unifor Local 444, SEIU, and ONA LPH, pursuant to ss. 239(2)(d) of *the Municipal Act, 2001*.

9. ADJOURNMENT

LTC 10-03-23

**Ministry of
Long-Term Care**

Office of the Minister

400 University Avenue, 6th Floor
Toronto ON M7A 1N3
Tel.: 416 325-6200

**Ministère des
Soins de longue durée**

Bureau du ministre

400, avenue University, 6^e étage
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337-2023-345

August 28, 2023

Dear Long-Term Care Home Licensees,

Re: Long-Term Care Development Project Engagement

I am writing to inform you of an upcoming engagement initiative the Ministry of Long-Term Care (the “Ministry”) will be undertaking with operators who have received a long-term care development bed allocation and not yet started construction.

The purpose of this engagement is to provide you with an opportunity to confirm to the Ministry your plan to complete your project(s) by 2028 and outline the conditions that are required to advance your project(s). Depending upon project status, you may be asked to submit a written plan to the Ministry by October 13, 2023, outlining the specific steps that you will take to move your project(s) forward. Further details on the information that should be included in the plan will be provided after the engagement.

To help facilitate the engagement, the Ministry will be partnering with the communications firm Hill & Knowlton Strategies (“H&K”) to conduct a portion of the engagement. As part of the engagement, you may be contacted by the Ministry, or H&K in the coming weeks to set up a 15–30-minute phone call to discuss your project(s) in more detail.

If you have any questions or concerns, please contact your Project Manager, or LTCdevelopment@ontario.ca.

Sincerely,

A handwritten signature in blue ink, appearing to read "Paul Calandra".

Hon. Paul Calandra
Minister of Long-Term Care

- c. Melissa Thomson, Deputy Minister, MLTC
- Brian Pollard, Assistant Deputy Minister, Capital Development Division, MLTC
- Hindy Ross, Director, Capital Planning Branch, MLTC
- Andrea Barton, Director, Capital Program Management Branch, MLTC

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|  <p style="text-align: center;">LONG-TERM CARE DIVISION</p> | |
| REPORT TO: | CHAIR AND COMMITTEE MEMBERS |
| DEPARTMENT: | LAMBTON MEADOWVIEW VILLA |
| PREPARED BY: | S. Jane Joris, General Manager |
| REVIEWED BY: | Stéphane Thiffeault, Chief Administrative Officer |
| MEETING DATE: | September 20, 2023 |
| INFORMATION ITEM: | Master Program and Master Plan – Proposed Lambton Meadowview Villa Redevelopment |

BACKGROUND

Lambton County Council, at its meeting April 7, 2021, endorsed the following motion through a recorded vote:

#12: White/Arnold:

- a) That staff be authorized to prepare and complete a Master Program and Master Plan for Lambton Meadowview Villa ("Plan"), and that the Plan be submitted to Council for its review by no later than December 31, 2021.*
- b) That Staff be authorized to expend up to \$250,000 to prepare and complete the Plan.*
- c) That the source of funding for this work be funded from the County's Emergency and Stabilization Reserve noted in item b) above.*
- d) That Staff include the anticipated future costs of redeveloping/constructing Lambton Meadowview Villa in the County's asset management plan scheduled to be presented to Council in 2021.*
- e) That the Lambton Meadowview Villa 2021 Budget Motion be tabled until such a time as the Plan is approved by Council in accordance with paragraph a) above.*

Carried

Related to the redevelopment of the existing Lambton Meadowview Villa (the Villa) and the development of the new 10-beds awarded to the County for the Small House, staff

provided Council with a comprehensive progress report on November 17, 2021. It was determined that a more fulsome report was required to describe the conceptual models of service and accommodation associated with the broad range of options for the Villa campus.

On September 21, 2022, staff presented an Information Report on the Master Program and Master Plan study. The report described the development of three (3) main approaches to the redevelopment of the Villa and the simultaneous development of the Small House. These approaches included the retrofit of the existing building, new construction, and development of the Small House only, independent of any redevelopment of the existing Villa. Through in-depth analysis and evaluation of the options under consideration, the Small House development project was identified as the preferred option. Of the next steps identified in the report, the County endorsed the following direction:

- Developing the 10-bed Small House only to serve as a pilot project for evaluation whilst the County, long-term care operators, and their supporting associations continue to advocate for funding for homes with older “A” beds. It is anticipated that the MLTC will be seeking to confirm the County of Lambton’s intended plan for the 10-bed small house award, including signing of the Development Agreement and construction start date.

Staff proceeded with the Small House development through the Council approved Small House Functional Program and Master Plan project. This work is presented under the report entitled *Small House Functional Program and Master Plan Project Update* (September 2023).

DISCUSSION

Since September 21, 2022, there has been no change in the Ministry of Long-Term Care’s (MLTC) position on older ‘A’ homes such that the Villa remains ineligible for funding and approval under the existing LTC capital program. Recognizing self-funded redevelopment of the Villa without Ministry funding is cost prohibitive, further redevelopment planning of the existing Villa cannot be justified at this time. It is recommended that the County:

- Pursue further advocacy for capital funding to realize the redevelopment of the existing Villa as an older ‘A’ home;
- Focus on advancing the development of the Small House and adhering to the requirements of the Ministry of Long-Term Care capital development process. The MLTC mandate remains focused on completing new developments by 2028; this mandate includes the new 10-bed award to the Villa for the Small House; and

Master Program and Master Plan – (page 3)
Proposed Lambton Meadowview Villa Redevelopment

September 20, 2023

- Leverage the formal evaluation of the Small House project to support and inform future planning opportunities for the existing Villa should new development funding become available.

