



GENERAL GOVERNMENT SERVICES COMMITTEE AGENDA

Tuesday, September 22, 2015, 4:00 p.m.
55 Zina Street, Orangeville – Sutton Room (2nd Floor)

Declarations of Pecuniary Interest by Members

PUBLIC QUESTION PERIOD

Members of the public will be provided an opportunity to ask questions of the Committee during this time. (Limited to 10 minutes)

DELEGATION

1. GENERAL GOVERNMENT SERVICES – September 22, 2015 – ITEM #1
Volunteer Dufferin

Kaarina Dillabough, Volunteer Dufferin regarding a request to the Committee to reconsider their 2015 funding application.

REPORTS

2. GENERAL GOVERNMENT SERVICES – September 22, 2015 – ITEM #2
Insurance RFP Results

A report from the Treasurer dated September 22, 2015 to advise the Committee of the results of the Request for Proposals (RFP) for Insurance and Risk Management Services.

Recommendation:

THAT the report regarding 2015 Insurance RFP Results, from the Treasurer, dated September 22, 2015, be received;

AND THAT the contract for Insurance and Risk Management Services for the County, for 2016 at \$561,448 and for 2017 at a premium to be determined later, be awarded to Aon Risk Solutions.

3. GENERAL GOVERNMENT SERVICES – September 22, 2015 – ITEM #3
Audit RFP Results

A report from the Treasurer dated September 22, 2015 to review the bids received from vendors who wish to be the auditors for the County.

Recommendation:

THAT the report - 2015 Audit Services RFP Results from the Treasurer, dated September 22, 2015, be received;

AND THAT the contract for Audit Services for 2015 be awarded to the firm of BDO Canada LLP be appointed as Auditors of Dufferin County for 2015 to 2017 inclusive, and an appointment Bylaw be presented to Council.

4. GENERAL GOVERNMENT SERVICES – September 22, 2015 – ITEM #4
2015 Cardiac Monitor/Defibrillator Replacement

A report from the Chief of Paramedic Service to update the Committee on the upcoming purchase of the Zoll X Series Cardiac Monitors/Defibrillators (CMD's) by utilizing the Region of Waterloo R.F.P., dated December 16, 2014.

Recommendation

THAT the report of the Chief of Dufferin County Paramedic Service dated September 22, 2015 regarding 2015 Cardiac Monitor/Defibrillator replacement, be received;

AND THAT Dufferin County Paramedic Service be approved to proceed with the process of purchasing the Zoll X Series Cardiac Monitors/Defibrillator's based on the Region of Waterloo's R.F.P. in the amount of \$215,730.00 dated December 16, 2014

5. GENERAL GOVERNMENT SERVICES – September 22, 2015 – ITEM #5
Economic Development Review

A report from the Chief Administrative Officer dated September 22, 2015 to recommend a process for review of the County's economic development role in consultation with community partners and local municipalities

Recommendation:

THAT the report of the Chief Administrative Officer with respect to Economic Development Review dated September 22, 2015 be received;

AND THAT, a steering committee be established to create a plan and to identify areas of County wide interest that should be financially supported at the County level;

AND THAT, the steering committee be comprised of representatives from County Council, Dufferin Board of Trade, Headwaters Tourism, and Local EDCs/Municipalities;

AND THAT, funding to partner organizations be included at the status quo in the 2016 Draft Budget.

6. GENERAL GOVERNMENT SERVICES – September 22, 2015 – ITEM #6
Lieutenant Governor's Ontario Heritage Award

A report from the Clerk/Director of Corporate Services dated September 22, 2015 to seek permission from the Committee to apply for a Lieutenant Governor's Ontario Heritage Award.

Recommendation:

THAT the report from the Clerk/Director of Corporate Services and the Chief Building Official/Director of Property dated September 22, 2015 regarding the Lieutenant Governor's Ontario Heritage Award, be received;

AND THAT a nomination be submitted for the Lieutenant Governor's Ontario Heritage Award, Excellence in Conservation, for the Courthouse Complex located at 51 Zina Street, 55 Zina Street and 10 Louisa Street, Orangeville, by the Warden by the September 30, 2015 deadline.

7. GENERAL GOVERNMENT SERVICES – September 22, 2015 – ITEM #7
AMO Conference Attendance

A report from the Clerk/Director of Corporate Services dated September 22, 2015 to provide information about staff's attendance at the recent AMO (Association of Municipalities of Ontario) Conference held August 16 to 19 in Niagara Falls.

Recommendation:

THAT the report of the Clerk/Director of Corporate Services regarding AMO Conference Attendance – August 16 to 19, 2015, be received;

AND THAT staff prepare a report for a future meeting on aboriginal relations in Dufferin County and the implications on the Haldimand Tract in Dufferin County.

8. GENERAL GOVERNMENT SERVICES – September 22, 2015 – ITEM #8
Provincial Offences Administration

A report from the Clerk/Director of Corporate Services dated September 22, 2015 to provide information and updates on the administration of the Provincial Offences Act in Dufferin County.

Recommendation:

THAT the report from the Clerk/Director of Corporate Services regarding Provincial Offences Administration dated September 22, 2015, be received.

9. GENERAL GOVERNMENT SERVICES – September 22, 2015 – ITEM #9
Options for the Appointment of an Integrity Commissioner

A report from the Clerk/Director of Corporate Services dated September 22, 2015 to provide further information to the Committee regarding the appointment of an Integrity Commissioner.

Recommendation:

THAT the report from the Clerk/Director of Corporate Services dated September 22, 2015, regarding the Options for the Appointment of an Integrity Commissioner be received;

AND THAT an Ad Hoc Committee be struck of the Committee Chairs to review the Council Code of Conduct, the Accountability-related policies and make a recommendation regarding the appointment of an Integrity Commissioner.

Next Meeting: Tuesday, October 27, 2015 – 4.00pm
55 Zina Street, Orangeville – Sutton Room

Dear Ms. Sonya Pritchard –

I'm writing to you on behalf of our Volunteer Dufferin Chairperson, Sue Snider, further to the telephone conversation she had with you, to provide you with information pertinent to Dufferin County's funding/sponsorship in the past. Our Chair respectfully requests that the committee re-evaluate the decision to deny the funding application based on the following information.

