



## GENERAL GOVERNMENT SERVICES COMMITTEE AGENDA

Thursday, September 27, 2018 at 3:00 p.m.

55 Zina Street, Orangeville – Sutton Room (2<sup>nd</sup> Floor)

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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).

### **REPORTS**

1. GENERAL GOVERNMENT SERVICES – September 27, 2018 – ITEM #1  
Access Dufferin Minutes – September 10, 2018

Minutes from the Access Dufferin Committee meeting held on September 10, 2018.

#### **Recommendation:**

**THAT the minutes of the Access Dufferin Committee meeting of September 10, 2018, and the recommendations contained therein, be adopted.**

*ACCESS DUFFERIN – September 10, 2018 – ITEM #4*  
Committee Accomplishments

*THAT the Committee work on creating promotion materials for Access Dufferin.*

2. GENERAL GOVERNMENT SERVICES – September 27, 2018 – ITEM #2  
Alternate Member to Council Policy

A report from the Director of Corporate Services/Clerk, dated September 27, 2018, to seek Council approval for an Alternate Members of Council policy.

#### **Recommendation:**

**THAT the report of the Director of Corporate Services/Clerk dated September 27, 2018 with respect to an Alternate Members of Council policy be received;**

**AND THAT the Alternate Members of Council Policy, attached as Schedule A to this report, be adopted.**

3. GENERAL GOVERNMENT SERVICES – September 27, 2018 – ITEM #3  
911 Central Emergency Reporting Bureau Contract

A report from the Director of Corporate Services/Clerk, dated September 27, 2018, to seek direction from Committee and Council in regard to the provision of a Central Emergency Reporting Bureau (CERB).

**Recommendation:**

**THAT the report of the Director of Corporate Services/Clerk, dated September 27, 2018, regarding 911 Central Emergency Reporting Bureau Contract, be received;**

**AND THAT the current contract for 911 Central Emergency Reporting Bureau be extended for an additional three months until September 30, 2019 to allow for a decision to be made during the next term of Council.**

4. GENERAL GOVERNMENT SERVICES – September 27, 2018 – ITEM #4  
Rabies Working Group

A report from the Director of Corporate Services/Clerk, dated September 27, 2018, to update Committee and Council on the efforts of local stakeholders to mitigate the current rabies outbreak in southern Ontario.

**Recommendation:**

**THAT the report of the Director of Corporate Services/Clerk, dated September 27, 2018, with respect to the Rabies Response Working Group be received.**

5. GENERAL GOVERNMENT SERVICES – September 27, 2018 – ITEM #5  
Local Flood Preparedness Efforts

A report from the Director of Corporate Services/Clerk, dated September 27, 2018, to update Committee and Council on the efforts undertaken to educate the public about the possibility of damaging floods.

**Recommendation:**

**THAT the report of the Director of Corporate Services/Clerk, dated September 27, 2018 with respect to Local Flood Preparedness Efforts, be received.**

6. GENERAL GOVERNMENT SERVICES – September 27, 2018 – ITEM #6  
Cyber Security Incident Response Plan Policy

A report from the Director of Corporate Services/Clerk, dated September 27, 2018, to seek Council approval for a Cyber Security Incident Response Plan.

**Recommendation:**

**THAT the report from the Director of Corporate Services/Clerk, dated September 27, 2018, with respect to an Cyber Security Incident Response policy be received;**

**AND THAT the Cyber Security Incident Response policy, attached, be approved.**

**CORRESPONDENCE**

7. **GENERAL GOVERNMENT SERVICES – September 27, 2018 – ITEM #7**  
**Association of Municipalities Ontario – Letter on Municipal Governance**

Correspondence from Jamie McGarvey, President of Association of Municipalities Ontario, with respect to provide an update with respect to provincial and municipal relationships and welcome any input from municipal councils for their next Board meeting.

**Recommendation:**

**THAT the correspondence from the Association of Municipalities Ontario, dated September 17, 2018, with respect to the Statement from the Minister of Municipal Affairs and Housing regarding provincial and municipal relations be received.**

**Next Meeting**

To be determined



## **ACCESS DUFFERIN COMMITTEE MINUTES**

**Monday, September 10, 2018 at 1:00 p.m.**

**55 Zina Street, Orangeville – Sutton Room**

The Committee met at 1:00 p.m. in the Sutton Room, 55 Zina Street, Orangeville

Members Present: Peggy Bond (Chair)  
Kat Anderson  
Mike Gravelle  
Trevor Lewis

Members Absent: Walter Benotto  
Karla Foote  
Anthony Kilmartin

Councillors Present: Warden Paul Mills

Staff Present: Steve Murphy, Accessibility Coordinator  
Michelle Hargrave, Administrative Support Specialist

Peggy Bond called the meeting to order at 1:03 p.m.