Over the past 12 months, staff have supported the work associated with the approved Small House Functional Program and Master Plan study. This work is summarized in the report entitled *Small House Functional Program and Master Plan Project Update* (September 2023).

FINANCIAL IMPLICATIONS

Costs for the Lambton Meadowview Villa Master Program and Master Plan project are allocated from the County of Lambton Emergency and Stabilization Reserve.

Current market conditions continue to put pressure on development project costs, including long-term care homes. It is anticipated that the Villa's original redevelopment cost estimate of \$73M in Fall 2022 will escalate to \$86M in Fall 2023.

CONSULTATIONS

No additional consultations to report since last Council update in September 2022.

STRATEGIC PLAN

This report remains consistent with the County of Lambton Strategic Plan "Community Development" priority in responding to the ever-changing needs of an aging population.

CONCLUSION

At this time, the redevelopment of the Villa is cost prohibitive given the lack of redevelopment funding under the current **Long-Term Care Home Capital Development Funding** Policy, 2022. No further Villa redevelopment planning will be undertaken until such time as:

- The Small House pilot project has been completed and its findings can be used to inform new Villa development considerations; and
- New MLTC capital funding for the Villa is announced.

There is a separate report to County Council on the Small House Project presenting the Functional Program and Master Plan work completed to date.

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|  <p style="text-align: center;">LONG-TERM CARE DIVISION</p> | |
| REPORT TO: | CHAIR AND COMMITTEE MEMBERS |
| DEPARTMENT: | LAMBTON MEADOWVIEW VILLA |
| PREPARED BY: | S. Jane Joris, General Manager |
| REVIEWED BY: | Stéphane Thiffault, Chief Administrative Officer |
| MEETING DATE: | September 20, 2023 |
| SUBJECT | Small House Functional Program and Master Plan |

BACKGROUND

Lambton County Council, at its meeting November 18, 2020, endorsed the following motion through a recorded vote regarding the ‘Dementia House Report’:

#3: Weber/Broad:

- a) *Staff continue to carry out the reasonably necessary work required to develop a business plan for the development, construction and operation of the Dementia House at Lambton Meadowview Villa.*
- b) *That the required capital funding required for the Dementia House be included in the Lambton Meadowview Villa 2021 Capital Budget, for Council's review and consideration.*

Carried.

On July 22, 2020, the Long-Term Care Division commissioned Bessant Pelech Associates Inc. (BPA) to prepare a Concept Paper to:

- Confirm the need for specialized accommodation and care for long-term care (LTC) Elders living with complex dementias and personal expressions that place them and others at risk;
- Describe the characteristics of this specialized accommodation and care approach using the principles of the internationally renowned Small House model; and
- Identify opportunities for development of this specialized Small House model as part of the Lambton Meadowview Villa campus.

At the completion of the Concept Paper (September 16, 2020) and with Council's endorsement, staff directed the Consultants to prepare a LTC Bed Application to the Ministry of Long-Term Care (MLTC). The County's application focused on 10 new LTC beds to be built and operated at the Villa according to the general assumptions and parameters of the Concept Paper. The small, residential scale and layout of a typical

Small House model focuses on the hearth where Elders come together to dine, socialize, and participate in celebrations, activities and events. Radiating from the hearth are the private areas of the house including private Elders' bedrooms, ensuite washrooms and bathing areas. Elders, staff, and families of the Small House become a household where the normal tasks and rhythms of every day determine how the house functions. The Small House model is growing in popularity in Canada and world-wide because it destigmatizes aging and dementia, humanizing long-term care for those who live, work, and visit there.

The application emphasized the evidence-informed benefits of the smaller-scale living environment for people living with complex dementias including reductions in cognitive disorientation, agitation and enhancements in self-directed movement and quality of life. Research also suggests the Small House model has a positive influence on staff wellbeing and job satisfaction, and family involvement in elder care. With rapidly growing numbers of people living with dementia in the County, the Villa Small House development project will add much needed and appropriate capacity to the LTC system.

In March 2021, the MLTC awarded 10 new LTC beds to the County. As such, the new 10-bed Villa Small House development project was incorporated into the MLTC capital development initiative. This initiative responds to the Ontario government's commitment to build 30,000 new LTC beds across the province by 2028.

At the same time, there was concern about the age of the existing 125-bed Villa and the capital costs required to maintain the building. Council directed staff and consultants BPA (in association with MMMC Architects as subconsultants) to explore the redevelopment of the Villa for comparative purposes and develop a comprehensive capital plan for the Villa into the future. The results of the Lambton Meadowview Villa Master Program and Master Plan were presented to Council in September 2022, and an update provided in September 2023.

With two redevelopment/development project mandates, prudent planning and resource utilization suggested that the Villa Small House development project be considered in the context of the larger Villa redevelopment project. That is, the Small House was considered as part of the broader campus planning work. The campus plan looked at redevelopment of the Villa and the new Small House in conjunction. Planning explored options for both that considered development feasibility as well as operational viability and financial sustainability of the Villa at its new capacity of 135-beds. Planning options also addressed the need to ensure the Small House development project would not impede or restrict any future development opportunities for the existing 125-beds of the Villa.