The Board trusts that the County will reconsider funding this worthwhile initiative, which includes both Sponsor recognition and five County services that use Volunteer Dufferin.

The County of Dufferin is a Founding Member of Volunteer Dufferin, and is profiled as a Sponsor in all of our print materials, including ¼ page monthly ads in snapd Dufferin, quarterly editorials and media releases.

The County of Dufferin took part in the 3-year design and implementation of Volunteer Dufferin, which is a free service available to all residents of the County looking for volunteer opportunities.

Since January 2015, my staffing role has been on contract (10 hours per week) as the Community Partner Coordinator, with a focus on:

- Liaison with organizations to ensure they are capitalizing on the opportunities to list and secure volunteers.
- Community outreach to inform and educate the public as to the role, function and opportunities for volunteering.
- Marketing of the site the opportunities for both organizations and volunteers.
- Resource updates/research/sponsorship and funding opportunities.

I'm pleased to let you know that we are now 35 subscribers/member organizations strong, with a strong and growing presence online/social media, in print and with ever-increasing traffic to the website.

Volunteer Dufferin is the only service available to organizations and individuals in the County to look for volunteer opportunities.

In follow-up to your conversation with our Chair, and in light of the information provided above, the Board trusts that the County of Dufferin will reconsider its decision and continue to fund and participate in Volunteer Dufferin.

Respectfully submitted,

Kaarina Dillabough
Volunteer Dufferin Community Partner Coordinator



REPORT TO COMMITTEE

To: Chair McGhee and Members of General Government Services Committee

From: Alan Selby, Treasurer

Meeting Date: Tuesday, September 22, 2015

Subject: Insurance RFP Results

In Support of Strategic Plan Priorities and Objectives:

Good Governance: 3.3 Increase transparency
 Service Excellence: 4.3 Enhance Value for money

Purpose

The purpose of this report is to recommend the award of the Request for Proposals (RFP) for Insurance and Risk Management Services to Aon Risk Solutions.

Background and Discussion

The County regularly puts its insurance coverages out for bids. This was last done two years ago. OMEX was selected as the County’s insurer for 2014 and 2015.

The deductible for the County was raised to \$25,000 effective 2014, and therefore comparisons to earlier years are no longer relevant. For this RFP, covering 2016 and 2017, it was requested that the \$25,000 deductible remain in place. Recent actual premiums with OMEX, at a \$25,000 deductible, have been

OMEX coverages	2015 with PST	2014 with PST	
General Liability, Errors and Omissions, environmental impairment Crime, medical malpractice	\$ 469,435	\$ 335,271	
Automobile and fleet	\$ 68,259	\$ 65,512	
Property, machinery	\$ 109,870	\$ 104,033	
Councillors accident	\$ 1,006	\$ 1,006	
	\$ 648,570	\$ 505,822	28.2% increase

Financial, Staffing, Legal and IT Considerations

The County received three RFP responses (amounts include PST) for 2016:

	OMEX	AON	JLT
General Liability, Errors and Omissions, environmental impairment, Crime, medical malpractice	\$ 522,971	\$ 440,437	\$ 778,348
Automobile and fleet	\$ 121,306	\$ 65,000	\$ 108,394
Property, machinery	\$ 119,261	\$ 54,000	\$ 113,692
Councillors accident	\$ 1,192	\$ 2,011	\$ 1,207
	\$ 764,730	\$ 561,448	\$1,001,641

- JLT's bid is non-compliant, as it calls for a GL deductible of \$100,000.
- OMEX bid is up 51% over 2014 (51% in two years), and up 17.9% over 2015.
- Aon's bid is less than the County paid to OMEX in 2015.

OMEX has somewhat different business model, as a reciprocal insurance company, which operates on a non-profit basis. However, occasionally OMEX must charge its members with Supplementary Assessments (SA), to recover net losses from claims. This happened most recently in 2014, and the County cost was \$284,373. This also happened in 2010, when OMEX charged its members (past and present) with an SA, and the Dufferin amount was \$239,817. If the County should leave OMEX, the County could still receive yet another SA billing in the future, if it was based on calendar year losses for years when the County was still a member.

A fairer starting point for a premium comparison would be to take the 2015 OMEX premium plus, say 25% of the 2014 Supplementary amount, to get \$648,570 + (284,373 x 25%) = \$719,663 as a "truer" OMEX cost for 2015 insurance. However, even using this figure, the OMEX 2016 bid of \$764,730 represents an increase of 6.2%.

The JLT bid is the highest cost, and it is non-compliant with the RFP, since JLT is basing their pricing on a \$100,000 Deductible, on the main General Liability policy, although the County stated in its RFP that it wished to maintain a \$25,000 Deductible. Therefore, the JLT bid is ruled-out.

Aon has over 700 municipalities insured in Canada, but Aon is somewhat new to the Ontario municipal market. A sample listing of 25 municipal customers was provided, with only six of them from Ontario. Aon is a very large organization, in over 120 countries, and is listed on the NYSE, with strong financial support through its top-rated insurance carriers Liberty Mutual (North America), and Amlin/Lloyds in the UK. The staff

members of the Aon team, which the County would deal with, have an average of 22 years of experience in the business.

Most Counties in Ontario are insured with Frank Cowan Company, which did not bid, and they did not bid on the 2013 Dufferin County RFP either. Aon won the business of Essex County, in an RFP, for 2014. Aon gave Essex County as a reference. Aon has also recently added Brampton (previously with OMEX), and the Region of Peel, to its municipal client list.

Essex County (Essex) was contacted, as an Aon customer reference, for information. Essex did their RFP in 2014 and switched to Aon, who was the low bidder. Then came their first renewal with Aon in 2015, and their premium went down. This was based on a reduction of their General Liability premium, presumably as a reflection of the good claims experience of Essex. Other insurers, such as OMEX and Cowan, seem to set their premiums on the claims experience of their wider customer base, thereby contributing to annual premium increases. Aon would appear to base its premium on the specific claims record of an individual customer, not exclusively, but to a greater degree, and factors-in the rest of their customer base to a lesser degree. Their nation-wide customer base could be a reason for doing this (as they have fewer Ontario municipal customers at this time).