Declarations of Pecuniary Interest by Members – None

1. ACCESS DUFFERIN – September 10, 2018 – ITEM #1  
Warden Mills' Address

Warden Mills addressed the Committee to thank them for their term of service on behalf of County Council. He noted Council appreciates the work the Committee has done and the work they will continue to do in the next term.

2. ACCESS DUFFERIN – September 10, 2018 – ITEM #2  
Access Dufferin Meeting Notes – May 14, 2018

Notes from the previous Access Dufferin Meeting were reviewed for information purposes.

3. ACCESS DUFFERIN – September 10, 2018 – ITEM #3  
Small Business Information Event Update

Steve Murphy advised the Town of Orangeville in conjunction with the Small Business Enterprise Centre is hosting an event on September 17, 2018 in Orangeville geared toward helping small businesses be accessible.

As this is similar to the event being planned by the Committee, the Committee agreed it would be beneficial to host the County event outside of Orangeville to reach those businesses in other parts of the County. The continued planning of this event will be a priority for the next Committee term.

4. ACCESS DUFFERIN – September 10, 2018 – ITEM #4  
Committee Accomplishments

The Committee discussed the successes of the Committee throughout 2018.

These include:

- Site Plan Review – 54 Lawrence Ave.
- Site Plan Review – Museum of Dufferin
- Presence at the Orangeville Home Show
- Developing a County Owned Properties Accessibility Audit Checklist & Action Plan to audit properties
- Business Recognition Awards Kit for municipalities
- Continuing Education at each meeting
- Remote participation for Committee members

Mike Gravelle noted he wanted to see the next term of the Committee continue to do work externally in the County.

The Committee discussed the County owned property audits and agreed they should be done every few years in case there are changes to a property. Scheduling the property audits will be one of the first agenda items for the next Committee term. Steve Murphy noted he will advise each municipality when the Committee is conducting the audits and offer the Committee's input for any municipal owned properties. Steve Murphy will make identification badges for the Committee members doing the audits.

All members of the Committee were pleased that they were represented at the Orangeville Home Show. In order to make Access Dufferin's presence more noticeable at the next Home Show, Steve Murphy will create a banner sign to display information about the Access Dufferin Committee. In order to engage the public at the Home Show, the Committee suggested giving attendees an "accessible experience". This could involve obtaining a pair of glasses from the CNIB that simulate having cataracts.

**Moved by Trevor Lewis, seconded by Kat Anderson**

**THAT the Committee work on creating promotional materials for Access Dufferin.**

**-Carried-**

**5. ACCESS DUFFERIN – September 10, 2018 – ITEM #5  
Next Committee Term**

Steve Murphy advised he anticipates the advertisement for members will be in January. Michelle Hargrave will ensure all current Committee members are notified when the advertisement for the next Committee term is released.

**OTHER BUSINESS**

Kat Anderson enquired if presenters from different organizations can be invited in to give the continuing education session. Steve Murphy advised that would be more than welcome and Dufferin County and local municipal staff would be invited to attend as well.

The Committee asked for an update on the status of the new Dufferin County website. Steve Murphy would like to send the website pilot out to current Committee members when it is available to get their feedback.

**ADJOURNMENT**

The meeting adjourned at 1:59 p.m.



## REPORT TO COMMITTEE

**To:** Chair McGhee and Members of General Government Services

**From:** Pam Hillock, Director of Corporate Services/Clerk

**Meeting Date:** September 27, 2018

**Subject:** **Alternate Members of Council Policy**

**In Support of Strategic Plan Priorities and Objectives:**

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

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### **Purpose**

The purpose of this report is to seek Council approval for an Alternate Members of Council policy. This policy will mandate a process for accommodating alternate members of Council who may be appointed by local municipal councils under new provisions in Section 268 of the Municipal Act, 2001.

### **Background & Discussion**

The Modernizing Ontario's Municipal Legislation Act, 2017 amended the Municipal Act 2001, in several ways, including giving local municipalities the ability to appoint an alternates member to the upper tier Council should the person be unable to attend a meeting of the upper-tier council for any reason.