The September 21, 2022, staff report recommended that:

- The Villa redevelopment project be placed on hold until such time as the existing Villa beds become eligible for capital funding by the MLTC; and
- Work on the Small House development project continue independent of any further efforts specific to the redevelopment of the existing Villa (Refer to Lambton

Meadowview Villa Master Program and Master Plan Report dated September 20, 2023).

At this juncture, staff advanced work on the Small House Functional Program and Master Plan study, originally approved in 2020 with the focus on pre-design tasks laying the foundation for:

- County approval to proceed to design of the Small House; and
- MLTC Licensing Review and capital planning approvals.

The Small House Functional Program and Master Plan study commenced in September 2022 and included seven (7) phases:

1. Project Start. This phase of work included ramp-up meetings with the Consultants and Villa leadership to set out consultation efforts, a meeting schedule, and project expectations.
2. Project Parameters and Assumptions. This phase included a refresh of the pre-construction operating budget by updating the operational and capital cost assumptions.
3. Preliminary Master Program and Master Plan Option Development. This phase of work included the development of a working spacetable and operational practice assumptions to identify preliminary master plan options for the Small House.
4. Functional Programming. This phase of work engaged Villa leadership and project champions in a series of meetings and work sessions to generate the functional and operational requirements of the Small House.
5. Master Plan Option Selection. This phase of work ran parallel to the functional programming work and focused on developing, refining, and evaluating the various master program options under consideration. This work compared the different locations, physical relationships to the Villa and layouts of the Small House.
6. Financial Model. This phase of work included updates to the feasibility model to reflect changes in operational funding, staffing adjustments, enhanced capital funding and updated capital cost estimates.
7. Preferred Small House Option. The final phase of work focused on selecting the preferred Small House option and making further layout refinements based on test fits, renovation and site adjustments and operational practice decisions. This phase also included the project costing report and completion of the capital and operating proformas for the project.

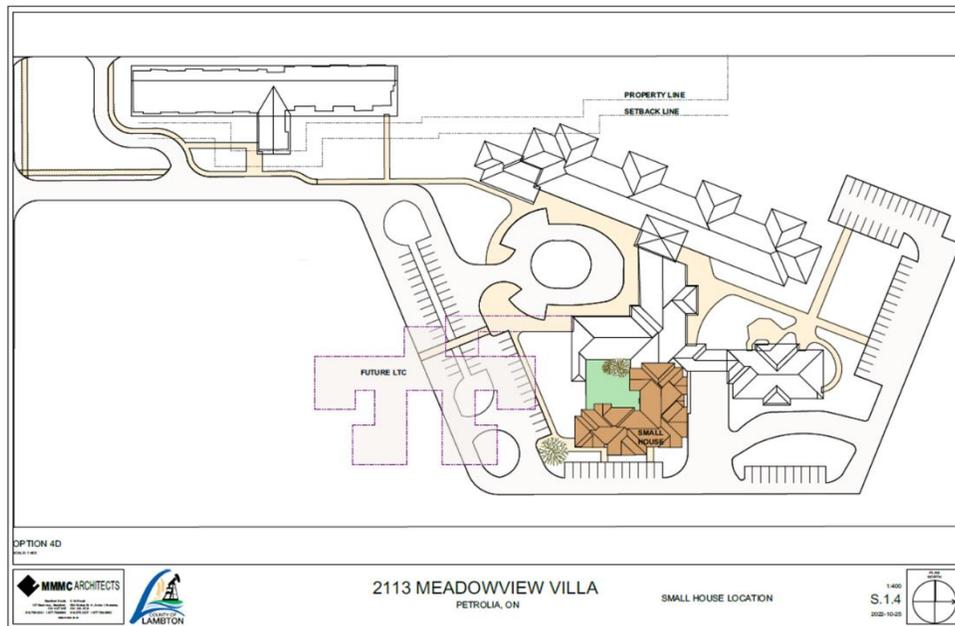
DISCUSSION

In the previous Lambton Meadowview Villa Master Program and Master Plan study, the Small House was identified as the most viable option. The Small House Functional Program and Master Plan project built on these findings and explored multiple options and associated variations of the Small House. For each of these Small House options under consideration, the area at the front of the building was reserved for any future redevelopment of the Villa. An in-depth assessment of each variation focused on:

- Safety;
- Operational efficiencies;
- Physical accessibility to the Villa to facilitate Elder community experience; and
- Access to onsite services within the Villa.

Based on the outcomes of the assessment, Option 4D (Figure 1) was deemed viable and the preferred scenario.

Figure 1: Small House Location (Option 4D)



The preferred option positioned the Small House project as a renovation and expansion of the existing administrative wing of the Villa. With the location of the Small House determined, the functional and operational practices required to operate as a licenced LTC Resident Home Area (RHA) were developed. These practices included nursing and personal care, programs and support services, nutritional and food services, laundry, housekeeping, maintenance, materials management, waste management and

administration. These practice descriptions also established the operating assumptions and related costs used in the financial modelling and proforma.