The recent high OMEX premium increases (51% in two years), being driven by actual claim costs, seem to be coming from, in part, risk exposures associated with other OMEX customers, which are mostly large cities (urban). These risk exposures are often of the type that are not applicable to the County, for example sidewalk falls, water main breakages, arena accidents and sanitary sewer backups. These are risks that do not pertain to the County, but as an OMEX member, the County shares in these risks of other members. It is noteworthy that for many years, OMEX has had no other customers that are Counties, besides Dufferin.

The coverages in the Aon quote meet the County's requests, except in the smaller policy for Councillors accidents, where the age restriction is 65 years or less (not 70), but the Aon Councillors policy has some additional coverages including

- Rehabilitation benefit \$15,000 max
- Spousal benefit \$10,00 max
- Family Transportation benefit \$15,000 max

Under General Liability, the Conflict of Interest coverage, and the Legal Expense coverage, both have a \$250,000 limit per claim, but no aggregate. However, no deductible applies to either of these coverages.

Some of the Aon coverages offered are beyond what was asked for, in the RFP

- Crime policy has Audit Expense Coverage of \$1.0 Million
- Environmental Liability is \$3 M per claim, and \$6 M aggregate
- Separate limit for Wrongful Dismissal of \$25 M
- Separate limit for Sexual Abuse of \$25 M

Remaining with OMEX, and accept the 2016 premium increase would provide some benefits. OMEX and the County have a long-standing relationship and the reciprocal has provided excellent service. In addition, OMEX does include the services of a company based nearby, in Mississauga, to provide emergency backup services, in case of a major interruption of County services, caused by a natural disaster. However, OMEX has a downside risk in terms of its own stability. That risk seems to be increasing, as OMEX's membership has dropped to less than 20 municipalities.

The three RFP technical detail bids were reviewed independently, and without knowledge of the premium prices, by the Treasurer, the CAO and the Deputy Treasurer. The combined evaluation placed Aon as the top proponent mostly due to the better premiums quoted.

The RFP is for providing coverage to the County for 2016 and 2017. After those two years, the service delivery received from Aon could be evaluated by the County, and a decision made about going out to RFP again in 2017 (for 2018 service), or extending with Aon. It is recommended to award the insurance coverage and risk management services for the County, for 2016 and 2017, to Aon Risk Solutions (Aon).

Strategic Direction and County of Dufferin Principles

The award of the insurance services RFP to Aon displays good governance through a transparent procurement process and service excellence by ensuring the best value for money is obtained. The Dufferin County Principles are adhered to as follows:

1. We Manage Change - by proactively taking insurance services to the marketplace for competitive bids, and to address changes in the insurance environment since the previous RFP;
2. We Deliver Quality Service – by working with the insurers to needs are addressed by qualified professionals in an efficient manner;
3. We Communicate – by ensuring insurance information is readily available;
4. We Make Good Decisions – by working with the insurers to address any concerns and risk management issues.

Recommendation

THAT Report, 2015 Insurance RFP Results, from the Treasurer, dated September 22, 2015, be received;

AND THAT the contract for insurance and risk management services for the County, for 2016 at \$561,448 and for 2017 at a premium to be in 2016, be awarded to Aon Risk Solutions.

Respectfully Submitted By, and Original signed by,

Alan Selby, CPA, CGA
County Treasurer



**REPORT TO
GENERAL GOVERNMENT SERVICES COMMITTEE**

To: Chair McGhee and Members of General Government Services Committee

From: Alan Selby, Treasurer

Meeting Date: Tuesday, September 22, 2015

Subject: **Responses to Audit RFP**

In support of Strategic Plan Priorities and Objectives

Good Governance: 3.2 Increase transparency
Service excellence: 4.3 Enhance value for money

Purpose

The purpose of this report is to recommend the award of the RFP for audit service to BDO.

Background and Discussion

The County periodically goes to market for audit services. This was most recently done in 2011. The County auditors had been BDO, until the 2011 RFP, which was awarded to KPMG, who have served as the Auditors for the past four years 2011 to 2014.

Financial, Staffing, Legal and IT Considerations

There were five bids received, to serve as County Auditors for 2015, 2016 and 2017 with a potential extension to a fourth year. Respondents were required to quote fees for each of those three years, including the annual County audit, plus additional financial reporting of data required in specific formats, by specific Ministries. Bidders were also asked to disclose the hours of work required to complete the tasks, by staff position, that they used to determine the value of the fees that they bid.

The specific details of the five bids are summarized in the table below.

Name of Bidder	2015 Fee	2016 Fee	2017 Fee	Combined Fees	Estimated hours to perform work
	All Fees are before HST and exclude expenses				
KPMG	\$38,750	\$39,750	\$40,850	\$ 120,450	275
BDO	\$34,500	\$35,200	\$35,900	\$ 106,300	255
Collins Barrow	\$89,000	\$91,670	\$94,418	\$ 277,836	699
Grant Thornton	\$42,500	\$42,500	\$43,350	\$ 129,200	422
rlb	\$43,900	\$45,590	\$47,280	\$ 138,460	316

Comments: the hours quoted by KPMG, are based on actual requirements over the last four audits. Both BDO and rlb also submitted what appears to be realistic hours, in line with KPMG. The other two bids are out-of-line, and show either a lack of understanding of the complexity of County operations, or unnecessarily detailed audit work, or both.

The actual fees paid to KPMG for 2014 were \$38,450. A reduction in fees was not really expected from this RFP; that was achieved with the 2011 RFP. BDO has the lowest total fee, whereas KPMG are effectively holding the line for three years. BDO was able to be slightly less because of a small difference in the hours of work, plus they have lowered their hourly rates somewhat, for the purposes of this bid only. Grant Thornton is nevertheless able to remain price-competitive, despite over 100 hours more time, because they allocate many more hours to staff at below senior manager positions.

BDO, KPMG and Grant Thornton all offer very consistent fees, over the three years. All bidders [other than KPMG] agree to not charge for any costs of transition in the changeover from KPMG. BDO has included some incentives in their proposal:

- Reduced hourly charge-out rates, for this proposal only

- An offer of a \$5,000 value credit towards consulting advisory services that are outside of this RFP, should the County wish to pursue (for example) a peer review of its Asset Management Plan, or other service reviews

In summary, the review committee consisting of the CAO, Treasurer, and Deputy Treasurer is of the opinion that either BDO or KPMG would be excellent choices. There is a slight edge given to BDO for their lower fees over the three years.