Local municipalities are able to appoint an alternate member of County Council in accordance with the following provisions:

1. The appointment of the alternate is for the term of Council
2. Municipalities cannot appoint another alternate to act in place of the appointed alternate member
3. Municipalities cannot appoint an alternate for the Warden

A policy has been developed to establish procedures for alternate members to help ensure the ongoing effectiveness of County Council meetings. The policy will establish notification requirements from the local Clerk so that County Council knows when an alternate will be attending a Council meeting. This will help ensure that the County Clerks office can provide the alternate with the agenda and other materials being considered at the meeting and will also minimize potential disruption at the start of a meeting. The policy will also address a general orientation to alternates to allow them

to effectively transition into their new role. A copy of the draft policy has been attached as Schedule A to this report.

### **Financial, Staffing, Legal, or IT Considerations**

This report does not have any direct financial impact, as alternate members who attend a council or committee meeting will not be compensated by the County of Dufferin

### **Strategic Direction and County of Dufferin Principles**

By improving policies practices and procedures is in line with the strategic priority of good governance. It adheres to the County of Dufferin Principles:

1. *We Manage Change – by updating and recommending best practices and procedures*
2. *We Deliver Quality Service – by consistency reviewing and updating policies to reflect the needs of the community*
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 keeping our policies current and in compliance with current practices*

### **Recommendation**

**THAT the report of the Director of Corporate Services/Clerk dated September 27, 2018 with respect to an Alternate Members of Council policy be received;**

**AND THAT the Alternate Members of Council Policy, attached as Schedule A to this report, be adopted.**

Respectfully Submitted By:

Pam Hillock, Director of Corporate Services/Clerk

Prepared by: Michelle Dunne, Deputy Clerk



## POLICY & PROCEDURE MANUAL

<b>SECTION</b>	COUNCIL	<b>POLICY NUMBER</b>	
<b>SUB-SECTION</b>	Council Procedures	<b>EFFECTIVE DATE</b>	January 1, 2019
<b>SUBJECT</b>	Council Alternate Member Attendance		
<b>AUTHORITY</b>	General Government Services – Council		

### **PURPOSE:**

This purpose of this policy is to provide consistent application of an alternate member policy for members from a lower tier municipality appointed for the term of council to attend an upper tier council meeting in place of a regular upper tier member.

### **STATEMENT:**

Section 268, of the Municipal Act permits a lower tier municipality to appoint one alternate member per term to sit at the upper tier council or committee meeting in the absence of one of their members.

### **PROCEDURES:**

#### **Notice**

A local municipality shall notify the County Clerk in the event that its council appoints an alternate member of County Council. The County Clerk will keep a record of all appointed alternates members which shall be available to the public.

Written notice is to be provided to the Dufferin County Clerk's department by the local Municipal Clerk, as soon as reasonably possible, if the alternate member is attending County Council. Each municipality will be responsible for notifying its alternate member that they are to attend any County Council meetings.

In situations where no prior notice has been given, the alternate member will be required to sign a form provided by the County Clerk or designate, confirming that they are acting as an alternate for that Council meeting at the time of the meeting.

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**SUBJECT**

Council Alternate Member Attendance

**POLICY  
NUMBER**

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**Compensation**

Alternate members who attend a council or committee meeting will not be compensated by the County of Dufferin.

**Meetings**

The meetings that the alternate member is permitted to attend on behalf of the County Councillor are Council and the Standing Committee that the incumbent councillor is a member of. Alternate members must only be used when a Dufferin County member is unavailable to attend an entire meeting.

The Alternate Members' powers and duties as County Councillors extend only to the time they are present at the Council or Committee meeting.

**Voting**

An alternate member attending a council meeting will have the same number of weighted votes that the member they are representing would normally have.

**Orientation**

An orientation to Dufferin County and its operations will be provided to alternate members. If several lower tier municipalities appoint an alternate member within a similar time frame (i.e. after the beginning of a new term of council) there will be an orientation meeting scheduled for these members to familiarize themselves with Dufferin County. Additional orientation meetings will be scheduled as necessary throughout the term of council.

**Meeting Preparation**

Alternate Members are required to read agenda material and keep abreast of County business. Staff are available to answer questions prior to the meeting. The alternate member is required to bring their own copies of the agenda.

**Other Items**

If the alternate member is required to have a copy of closed meeting minutes or reports for the purpose of participating in discussions, these will be provided to the member on paper at the meeting, to be returned at the end of the meeting. Access to the Council portal will not be provided for alternate members unless they are appointed to cover a long-term absence (illness, maternity etc.).