Through this functional programming work, the Consultants also developed a spacetable reflecting each room and/or space required in the Small House, as per the MLTC Long-Term Care Home Design Manual, 2015. Using the spacetable, the Consultants created six Small House layouts for evaluation. The evaluation of these layouts was based on:

- Evidence-based design principles;
- Elder safety and quality of life;
- Staff wellbeing and operational efficiencies;
- Clinical best practices (including infection prevention and control); and
- Impact and interface with the Adult Day Program (ADP) and other spaces of the Villa adjacent to the proposed Small House.

The Planning Committee determined the preferred Small House layout based on its benefits from various perspectives in that it best:

- Represented a person-centered environment;
- Supported enhanced infection control practice and learnings from COVID;
- Provided optimal access to the outdoors and natural light; and
- Maximized staff efficiencies and shared leadership oversight.

Further refinement of the Small House layout floor plans and site plan were informed by:

- Fit test of spaces outlined in the spacetable (i.e. equipment and furniture layouts);
- Evolving operating practice assumptions and decisions across the functional areas of the Small House and/or Villa (i.e., workflow including interface with the Villa for laundry, waste management, receiving, storage and foodservices);
- Site visits from engineering consultants (i.e., civil, structural, mechanical/electrical, building code) to identify requirements for the renovation/addition, and connections to existing Villa building systems;
- Minor capital projects at the Villa and the ADP; and
- Discussions and decisions on outdoor spaces and landscape design requirements to support the programs of both the ADP and Small House.

In mid-June 2023, the Planning Committee directed a change to the Small House program by increasing capacity from 10 to 12 Elders. This decision was based on learnings acquired during a two-day “Greenhouse Project” development workshop in Loveland, Ohio that was attended by members of the Planning Committee and the project Consultants. The workshop entailed tours of a Small House campus, as well as presentations and discussions with representatives from Otterbein Senior Living. As a large, progressive not-for-profit organization, Otterbein is a leader in LTC services using the Small House model. Otterbein operates nine campuses across Ohio, each consisting of five self-contained Small Houses. From the varied perspectives of eldercare, operational performance and compliance, business and finance, communications, marketing and campus development,

Otterbein endorsed the 12-bed model given its enhanced operational and financial feasibility.

The final site plan and floor plan for the Small House are illustrated in Figures 2 and 3 below.

Figure 2: Small House Site Plan

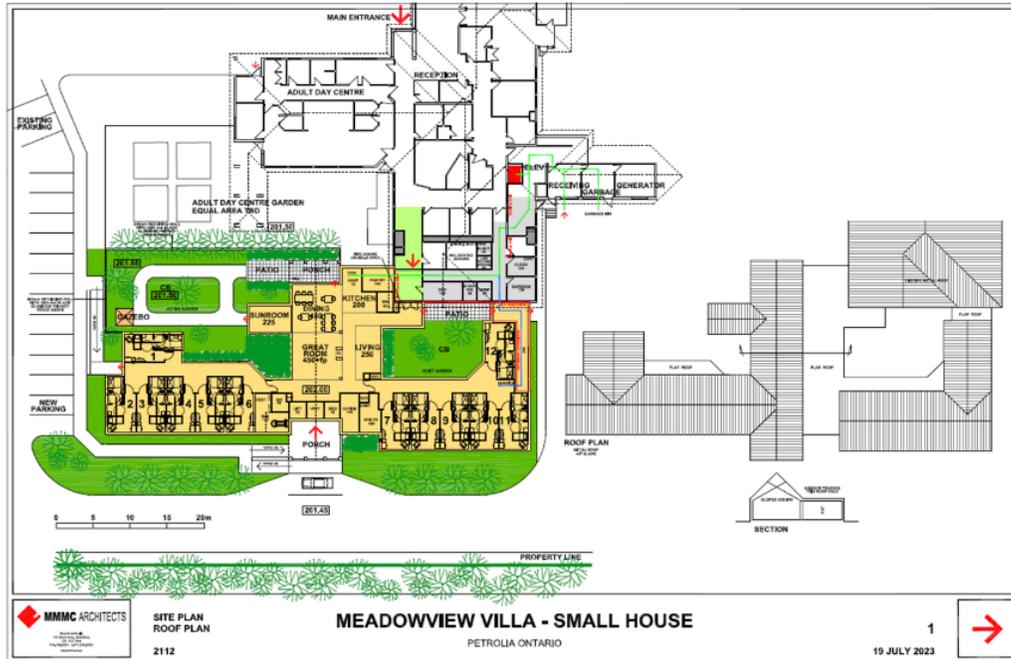
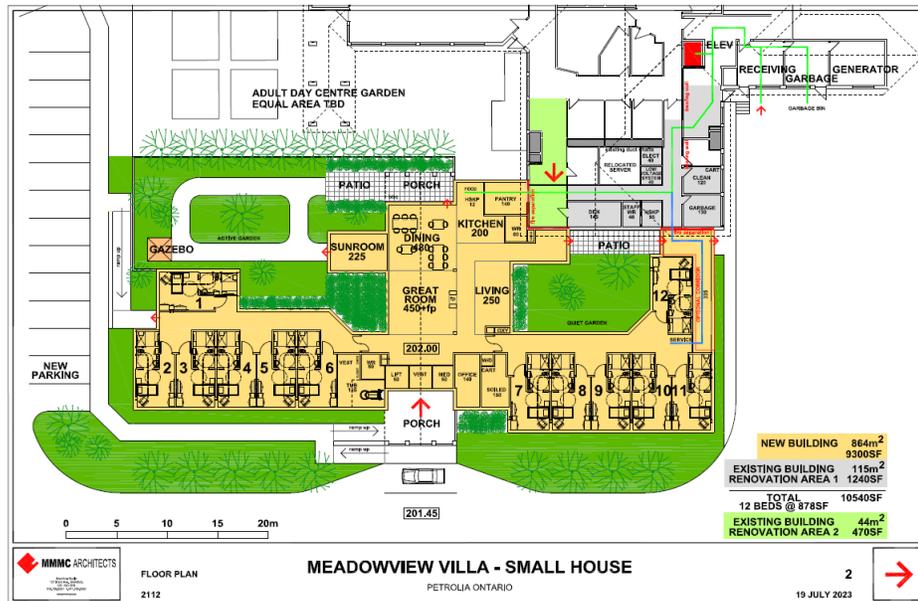