Strategic Direction and County of Dufferin Principles

1. We Manage Change - by proactively taking external auditing services to the marketplace for competitive bids, and to take advantage of new auditing techniques offered since the previous RFP;
2. We Deliver Quality Service – by working with the auditors to ensure the annual audit is conducted by qualified professionals in an efficient manner;
3. We Communicate – by sharing results of the annual audit through a presentation at County Council by the auditors of the County;
4. We Make Good Decisions – by working with the auditors to address any weaknesses in internal controls that the audit may discover, and to review and/or implement changes to County processes that the auditors may suggest.

Recommendation

THAT the Treasurer's Report, Responses to Audit RFP, be received;

AND THAT the firm of BDO Canada LLP be appointed as Auditors of Dufferin County for 2015 to 2017 inclusive, and an appointment Bylaw be presented to Council.

Respectfully Submitted by, and Original signed by,

Alan Selby, B.Math, CPA, CGA
County Treasurer



REPORT TO GENERAL GOVERNMENT SERVICES

To: Chair Ken McGhee and Members of General Government Services Committee

From: Tom Reid, Chief
Dufferin County Paramedic Service

Meeting Date: September 22, 2015

Subject: **2015 Cardiac Monitor/Defibrillator Replacement**

In support of Strategic Plan Priorities and Objectives

Service Excellence: 4.3 Enhance Value for Money

Purpose

The purpose of this report is to update Council on the upcoming purchase of Zoll X Series Cardiac Monitors/Defibrillators (CMD's) by utilizing the Region of Waterloo R.F.P. dated December 16, 2014.

Background & Discussion

Cardiac Monitor/Defibrillators (CMD's) are an integral component for the delivery of Paramedic Services. CMD's allow the paramedic to monitor patient condition, with the use of electrocardiograms, heart rate, blood pressure, oxygen saturation, carbon monoxide in the blood and exhaled carbon dioxide. CMD's enable Paramedics to diagnose conditions such as myocardial infarctions (heart attack) and critical cardiac arrhythmias (abnormal heart rhythms). With the ability to rapidly diagnose life threatening conditions, Paramedics can provide immediate life-saving treatment including defibrillation, transcutaneous pacing (electrically accelerating heart rate), electrical cardioversion (electrically slowing heart rate) and Paramedics have the ability to correct many other underlying conditions with the features available on current CMD's.

As mandated by the Ministry of Health & Long-Term Care (MOH & LTC), Cardiac Monitors/Defibrillators are required on every ambulance and emergency support vehicle operating under the licence of a Paramedic Service. With this in mind, CMD's have minimum requirements as set out by the MOH & LTC, depending on the level of care provided by the Paramedic Service. Dufferin County Paramedic Service provides Paramedic Services at an advanced care level and are therefore required to purchase

CMD's capable of performing all necessary functions to provide patient care to this advanced level.

Currently, Dufferin County Paramedic Services uses Zoll E Series CMD's which were purchased in October of 2010 by utilizing a Region of Waterloo R.F.P. DCPS along with many other paramedic services, follow a five year replacement cycle on CMD's due to the constant upgrades in technology and the expiration of warranties at the five year point.

A review was completed to source any recent R.F.P's by local Municipalities, Region of Waterloo EMS conducted a competitive bid process in Decmeber 2014. Both the Region of Waterloo and the Vendor have provided written permission to Dufferin County Paramedic Services to use their Tender to Purchase. The Vendor has provided a quote based on the pricing secured during the Region of Waterloo multiple year R.F.P. agreement dated December 16, 2014. Section 15, Cooperative Purchasing of our Procurement Bylaw permits the County to enter into arrangements with other government bodies to make such purchases.

Financial, Staffing, Legal, or IT Considerations

The cost related to the purchase of the new Zoll X Series Cardiac Monitor/Defibrillators is \$215,730.00. This represents the price as a result of the Region of Waterloo tender dated December 16, 2014, sufficient funds are included in the ambulance capital equipment account to cover this expenditure.

Strategic Direction and County of Dufferin Principles

Collaborating with the area municipalities is an identified action in support of the strategic objective to promote cohesiveness between each. It adheres to the County of Dufferin Principles:

1. We Manage Change - by proactively addressing the needs of the community by evaluating the latest proven medical evidence
2. We Deliver Quality Service – by delivering high-quality, cost effective services to those in the community in need
3. We Communicate – by engaging in conversations with our many community partners to ensure that we have the resources necessary to make the important decisions.
4. We Make Good Decisions – by collaborating with as many stakeholders as necessary to ensure that we have the information to make the best decision possible.

Recommendation

THAT the report by Tom Reid, Chief Dufferin County Paramedic Service dated September 22, 2015, be received;

AND THAT Dufferin County Paramedic Service be approved to proceed with the process of purchasing Zoll X Series Cardiac Monitors/Defibrillator's based on the Region of Waterloo's R.F.P. in the amount of \$215,730.00 dated December 16, 2014.

Respectfully Submitted By:

Tom Reid, Chief
Dufferin County Paramedic Service



REPORT TO GENERAL GOVERNMENT SERVICES

To: Chair McGhee and Members of the General Government Services Committee

From: Sonya Pritchard, Chief Administrative Officer

Meeting Date: September 22, 2015

Subject: **Economic Development Review**

In support of Strategic Plan Priorities and Objectives

Economic Vitality: 1.1 Foster a regional approach to economic development

Purpose

The purpose of this report is to recommend a process for review of the County's economic development role in consultation with community partners and local municipalities.

Background & Discussion

The County of Dufferin Corporate Strategic Plan identifies economic vitality as a strategic priority and sets forstening a regional approach to economic development as an objective. The actions necessary to establish this objective are to review the current economic development role and to work with partners to develop a sustainable economic development plan/strategy that supports the County's plan and addresses specific issues identified in the County's Official Plan and the "Places to Grow" legislation.

For many years the County of Dufferin has made a significant financial contribution to economic development activities. Funds totaling \$280,000 have been provided annually to the Greater Dufferin Chamber of Commerce, Headwaters Tourism, the Orangeville Small Business Centre, and Dufferin.biz. During the 2015 budget process there was discussion with respect to the need to review the funding allocations and to examine options for future economic development support and responsibilities.