The alternate member will continue to use their lower tier email address and necessary agenda items will be sent to that address for review.



## REPORT TO COMMITTEE

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

**From:** Pam Hillock, Clerk/Director of Corporate Services

**Date:** September 27, 2018

**Subject:** 911 Central Emergency Reporting Bureau Contract

**In Support of Strategic Plan, Priorities and Objectives:**

Communications and Connections: 2.2 Foster two-way communication,  
Good Governance: 3.3 Improve policies, practices and procedures

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**PURPOSE:**

The purpose of this report is to seek direction from Committee and Council in regard to the provision of a Central Emergency Reporting Bureau (CERB).

**BACKGROUND & DISCUSSION:**

The County of Dufferin has been responsible to provide the 911 Central Emergency Reporting Bureau since the inception of the 911 service in Dufferin County. The current contract for service with Northern911 is a three (3) year term and it expires on June 28, 2019. There is an option for two (2) separate one-year extensions as part of this contract.

At the beginning of this contract, a 911 Working Group was created and meets every 6 months or so to talk about common issues amongst the dispatch service providers for all of the first responders: fire, police and paramedics. These meetings have been extremely helpful to all involved and provides a forum for collaboration on issues such as municipal mapping, numbering, etc.

The current contract requires the County of Dufferin to provide Northern911 with 180 days notice for cancellation of service so it is necessary to make a decision now if the contract will be renewed with the one year extension. Previously, the service was provided by Orangeville Police Service. Staff have spoken with the Chief of Police and he advises that they are still interested in providing the service.

Given that Council is close to the end of the term and is in lame duck mode at this time, it is recommended that the decision regarding the contract be made during the next term of Council. Staff has spoken with Northern911 and they have agreed to an extension until September or October of 2019 so that the new council can deal with the matter and still provide the applicable 6 months notice if required.

**Financial Impact:**

The current yearly contact amount with Northern 911 for 2019 is \$30,638.40 and \$31,012.80 for 2020 and is accounted for in the operating budget.

**Strategic Direction and County of Dufferin Principles**

By reviewing ongoing operations and working with partner organizations, it adheres to the principles: Communications and Connections: 2.2 Foster two-way communication, Good Governance: 3.3 Improve policies, practices and procedures

1. We Manage Change – by consulting with the applicable stakeholders
2. We Deliver Quality Service – by maintaining strong partnerships with stakeholders.
3. We Communicate – by engaging with stakeholders on a regular basis through meetings and conversations
4. We Make Good Decisions – by fostering an environment of collaboration that contributes to informed and thoughtful decisions that are reflective of the needs of the community

**Recommendation:**

**THAT the report of the Director of Corporate Services/Clerk, dated September 27, 2018, regarding 911 Central Emergency Reporting Bureau Contract, be received;**

**AND THAT the current contract for 911 Central Emergency Reporting Bureau be extended for an additional three months until September 30, 2019 to allow for a decision to be made during the next term of Council.**

Respectfully submitted,

Pam Hillock  
Clerk/Director of Corporate Services



## REPORT TO COMMITTEE

**To:** Chair McGhee and Members of General Government Services

**From:** Pam Hillock, Director of Corporate Services/Clerk

**Meeting Date:** September 27, 2018

**Subject:** Rabies Working Group

**In Support of Strategic Plan Priorities and Objectives:**

Communication and Connections 2.1: Connect with residents,  
Economic Vitality 1.4: Support initiatives that improve the social determinants of health.

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### Purpose

The purpose of this report is to update Committee and Council on the efforts of local stakeholders to mitigate the current rabies outbreak in southern Ontario.

### Background & Discussion

The raccoon strain of rabies has re-emerged in the Ontario wildlife population. Starting in December 2015 and after a ten-year absence, cases of raccoon rabies have been confirmed among wild and stray animals in Hamilton, Halton, Niagara, Haldimand-Norfolk, Brant and Perth.

Wellington Dufferin Guelph Public Health reports that to date, there has been one confirmed local case of rabies in a land animal: a skunk in the Elora area. Two confirmed cases of rabies were found in bats in the City of Guelph; one in 2017 and one in 2018. Recently a bat that came into contact with some people swimming at Belwood Lake tested positive for rabies. This incident prompted the Wellington Dufferin Guelph Public Health to issue a media release urging anyone who may have been exposed to the bat to seek medical treatment.