Figure 3: Small House Layout



Assistant Deputy Minister (ADM), Brian Pollard, of the LTC Capital Development Division of MLTC was consulted regarding the two additional funded LTC beds needed to increase the Small House capacity to 12 beds. On August 9, 2023, ADM Pollard advised that the submission and approval of an amended LTC Bed Application is required to secure the additional bed licenses. Staff are working with BPA to prepare the application with submission anticipated in late-September.

Consultants prepared the requisite floor and site plans, as well as architectural and engineering briefs. In late July 2023, these documents were assembled into a pre-design package and submitted for Class D costing by Turner & Townsend's quantity surveyors. A cost report was submitted in late-August and generated based on the following parameters:

- 12-bed capacity;
- 1,067 m² (11,485 ft²) gross floor area; and
- Q3 2024 construction start (for calculation of the escalation allowance).

These cost estimates were incorporated into the financial feasibility model updates. The pre-design phase for the Small House project is complete with the finalization of the Functional Program and Master Plan. The subsequent phases in the MLTC process include:

- Licencing Review;
- Design (Schematic Design, Preliminary Plan Submission, Working Drawings, Working Drawing Submission, Contract Documents);

- Tender (including MLTC approval to construct);
- Construction; and
- MLTC Inspection and opening.

As the MLTC mandate remains focused on completing new LTC Home developments by 2028, it is important to maintain momentum in advancing the development work of the Small House at Lambton Meadowview Villa.

As such, the County will require the services of a licensed architectural firm to act as Prime Consultant for the Small House development project. As Prime Consultant, the architect coordinates and is responsible for subconsultants comprising the design team through all stages of design, consultation and opening (including but not limited to mechanical, electrical, civil, and structural engineers, as well as landscape architect, kitchen/laundry consultant, and interior designer, etc.). BPA will continue to support staff through licensing review, MLTC operational review submissions, and work collaboratively with the Prime Consultant through the design, inspection, and opening stages of the project.

With the bed awards, the County is eligible for MLTC capital funding and is part of the LTC capital development initiative. Until the County signs the Development Agreement, the Corporation is not bound by the MLTC to proceed with the Small House project. There are various milestones at which the County can assess the capital cost implications of the project and decide next steps moving forward. One typical milestone common in LTC projects across the province is after the Class C cost estimate has been prepared. The Class C estimate is usually based on 33% completion of design development (DD) drawings. DD drawings build on the concept sketch design of the schematic design phase and provide more detail on the interior and exterior building, which in turn provides a more detailed and accurate cost estimate. At this milestone, the County can review the capital costs and direct any value engineering changes before these drawings are submitted to the MLTC for approval (i.e., MLTC mandatory milestone called the Preliminary Plans Submission).

To remain part of the initiative with access to capital funding, the MLTC will require the County to show progression through the design process with successful completion and approvals at the Preliminary Plans Submission and Working Drawing Submission milestones.

FINANCIAL IMPLICATIONS

Costs to complete the planning and development work, through the Small House Functional Program and Master Plan project, were included in the Lambton Meadowview Villa 2021 Capital Budget.

With the 12-bed awards from MLTC (i.e., the original award of 10 beds and the anticipated new award of two beds), the County is eligible for capital funding for the Small House. The

capital funding model as per the Long-Term Care Home Capital Development Funding Policy (2022) is comprised of:

- Construction Funding Subsidy (CFS), based on the size and location of the LTC development project, is a per diem payment to the operator for 25 years. In previous development projects, the County used the CFS to off-set the mortgage payments over the funding period. Time-limited top-up funding was temporarily available for non-profit projects that met development milestones by August 2023. Although the top-up is no longer available, it is anticipated that the MLTC will be announcing a new funding opportunity for non-profit projects in Fall 2023.
- It is prudent that the County participate in this next wave of MLTC funding under the upcoming revised capital funding policy. Access to the anticipated enhancements in funding through this policy will require successful completion of key project milestones through the design and tender phases.
- Development Grant is a one-time payment to the operator at substantial completion to off-set a portion of eligible project costs.
- Planning Grant is a one-time payment to non-profit operators of \$250,000 that is provided at signing of the Development Agreement to off-set project planning costs.
- Home Size Premiums are additional per diem amounts paid to small and medium size homes. The Villa qualifies as a medium sized home.