The community partners currently involved in economic development activities have been instrumental in raising awareness of the importance of a collaborative and integrated approach. Over the past few years all of the organizations listed above have worked to align their strategic priorities and to ensure they are supportive of local economic development goals and objectiveswhile eliminating overlap duplication where

feasible. The recent amalgamation of the Chamber and Dufferin.biz organizations into the Dufferin Board of Trade is further evidence of the commitment to work together to promote economic opportunities throughout Dufferin County.

Recent discussions at the staff level with representatives from the Dufferin Board of Trade and Headwaters Tourism indicate that there is real interest in additional collaboration to create a long term sustainable strategy and funding model for economic development. In an effort to ensure that widespread interests are addressed it is recommended that a steering committee be established to create a plan and to identify areas of County wide interest that should be financially supported at the County level. Committee composition should include representatives from County Council, Dufferin Board of Trade, Headwaters Tourism, SBEC (?) and local EDCs/municipalities.

It is anticipated that this exercise will take several months to complete and may require some assistance from outside experts. There is an abundance of resources available in this field and a small amount of funding is available in administration consulting budget should there be a cost to access some of them. The County of Huron recently completed a county-wide economic development exercise with the assistance of OMAFRA and every effort will be made to use similar resources in Dufferin.

In the interim period, it is recommended that the County continue to provide status quo financial support for the current partners to ensure that the excellent work they are presently involved with continues.

In addition to the collaborative efforts at the County level, there is a movement at the Western Ontario Warden's Caucus to review opportunities for cooperation across the south-western Ontario region. In response to a motion at the August WOWC meeting, the County CAOs are compiling a list of economic development resources and identifying common regional economic objectives for presentation to the Warden's later this fall.

Local Municipal Impact

The local economic development committees/municipalities will be directly involved in the process.

Financial, Staffing, Legal or IT Considerations

There are no immediate financial, staffing, legal or IT consideration as a result of this report.

Strategic Direction and County of Dufferin Principles

Creating a steering committee with broad-based representation to work on an economic development strategy directly address the strategic objective to foster a regional approach to economic development.

1. We Manage Change – by proactively addressing challenges from a changing economic landscape that values regional solutions;
2. We Deliver Quality Service - by working with partners to create a long term strategy that is cost effective and sustainable;
3. We Communicate – by inviting participation and sharing of ideas with partners municipalities, and the public;
4. We Make Good Decisions - by collaborating with our community and municipal partners to generate a plan that is informed and thoughtful.

Recommendation

THAT, the report of the Chief Administrative Officer with respect to Economic Development Review dated September 22, 2015 be received;

AND THAT, a steering committee be established to create a plan and to identify areas of County wide interest that should be financially supported at the County level;

AND THAT, the steering committee be comprised of representatives from County Council, Dufferin Board of Trade, Headwaters Tourism, and Local EDCs/Municipalities;

AND THAT, funding to partner organizations be included at the status quo in the 2016 Draft Budget.

Respectfully Submitted,

Sonya Pritchard, CPA, CMA
Chief Administrative Officer



REPORT TO COMMITTEE

To: Chair McGhee and Members of the General Government Services Committee

From: Pam Hillock, Director of Corporate Services/Clerk
Michael A. Giles, Chief Building Official/Director of Property

Meeting Date: September 22, 2015

Subject: Lieutenant Governor's Ontario Heritage Award – Excellence in Conservation

In Support of Strategic Plan Priorities and Objectives

Economic Vitality: 1.3 Promote conservation and environmental stability

Service Excellence: 4.4 Promote organizational excellence and innovation and celebrate success

Purpose

The purpose of this report is to provide seek permission to apply for a Lieutenant Governor's Ontario Heritage Award.

Background & Discussion

On August 28, 2015, staff received an email from the Ontario Heritage Trust regarding the Ontario Heritage Trust's Lieutenant Governor's Ontario Heritage Awards.

The Ontario Heritage Trust's Lieutenant Governors Ontario Heritage Awards recognize groups, individuals, projects and communities that demonstrate excellence in the field of heritage conservation. Recipients are invited to Queen's Park where they receive their award from the Lieutenant Governor and Ontario Heritage Trust Chairman.

Staff are recommending that the County of Dufferin courthouse, built in 1881, be nominated for an award. The Manager of Facilities is currently working on an application for submission. The deadline is September 30th, 2015, so we are recommending getting the application in prior to the October Council meeting.

The Dufferin County Courthouse complex, specifically the 1881 building is a point of civic pride within the community. When constructing the 2011 addition adjacent to it,

the Heritage Trust was consulted by the County extensively on matters of design and materials to ensure that the original character would not only be preserved, but enhanced. Participating in initiatives like "Doors Open Ontario" with the assistance of our Museum staff have allowed us to educate members of the community about the importance of the complex, and its history.

Beginning in 1998 in conjunction with entering a "Heritage Easement" on the property, a comprehensive restoration of the 1881 Courthouse building, including brick facade, chimney work, copper flashing, and slate roof. Ongoing activities at the complex have included full landscape design and build (2004) which received a Landscape Ontario Award of excellence for projects under \$30,000. A complete restoration of the existing wood windows was done in 2009. A new addition was constructed in 2011, the design of which was heavily influenced by the Heritage buildings on the property.

Any project undertaken at the site is planned with heritage and conservation as a priority. This is reflected by specifying materials that are native, or are in keeping with that which has already been used. When an older home was demolished in order to facilitate construction of the new addition. The bricks, which were the same as that used on the 1881 building were removed, and carefully stored to facilitate future restoration work. Architectural elements were taken from the home, were restored, and incorporated in the new building. Limestone for the new building was sourced locally, so that the character of the complex as a whole would be preserved.

Local Municipal Impact

There is no municipal impact as a result of this report.

Financial, Staffing, Legal, or IT Considerations

There are no financial, staffing, legal or IT considerations as a result of this report.

Strategic Direction and County of Dufferin Principles

In Support of Strategic Plan Priorities and Objectives:

1.3 Promote conservation and environmental stability by conserving heritage buildings

4.4 Promote organization excellence and innovation and celebrate success by looking at ways to sustain historical buildings that are aesthetically pleasing as well as operating in an efficient manner

1. We Manage Change – by managing construction projects at the courthouse complex to meet the needs of the community;
2. We Deliver Quality Service – by preserving the integrity of heritage buildings while operating them in an efficient manner;

3. We Communicate – by placing news stories on the website, social media, newsletters, providing information to the media;
4. We Make Good Decisions - by preserving the past and at the same time providing services to the public.