There are no reported cases in Dufferin County to date; however, Public Health officials are recommending that low-cost rabies vaccination clinics be held in Dufferin County to help mitigate the potential impact in Dufferin County.

On July 31<sup>st</sup>, 2018 staff hosted a meeting with representatives from the Orangeville SPCA and Wellington Dufferin Guelph Public Health to discuss mitigation strategies. During this meeting the possibility of hosting rabies clinics was discussed.

Through the coordinated efforts of WDGPH, Dufferin County and a local veterinarian two rabies clinics have been scheduled for pet owners in Dufferin County. The first clinic will be held at Amaranth/East Garafraxa Municipal offices on November 24<sup>th</sup>, 2018 and the second clinic will be on December 1<sup>st</sup>, 2018 at the Hornings Mills Community Centre. Both clinics will run from 10:00 am until 2:00 pm. These clinics will provide low-cost vaccination for dogs and cats under the direction of a licensed veterinarian and the approval of the College of Veterinarians of Ontario.

The County's role has been to assist Public Health in finding the locations as well as a communications blitz to help publicize the events.

### **Financial, Staffing, Legal, or IT Considerations**

There is no financial, staffing, legal or IT considerations resulting from this report.

### **Strategic Direction and County of Dufferin Principles**

Actively supporting and participating with stakeholders to build awareness of public health initiatives and adheres to the Strategic Directions: Communication and Connections 2.1: Connect with residents Economic Vitality 1.4: Support initiatives that improve the social determinants of health.

It adheres to the County of Dufferin Principles:

1. We Manage Change – by collaborating with stakeholders and addressing the needs of the community
2. We Deliver Quality Service – by delivering high quality, cost-effective programs that meet the needs of the community and partners
3. We Communicate – by reporting to Committee, Council and the public about the threat of rabies
4. We Make Good Decisions – by fostering an environment of collaboration that contribute to informed and thoughtful decisions

**Recommendation**

**THAT the report of the Director of Corporate Services/Clerk dated September 27, 2018, with respect to the Rabies Response Working Group be received.**

Respectfully Submitted,

Pam Hillock, Director of Corporate Services/Clerk

Report Prepared by:  
Steve Murphy, Community Emergency Management and Communications Coordinator



## REPORT TO COMMITTEE

**To:** Chair McGhee and Members of General Government Services

**From:** Pam Hillock, Clerk/Director of Corporate Services

**Meeting Date:** September 27 , 2018

**Subject:** **Local Flood Preparedness Efforts**

**In Support of Strategic Plan Priorities and Objectives:**

Communication and Connections: 2.2 Foster Two Way Communication for lower tiers  
Good Governance: 3.3. Improve policies, practices and procedures

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### **Purpose**

The purpose of this report to update Committee and Council on the efforts undertaken to educate the public about the possibility of damaging floods.

### **Background & Discussion**

Between June of 2017 and February of 2018 Dufferin County experienced two record setting rainfall events which caused significant concerns for municipalities, industries and residents. During the debriefing following the June 23<sup>rd</sup>, 2017 flooding it was determined that residents who live in and around flood prone areas did not realize the potential severity of hazards associated with the location of their homes.

To help mitigate the impact of future flooding and help residents better prepare for the next flood event staff organized two 'flood preparedness' workshops for early 2018 with the intention of having them completed before spring thaw caused any concerns. Unfortunately, the next big flood occurred in the early morning hours of February 20<sup>th</sup>, 2018. The scheduled flood preparedness workshops went ahead as did several other flood preparedness activities.

Flood Workshops - Two Flood Preparedness Workshops were hosted in the Towns of Mono and Grand Valley because these areas were most impacted by the flooding. The sessions provided residents with an opportunity to learn about flood risk and protective actions that they can take. With presentations from the Insurance Bureau of Canada, conservation authorities, the Red Cross and emergency services.

Hazard Identification and Risk Assessment – This discovery session involving representatives from all municipalities, emergency services and a few flood affected residents provided the information required to update the Community Risk Profile.

Collaboration with Partners for Action – Partners for Action (P4A) is an applied research network advancing flood resiliency in Canada in the face of a changing climate and extreme weather.

Flood Risk Communication Survey – Assisted P4A by engaging residents in flood prone areas and encouraging them to participate in data collection efforts.

A Guide to Flood Prevention and Recovery - Collaborated with Wellington Dufferin Guelph Public Health (WDGPH) and Wellington County Emergency Management on a four-part flood guide which is publicly available through the WDGPH website.