The original Order of Magnitude project cost estimates for the Small House only options, as reported to Council on September 21, 2022, ranged from \$7.0 – 7.6M. Within these estimates, the total hard construction costs ranged from \$5.9 - \$6.1M (including contingencies and site works). Based on the August 2023 Class D cost estimate, the construction cost for the preferred Small House option is approximately \$9.8M consisting of:

- Construction of the Small House - \$6.5 M (including demolition);
- Renovation of the Existing Villa Spaces Connecting to the Small House - \$369,000;
- Site Works - \$1.2 M; and
- Contingencies – \$1.75 M (including escalation allowance to Q3 2024 and construction contingency).

Various factors contributed to the increase in construction costs for the Small House, including:

- The change in capacity from 10 to 12 beds resulting in higher building area (the increase in capacity will result in an increase in MLTC capital and operating funding);
- Reduced construction efficiencies and higher costs per square foot because of the Small House's smaller scale; and
- Escalation in construction costs stemming from:
 - Increases driven by pandemic and post-pandemic market conditions; and
 - A significantly higher volume of LTC projects being tendered throughout Summer 2023 that created an unprecedented competition for construction

resources. This impact was factored into the Small House cost estimate completed in August.

Once the Prime Consultant is retained and design work proceeds there may be other minor programmatic implications for renovations and capital costs that have not been included in the Class D estimate.

Further project costing will occur as the design evolves and becomes more detailed prior to tender (i.e., future stages of design will include Class C, B and A cost estimates as the project progresses).

CONSULTATIONS

The Small House Functional Program and Master Plan was developed by Bessant Pelech Associates Inc. in collaboration with MMMC Architects Inc., Turner & Townsend, Strik Baldinelli Moniz and Smith + Anderson.

Members of the Planning Committee and Division staff including the General Manager, Long-Term Care were consulted throughout the process.

STRATEGIC PLAN

This report is consistent with the Community Development Area of Effort #3, Community Development, in the County's Strategic Plan, specifically:

- Planning for and responding to the ever-changing needs of an aging population.

CONCLUSION

The new proposed Small House creates the opportunity to provide an innovative living environment for people living with complex dementias across the County of Lambton. The smaller scale house represents a less institutional setting with multi-faceted benefits for residents, staff and families.

The Ontario government through the MLTC is committed to realizing the new LTC beds by 2028 to mitigate the demand for long-term care. Maintaining momentum from the pre-design work completed to date will position the County for eligibility to the anticipated second wave of enhanced capital funding.

As the first Small House in Ontario, the County has an opportunity to formally evaluate and leverage the pilot study findings to advance long-term care in the province. It will also provide a platform from which to advocate for redevelopment eligibility of the existing Villa with access to new capital funding from MLTC.

RECOMMENDATIONS

That Staff be hereby authorized to:

- a) Prepare and submit the LTC Bed Application to MLTC for the two (2) additional beds to bring the Small House capacity to 12 Elders.**
- b) Prepare and issue a Request for Proposal for a Prime Consultant to lead the various phases of building design and MLTC approval processes through all stages of the project (including design, tender, construction and opening).**
- c) Proceed with the work to comply with the MLTC licensing review and operational preparedness processes.**
- d) Prepare the evaluation protocols and study framework for the pilot project of the Small House.**

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|  | OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER |
| REPORT TO: | CHAIR AND COMMITTEE MEMBERS |
| PREPARED BY: | Stéphane Thiffeault, Chief Administrative Officer |
| MEETING DATE: | September 20, 2023 |
| SUBJECT: | Strategic Plan Review and Update |

BACKGROUND

The Corporation of the County of Lambton (the “County”) has operated under a number of successive strategic plans since 1991.

The County’s strategic plans are meant to be updated each term of Council, as contemplated by the following resolution that Council adopted on February 7, 2007:

“THAT the County adopt as a general practice, as strategic planning exercise during the first year of a new term of office for Council, subject to approval of funding for the same, by that Council in its first year.”

The County’s last strategic plan was adopted during Council’s 2014-2018 term. A review was contemplated in late 2019 but that attempt was interrupted with the onset of the COVID-19 pandemic.

DISCUSSION

The County’s strategic plans have guided the County’s operations for well over thirty (30) years.

As a general rule, strategic plans serve to define and align values, principles, and priorities and ought to be updated from time to time to align with current opportunities and challenges.

The County’s current strategic plan was last updated during the 2014-2018 Council term and is largely based on a plan originally generated in 2003 with the assistance of an outside consultant.

At least five years have elapsed since the County’s strategic plan was last updated. It is therefore time, per the above noted resolution, to time to review and update it.

To that end, Staff have been working on revisions to the strategic plan. However, it is recommended that Council appoint a subcommittee consisting of the following six (6) individuals (the “**Council Members**”) to assist and further guide Staff on this initiative:

- Warden;
- Deputy Warden; and
- one Council member from each of the municipal groups (i.e. South, Northwest, Central and North).

As noted, Staff have already been working on this initiative and have a number of revisions to the County’s strategic plan to propose. It is therefore forecasted that the work can be completed, and a draft prepared for Council’s consideration, within a couple of meetings between Staff and the Council Members. The goal is to have a revised strategic plan presented to Council for Council’s review and consideration by early 2024.