Recommendation

THAT the report from the Clerk/Director of Corporate Services and the Chief Building Official/Director of Property dated September 22, 2015 regarding the Lieutenant Governor’s Ontario Heritage Award, be received;

AND THAT a nomination be submitted for the Lieutenant Governor’s Ontario Heritage Award, Excellence in Conservation, for the Courthouse Complex located at 51 Zina Street, 55 Zina Street and 10 Louisa Street, Orangeville, by the Warden by the September 30th, 2015 deadline.

Respectfully Submitted,

Pam Hillock, County Clerk/Director of Corporate Services
Michael A. Giles, Chief Building Official/Director of Property



REPORT TO COMMITTEE

To: Chair McGhee and Members of the General Government Services Committee

From: Pam Hillock, Director of Corporate Services/Clerk

Meeting Date: September 22, 2015

Subject: **AMO Conference Attendance – August 16 to 19, 2015**

In Support of Strategic Plan Priorities and Objectives

Communication and Connections: 2.3 Provide a strong voice for advocating to the Province

Good Governance: 3.2 Increase Transparency, 3.3 Improve policies, practices and procedures

Purpose

The purpose of this report is to provide information about staff's attendance at the recent AMO (Association of Municipalities of Ontario) conference held August 16 to 19 in Niagara Falls.

Background & Discussion

The Chief Administrative Officer, Clerk and Treasurer attended the recent AMO conference held in Niagara Falls. Also, representing the County were Councillors Mills, White and Williams.

Delegations with Ministers

One delegation was made to Minister Glen Murray, Environment and Climate Change regarding the unregulated dumping of fill in several municipalities in Dufferin County. The Chief Administrative Officer and Councillors Mills and White attended the delegation with the Minister.

The Chief Administrative Officer also attended a delegation with Minister Brad Duguid, Economic Development, Employment and Infrastructure on the SWIFT (South Western Integrated Fibre Technology) project. The SWIFT project is driven by the Western Ontario Wardens' Caucus (WOWC) in an effort to have ultra-high-speed internet made available across the region through the SWIFT. The SWIFT project will serve an area

of more than 3.5 million represented by WOWC, as well as the Region of Niagara and the cities of Orillia and Stratford, who have joined the project. The project is also seeking to work closely with First Nations communities in western Ontario to make sure that they too benefit from the project.

Speakers:

Kathleen Wynne, Premier of Ontario
Patrick Brown, Leader of Ontario PC
Andrea Horwath, Leader of Ontario NDP
Preet Bannerjee (on the economy)
Dr. Katherine Loffin
First Nations Leaders
Provincial Ministers

Workshops Attended:

Ethics and Integrity in Municipal Government
Managing Municipal Complaints
Managing Excess Soils
Waste Legislation Redux
Social Media
Electricity Distribution Sector Update
Rural and Northern Lens
Human Resources Update
Asset Management
Service Solutions

Ontario First Nations

The Ontario First Nations leaders spoke about the Haldimand Tract (entire length of Grand River) that affects Dufferin County and also about issues that affect the aboriginal people across the Province. Staff will undertake to prepare a report providing information on the Haldimand Tract and other matters as it relates to planning and the duty to consult with the Aboriginal Community.

Local Municipal Impact

No local Municipal Impact.

Financial, Staffing, Legal, or IT Considerations

There are no financial, staff, legal or IT considerations as a result of this report.

Strategic Direction and County of Dufferin Principles

Providing a report of attendance at a conference is in line with Good Governance and Communications and Connections.

The following principles have been adhered to:

1. We Manage Change – We proactively seek learning and network opportunities.
2. We Deliver Quality Service – Keeping abreast of new developments in technology, legislation and best practices enables us to provide quality service
3. We Communicate – We provide information to Council, the local media, posting information on the website, social media posts, electronic newsletters and newspaper advertising
4. We Make Good Decisions - Members of Council and staff attending learning symposiums assist Council in their decision-making process

Recommendation

THAT the report dated September 22, 2015, from the Clerk/Director of Corporate Services regarding AMO Conference Attendance – August 16 to 19, 2015, be received;

AND THAT staff prepare an information report for a future meeting on aboriginal relations in Dufferin County and the implications on the Haldimand Tract in Dufferin County.

Respectfully Submitted,

Pam Hillock
County Clerk/Director of Corporate Services



REPORT TO GENERAL GOVERNMENT SERVICES

To: Chair McGhee and Members of the General Government Services Committee

From: Pam Hillock, Clerk/Director of Corporate Services

Meeting Date: September 22, 2015

Subject: Provincial Offences Administration

In Support of Strategic Plan Priorities and Objectives

Communication and Connections: 2.2 Foster two-way communication with lower tier municipalities and neighbouring municipalities;
Service Excellence: 4.3 Enhance Value for Money.

Purpose

The purpose of this report to provide information and updates on the administration of the Provincial Offences Act in Dufferin County as a result of the motion by the Town of Mono. County Council directed staff to prepare a report for committee.

The Town of Mono passed a motion at its meeting held April 28, 2015:

We request, with the consent of the Dufferin County municipalities, that the County of Dufferin, in co-operation with the Town of Caledon, investigate delivery of the of POA service within the County, and that a discussion paper be prepared for consideration of the County, the Dufferin local municipalities, the Town of Caledon and the Province.

AND THAT this resolution be circulated to the County of Dufferin, the Town of Caledon, the Ministry of the Attorney General, and Dufferin local municipalities.

County Council passed the following motion at its meeting held on May 14, 2015:

THAT the correspondence from the Town of Mono dated April 30, 2015, recommending that, with the consent of the Dufferin County municipalities, that the County of Dufferin, in co-operation with the Town of Caledon, investigate delivery of the POA service within the County, and that a discussion paper be prepared for consideration of the County, the Dufferin local municipalities, the Town of Caledon and the Province, be referred to staff for a report to the General Government Services Committee.

Background & Discussion

In 1998, the Province of Ontario enacted Bill 108, Streaming of Administration of Provincial Offences Act. The result was the downloading of the Administration of the Provincial Offences Courts. In many jurisdictions, the upper tier municipality took on the responsibility.

In the case of Dufferin County, the Town of Caledon provides POA court administration. Caledon entered into an MOU with the Province to become a “Municipal Partner” with the Province. There is also a Local Side Agreement with the Attorney General. The MOU with the Province refers to Caledon as the Municipal Partner. It requires that the Municipal Partner enter into Service Agreements with the County of Dufferin and the area municipalities.

The agreement with Dufferin County recognizes that activities associated with and under the Act within the geographical areas of Dufferin County will be carried out by the various lower tier municipalities, but that the agreement was required in order to comply with the request of the Ministry of the Attorney General. Aside from minimal parking ticket revenue for tickets issued on County roads, the County does not participate directly in the Provincial Offences Administration; however, it provides office and court space at 55 Zina Street, Orangeville. The County also provides internet and phone service for the POA function on a cost recovery basis. The County’s IT staff also supports courtroom AV equipment and minor IT requests from POA staff.

Initial discussions have taken place with the Town of Caledon staff regarding the motion from the Town of Mono. One board meeting has taken place and there was some discussion the Mono motion. After the board meeting, the Dufferin staff and Councillors Foster and McGhee met to discuss possible next steps. They asked that the Clerk of Dufferin County start with contacting the Ministry of the Attorney General asking if to see if it is possible for Dufferin County take on the administration of the POA courts. They also asked that as the process moves forward that regular reports be provided to County Council and the local councils.

There are different scenarios for service delivery that can be presented in a future report pending the outcome of discussions with the Ministry of the Attorney General.

Local Municipal Impact

The local municipalities are directly involved in the process and they are affected by the loss of revenue and additional costs, for example the additional cost imposed by the Province for adjudication services as of January 1st, 2016.

Financial, Staffing, Legal or IT Considerations

There are no financial, staffing, legal or IT consideration as a result of this report.

Strategic Direction and County of Dufferin Principles

Working with the local municipalities to investigate a “made in Dufferin” solution to the Provincial Offences Court Administration, promotes better communication and connections by fostering two-way communication with lower tier municipalities and neighbouring municipalities, enhances value and adheres to the Dufferin County principles:

1. We Manage Change – by proactively investigating alternative service delivery to achieve efficiencies
2. We Deliver Quality Service - by collaborating and investigating other methods of service delivery
3. We Communicate – We provide information to the local media, posting information on the website, social media posts, electronic newsletters and newspaper advertising
4. We Make Good Decisions - By collaborating with our municipal partners, we can recommend the best options for Council to consider

Recommendation:

THAT the report from the Clerk/Director of Corporate Services regarding Provincial Offences Administration dated September 22, 2015, be received.

Respectfully Submitted,

Pam Hillock
County Clerk/Director of Corporate Services



REPORT TO COMMITTEE

To: Chair McGhee and Members of the General Government Services Committee

From: Pam Hillock, Director of Corporate Services/Clerk

Meeting Date: September 22, 2015

Subject: Options for the Appointment of an Integrity Commissioner

In support of Strategic Plan Priorities and Objectives

Communication and Connections: 2.1 Connect with residents

Good Governance: 3.2 Increase Transparency

Purpose

The purpose of this report is to provide further information to committee regarding the appointment of an Integrity Commissioner and make a recommendation to establish an ad hoc committee to review the accountability and transparency policies.

Background & Discussion

Further to the report on Bill 8 (Public Sector and MPP Accountability and Transparency Act, 2014) presented to the June 23, 2015 (attached as Schedule A), meeting of committee, staff were directed to provide a report on options regarding the appointment of an Integrity Commissioner. Appointing an Integrity Commissioner is an optional appointment and the duties are outlined in the Municipal Act, 2001:

Integrity Commissioner

[223.3 \(1\)](#) Without limiting sections 9, 10 and 11, those sections authorize the municipality to appoint an Integrity Commissioner who reports to council and who is responsible for performing in an independent manner the functions assigned by the municipality with respect to,

- (a) the application of the code of conduct for members of council and the code of conduct for members of local boards or of either of them;
- (b) the application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and of local boards or of either of them; or
- (c) both of clauses (a) and (b). 2006, c. 32, Sched. A, s. 98.

Powers and duties

(2) Subject to this Part, in carrying out the responsibilities described in subsection (1), the Commissioner may exercise such powers and shall perform such duties as may be assigned to him or her by the municipality. 2006, c. 32, Sched. A, s. 98.

Delegation

(3) The Commissioner may delegate in writing to any person, other than a member of council, any of the Commissioner's powers and duties under this Part. 2006, c. 32, Sched. A, s. 98.

Same

(4) The Commissioner may continue to exercise the delegated powers and duties, despite the delegation. 2006, c. 32, Sched. A, s. 98.

Status

(5) The Commissioner is not required to be a municipal employee. 2006, c. 32, Sched. A, s. 98.

Essentially, an Integrity Commissioner investigates the conduct of Members of Council and Members of Local Boards with respect to the code of conduct. Dufferin County Council has a Code of Conduct in place. The Code of Conduct states that complaints go the Chief Administrative Officer in the form of an affidavit, a report on the nature of the complaint is presented to Council and Council shall appoint an Integrity Commissioner to investigate the alleged breach. To date, no complaints have been lodged regarding the conduct of a member and no Integrity Commissioner has been appointed.

If an Integrity Commissioner is appointed, then the process would need to be amended. Committee may also want to consider reviewing the Code of Conduct and the Accountability-related policies that were developed in 2008. An ad hoc committee could be utilized of the committee chairs to guide this process.

Staff polled other Counties across the Province. In south western Ontario, the County of Lambton has engaged an Integrity Commissioner. In eastern Ontario, the Eastern Ontario Warden's Caucus is going through an RFP process to select an Integrity Commissioner. The Caucus would pay the retainer fee and the Counties and lower tier municipalities could access the services as a pay for service.

Local Municipal Impact

Staff were asked to consult with local municipal staff prior to reporting back. There does not appear to be any interest in appointing an Integrity Commissioner at the local level; however, if the County does appoint an Integrity Commissioner, the lower tiers could use the service on a pay-for-service basis.

Financial, Staffing, Legal, or IT Considerations

If Council chooses to appoint an Integrity Commissioner directly, a budget would have to be established to pay a retainer. The cost could be \$10,000 to \$20,000 per year. An amount would need to be added to the 2016 operating budget.