FINANCIAL IMPLICATIONS

There are no financial implications to carrying out the works contemplated herein with internal resources.

CONSULTATIONS

All General Managers were consulted on the subject matter hereof.

STRATEGIC PLAN

The proposed works and process to carry out such works will enable Council to align and define its current values, principles, and priorities, thereby also providing overriding direction to staff and guide the organization in its continued evolution.

CONCLUSION

The County has operated under successive strategic plan for over thirty (30) years. Its plans have served the organization well over time in aligning priorities and resources. The current plan was last updated in 2014-2018 and ought to be reviewed and updated through internal Staff resources and with the assistance of the Council Members.

RECOMMENDATION

That a Committee of the Warden, Deputy Warden, and one council member from each of the County’s municipal groups (i.e. South, Northwest, Central and North), together with Staff, be struck to review the County’s current strategic plan and recommend updates thereto, if any, to Council, by no later than February 7th, 2024.

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|  | FINANCE, FACILITIES AND COURT SERVICES DIVISION |
| REPORT TO: | CHAIR AND COMMITTEE MEMBERS |
| DEPARTMENT: | COURT SERVICES |
| PREPARED BY: | Cindy Vermeiren, Manager |
| REVIEWED BY: | Larry Palarchio, CPA, CMA, General Manager Stéphane Thiffeault, Chief Administrative Officer |
| MEETING DATE: | September 20, 2023 |
| INFORMATION ITEM: | Court Services 2nd Quarter 2023 Statistics and Activity |

BACKGROUND

Court Services maintains statistical data regarding the number, type, and value of fines assessed and paid through the County's *Provincial Offences Act* (POA) court. Staff provides Council with a summary and analysis of this data at the end of each quarter.

DISCUSSION

A detailed quarterly statistical report is attached to this report. The following is a summary of the data outlined in the quarterly statistical report.

Activity

There were 3,038 charges issued during the second quarter of 2023, trending higher than the first quarter of the year by 315 charges received. In 2022, there were 3,879 charges issued at the end of the second quarter, which represents a decrease of 841 charges received year over year.

Ministry of Transportation charges continued to trend higher in the second quarter, with 454 charges laid, representing 63% of the total charges received in a year over year comparison. Ontario Provincial Police (OPP) also recorded higher charge volumes with 1,243 charges received during the reporting period, an increase of 440 over the previous quarter. *Highway Traffic Act* lead charges laid by the Act, with 1,979 charges laid, representing 45% of the total charges received in 2022.

There were 17 court sessions operating during the second quarter of 2023, with 2,053 cases heard. In 2022, there were 26 courts operating during the second quarter, with 2,535 matters heard. This represents a decrease of 482 less cases heard year over year. As a result of fewer courts operating, many of the matters are not proceeding to trial.

Staff are currently setting Part I trial requests received in April to June of 2022 for court dates at the end of October 2023 and November 2023.

In response to the court closures, court staff have worked with the municipal prosecution and scheduled Early Resolution Meetings on most of the court closure days. These resolved Part I matters can be placed on a docket for guilty pleas, which allows a higher volume of cases to be heard on a court date.

During the second quarter, cases scheduled for court, pending a conviction being registered, averaged 2,441, with 895 Part I roadside tickets, 3 Part II parking offences and 1,542 Part III more serious, summonable offences. These pending cases do not include any Part I and II matters where the Department has not yet scheduled a court hearing appearance.

New Fines Ordered

New fines ordered totalled \$554,443, an increase of \$24,625 compared to the previous quarter, but a decrease of \$207,822 in comparison to 2022 second quarter.

Enforcing Payment of Court-Ordered Fines

During the reporting period, collection staff reported that \$139,222 was collected in-house, with third-party collections recording \$73,657 collected; an increase of \$32,472/\$16,815 respectfully, over the previous quarter.

FINANCIAL IMPLICATIONS

The Department continues to review current processes with reduced courts operating to ensure accountability and minimize the impact of reduced courts operating.

CONSULTATIONS

Not applicable.

STRATEGIC PLAN

In keeping with the Principles and Values of the County of Lambton through leadership and accountability, the County's current efforts employs reasonable and sound decision-making and is accountable to ratepayers for the appropriate stewardship of their tax dollars.

CONCLUSION

The Department's ticket volumes continue to trend at previous years' levels. Staff are challenged with scheduling the backlog of court cases received with less court sessions operating, and meeting budget objectives.

**Quarterly Statistical Report - Court Services Department
Executive Summary - Provincial Offences Administration to JUN 2023**