Options:

1. Approach the Western Warden's Caucus to see if there is any interest in adopting a model similar to the Eastern Ontario Warden's Caucus.
2. Appoint an Integrity Commissioner for Dufferin County through an RFP process and offer the service to the lower tiers as a pay-for-service.
3. Status Quo.
4. Direct complaints to the Ontario Ombudsman.

Strategic Direction and County of Dufferin Principles

Providing a process for the public to file a complaint about council conduct reinforces Council's commitment to encourage public feedback and to provide increased transparency. It is also in line with the priority to provide good governance and adheres to the following County of Dufferin principles:

1. We Manage Change – by proactively keeping abreast of new legislation and the affect it has on Dufferin County, ie. Bill 8
2. We Deliver Quality Service – by ensuring members of Council and staff adhere to a Code of Conduct which results in trusted quality service
3. We Communicate – by providing information to the local media, posting information on the website, social media posts, electronic newsletters and newspaper advertising
4. We Make Good Decisions - by researching legislation and best practices and procedures and review existing policies

Recommendation

THAT the report from the Clerk/Director of Corporate Services dated September 22, 2015, regarding the Options for the Appointment of an Integrity Commissioner be received;

AND THAT an Ad Hoc Committee be struck of the Committee Chairs to review the Council Code of Conduct, the Accountability-related policies and make a recommendation regarding the appointment of an Integrity Commissioner.

Respectfully Submitted,

Pam Hillock
County Clerk/Director of Corporate Services



REPORT TO COMMITTEE

To: Chair McGhee and Members of the General Government Services Committee

From: Pam Hillock, Director of Corporate Services/Clerk

Meeting Date: June 23, 2015

Subject: Bill 8 – Public Sector and MPP Accountability and Transparency Act, 2014

In Support of Strategic Plan Priorities and Objectives: Communication and Connections by encouraging public feedback and comments in a variety of innovative forums (2.1.3) and Good Governance by reviewing and updating current policies and procedures (3.3.2)

Purpose

The purpose of this report is to provide an update on Bill 8 – Public Sector and MPP Accountability and Transparency Act, 2014.

Background & Discussion

Bill 8 received Royal Assent on December 11, 2014 and it expands the power of the Ontario Ombudsman to review public entities in the MUSH (Municipalities, Universities, School Boards and Hospitals) Sector. The Ontario Gazette notes that Bill 8, Public Sector and MPP Accountability and Transparency Act, 2014 and related regulations affecting municipal governments are to be proclaimed in effect on January 1, 2016. The Bill enacts a new Act and amends a number of other Acts by way of schedules. Schedule 5 amends the Excellent Care for All Act, 2010 and creates a Patient Ombudsman; Schedule 6 amends the Municipal Freedom of Information and Protection of Privacy Act by adding a duty for heads (Clerk) to ensure that measures are in place to preserve the records in their institution in accordance with applicable laws, rules and practices as well as the creation of offences. Schedule 9 makes amendments to the Ombudsman Act.

The Ombudsman's Office was established by the Ontario legislature in 1975 and currently has jurisdiction to receive complaints about Provincial Ministries. It is anticipated that the Ombudsman's expanded duties will include the investigation of any decision, recommendation or act done or not done by a municipality through a complaint process. The Patient Ombudsman will have implications for Dufferin Oaks Homes for Seniors.

Staff has attended several workshops on this topic and recommendations made by the Ombudsman's office and other larger municipalities is that a complaint procedure be implemented and processes in place to deal with complaints. Data analysis could be key to show improvement. When a complainant contacts the Ombudsman, the County of Dufferin will be able to show how the matter was deal with. Essential to accompany a complaints process is Customer Service Standards that staff would have to adhere to.

Council may also wish to consider appointing an Integrity Commissioner. This is an optional appointment and the duties are outlined in the Municipal Act, 2001:

Integrity Commissioner

[223.3 \(1\)](#) Without limiting sections 9, 10 and 11, those sections authorize the municipality to appoint an Integrity Commissioner who reports to council and who is responsible for performing in an independent manner the functions assigned by the municipality with respect to,

- (a) the application of the code of conduct for members of council and the code of conduct for members of local boards or of either of them;
- (b) the application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and of local boards or of either of them; or
- (c) both of clauses (a) and (b). 2006, c. 32, Sched. A, s. 98.

Powers and duties

[\(2\)](#) Subject to this Part, in carrying out the responsibilities described in subsection (1), the Commissioner may exercise such powers and shall perform such duties as may be assigned to him or her by the municipality. 2006, c. 32, Sched. A, s. 98.

Delegation

[\(3\)](#) The Commissioner may delegate in writing to any person, other than a member of council, any of the Commissioner's powers and duties under this Part. 2006, c. 32, Sched. A, s. 98.

Same

[\(4\)](#) The Commissioner may continue to exercise the delegated powers and duties, despite the delegation. 2006, c. 32, Sched. A, s. 98.

Status

[\(5\)](#) The Commissioner is not required to be a municipal employee. 2006, c. 32, Sched. A, s. 98.

Local Municipal Impact

The legislation affects all municipalities.

Financial, Staffing, Legal, or IT Considerations

There are no direct staffing, financial, legal or IT considerations as a result of this report; however, if Council chooses to appoint an Integrity Commissioner, a budget would have to be established to pay a retainer.

Strategic Direction and County of Dufferin Principles

Providing a system for customer feedback and processes to address the feedback is in line with the corporate strategic objective to encourage public feedback and comments in a variety of innovative forums and also the review and update current policies and procedures.

1. We Manage Change – by proactively keeping abreast of new legislation and the affect it has on Dufferin County
2. We Deliver Quality Service – by providing a forum for residents for feedback allows the County of Dufferin to improve processes and identify areas for improvement
3. We Communicate – by providing information to the local media, posting information on the website, social media posts, electronic newsletters and newspaper advertising
4. We Make Good Decisions - by researching legislation and best practices and procedures

Recommendation

THAT the report from the Clerk/Director of Corporate Services dated June 23, 2015, regarding Bill 8 – Public Sector and MPP Accountability and Transparency Act, 2014, be received;

AND THAT staff be directed to create a Customer Service Policy, Complaints Registry and processes associated with the policy and registry.

Respectfully Submitted,

Pam Hillock
County Clerk/Director of Corporate Services