| | | Q1 | Q2 | Q3 | Q4 | YTD Total | 2022 Total | % Prior |
|----------------------------------------------------------------------|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------|
| Charges by Act | Highway Traffic | 1,536 | 1,979 | - | - | 3,515 | 7,836 | 45% |
| | Liquor License | 5 | 2 | - | - | 7 | 36 | 19% |
| | Cannabis Act | 4 | 15 | - | - | 19 | 45 | 42% |
| | Mun By-laws | 831 | 309 | - | - | 1,140 | 2,637 | 43% |
| | Prov Other | 347 | 733 | - | - | 1,080 | 2,815 | 38% |
| | Total Current Year | 2,723 | 3,038 | - | - | 5,761 | 13,369 | 43% |
| | | | | | | | 2022 Total | % Prior |
| Charges by Agency | Min of Transportation | 310 | 454 | - | - | 764 | 1,208 | 63% |
| | Municipalities | 826 | 278 | - | - | 1,104 | 2,535 | 44% |
| | OPP | 803 | 1,243 | - | - | 2,046 | 4,264 | 48% |
| | Other | 73 | 164 | - | - | 237 | 768 | 31% |
| | Sarnia Police | 711 | 899 | - | - | 1,610 | 4,594 | 35% |
| | Total Current Year | 2,723 | 3,038 | - | - | 5,761 | 13,369 | 43% |
| | | | | | | | 2022 Total | % Prior |
| Charges Received | Part 1 - Prov Offence | 1,640 | 2,748 | - | - | 4,388 | 10,248 | 43% |
| | Part 2 - Parking | 795 | 13 | - | - | 808 | 1,814 | 45% |
| | Part 3 - Summons | 288 | 277 | - | - | 565 | 1,307 | 43% |
| | Total Current Year | 2,723 | 3,038 | - | - | 5,761 | 13,369 | 43% |
| | Total Prior Year | 2,878 | 3,879 | 4,259 | 2,353 | | | |
| | Change +/- Volume | - 155 | - 841 | - 4,259 | - 2,353 | | | |
| | Change +/- % | 95% | 78% | 0% | 0% | | | |
| | | Q1 | Q2 | Q3 | Q4 | YTD Total | 2022 Total | % Prior |
| Courtroom Activity | Part 1 | 482 | 528 | | | 1,010 | 2,296 | 44% |
| | Part 2 | 2 | 3 | | | 5 | 45 | 11% |
| | Part 3 | 1,598 | 1,292 | | | 2,890 | 5,867 | 49% |
| | Federal | 203 | 230 | | | 433 | 603 | 72% |
| | Total Current Year | 2,285 | 2,053 | - | - | 4,338 | 8,811 | 49% |
| | Total Prior Year | 1,993 | 2,535 | 1,753 | 2,530 | | | |
| | Change +/- Volume | 292 | - 482 | - 1,753 | - 2,530 | | | |
| Change +/- % | 115% | 81% | 0% | 0% | | | | |
| | | Q1 | Q2 | Q3 | Q4 | YTD Total | 2022 Total | % Prior |
| New Fines Ordered | Federal | \$ 33,780 | \$ 85,350 | | | \$ 119,130 | \$ 865,513 | 14% |
| | Highway Traffic | \$ 204,612 | \$ 273,138 | | | \$ 477,750 | \$ 779,013 | 61% |
| | Liquor License | \$ 550 | \$ 435 | | | \$ 985 | \$ 2,265 | 43% |
| | Mun By-laws | \$ 9,200 | \$ 5,435 | | | \$ 14,635 | \$ 51,897 | 28% |
| | Parking | \$ 29,096 | \$ 520 | | | \$ 29,616 | \$ 68,285 | 43% |
| | Prov Other | \$ 252,580 | \$ 189,565 | | | \$ 442,145 | \$ 929,034 | 48% |
| | Total Current Year | \$ 529,818 | \$ 554,443 | \$ - | \$ - | \$ 1,084,261 | \$ 2,696,007 | 40% |
| | Total Prior Year | \$ 436,318 | \$ 762,265 | \$ 858,052 | \$ 639,371 | | -\$ 1,611,746 | 0 |
| | Change +/- Volume | \$ 93,500 | -\$ 207,822 | -\$ 858,052 | -\$ 639,371 | | | |
| | Change +/- % | 121% | 73% | 0% | 0% | | | |
| | | Q1 | Q2 | Q3 | Q4 | YTD Total | | |
| Fine Payments | Current, Own Office | \$ 113,704.28 | \$ 442,127.46 | \$ - | \$ - | \$ 555,832 | | |
| CAMS in house | Defaulted / Overdue | \$ 106,751 | \$ 139,223 | | | \$ 245,974 | | |
| CAMS | Collection Agencies | \$ 56,843 | \$ 73,658 | | | \$ 130,501 | | |
| 3-1110 | Other POA Locations | \$ 60,371 | \$ 55,107 | | | \$ 115,478 | | |
| | LESS: Refunds, Adj., etc. | | | | | | | |
| FMW-Fine totals | Total | \$ 337,670 | \$ 710,115 | | | \$ 1,047,785 | | |
| <i>YTD excludes reimbursements to other courts and the Province.</i> | | | | | | | | |
| | | 2023 | 2022 | 2021 | 2020 | 2019 | | |
| O/S Accounts Rec'ble | A/R MAR/2023 | \$ 2,978,527 | \$ 2,198,569 | | | | | |
| | New Revenue | \$ 554,443 | \$ 639,371 | | | | | |
| | Less Current Fines Pd | \$ 167,124 | \$ 84,762 | | | | | |
| | Less Overdue Fines Pd | \$ 139,223 | \$ 101,729 | | | | | |
| | Less Fines Pd at Agency | \$ 73,658 | \$ 70,896 | | | | | |
| | A/R JUN/2023 | \$ 3,152,966 | \$ 2,580,553 | \$ 2,270,388 | \$ 2,037,258 | \$ 2,826,828 | | |