<https://www.wdgpublichealth.ca/guide-flooding-prevention-and-recovery-part-1-prevention-planning-evacuation>

Moving forward, staff will review the data collected from the Partners for Action organization project and make recommendations for any further public education, changes to emergency preparedness plans, etc. Staff will also continue to work with the local municipalities and partners.

### **Financial, Staffing, Legal, or IT Considerations**

There is no financial, staffing, legal or IT impact as a result of this report.

### **Strategic Direction and County of Dufferin Principles**

Collaborating with the area municipalities and stakeholders supports the strategic initiatives: Communication and Connections: 2.2 Foster Two Way Communication for lower tiers, Good Governance: 3.3. Improve policies, practices and procedures

It adheres to the County of Dufferin Principles:

1. We Manage Change - by researching hazards, best practices and procedures
2. We Deliver Quality Service – by promoting community resilience
3. We Communicate – by reporting to Committee, Council and the public in a transparent manner
4. We Make Good Decisions – by sharing with residents information on how they can prepare for emergency situations

### **Recommendation**

**THAT the report of the Director of Corporate Services/Clerk dated September 27, 2018 with respect to Local Flood Preparedness Efforts, be received.**

Respectfully Submitted By:

Pam Hillock  
Director of Corporate Services/Clerk

Prepared by:  
Steve Murphy, Emergency Management & Communications Coordinator



## REPORT TO COMMITTEE

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

**From:** Pam Hillock, Director of Corporate Services/Clerk

**Meeting Date:** September 27, 2018

**Subject:** **Cyber Security Incident Response Plan Policy**

**In Support of Strategic Plan Priorities and Objectives:**

Good Governance 3.3 Improve policies practices and procedures.

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### **Purpose**

The purpose of this report is to seek Council approval for a Cyber Security Incident Response Plan.

### **Background & Discussion**

A Cyber Security Incident Response Plan is a requirement of both Dufferin County's cyber security insurance and PCI DSS compliance (Payment Card Industry Data Security Standards). Cyber security incidents are a serious and constantly evolving threat to Dufferin County's applications and IT infrastructure. Policy 6-10 Cyber Security Incident Response Plan provides staff with a guideline on identifying, documenting and reporting cyber security incidents, attached as Schedule A. The draft policy was reviewed and approved by senior management.

The policy defines a specific process for managing cyber security incidents to minimize the impact on the organization, thus ensuring that the best possible levels of service quality and availability are maintained. The plan defines the expectations of staff that suspect or identify a cyber security incident and also identifies a Cyber Security Incident Response Team and defines the roles and responsibilities of staff during the response to a cyber security incident.

After the policy is approved by Committee and Council, staff will undertake to ensure all county staff are aware and trained on the policy. IT staff have been working diligently over the past two years on making sure that the data collected by the various departments is secure.

### **Financial, Staffing, Legal, or IT Considerations**

There are no financial, staffing or IT considerations.

### **Strategic Direction and County of Dufferin Principles**

By improving policies practices and procedures is in line with the strategic priority of good governance.

It adheres to the County of Dufferin Principles:

1. *We Manage Change – by updating and recommending best practices and procedures*
2. *We Deliver Quality Service – by consistency reviewing and updating policies to reflect the needs of the community*
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 keeping our policies current and in compliance with current practices*

### **Recommendation**

**THAT the report from the Director of Corporate Services/Clerk, dated September 27, 2018, with respect to an Cyber Security Incident Response policy be received;**

**AND THAT the Cyber Security Incident Response policy, attached, be approved.**

Respectfully Submitted By:

Pam Hillock  
Director of Corporate Services

Prepared by:

Steve Hett  
Manager of Information Technology and GIS



## POLICY & PROCEDURE MANUAL

<b>SECTION</b>	INFORMATION TECHNOLOGY	<b>POLICY NUMBER</b>	6-10
<b>SUB-SECTION</b>	Information Security	<b>EFFECTIVE DATE</b>	
<b>SUBJECT</b>	Cyber Security Incident Response Plan		
<b>AUTHORITY</b>	Senior Management Team		

### PURPOSE:

The purpose of this document is to define a specific process for managing cyber security incidents to minimize their impact on the organization, thus ensuring that the best possible levels of service quality and availability are maintained.

This cyber security incident response plan will be regularly reviewed, evaluated, and updated as part of the continuous IT security program. This also involves appropriate training of resources expected to respond to security incidents, as well as the training of all Dufferin County staff, volunteers, students and councillors regarding Dufferin County's expectation of them relative to cyber security responsibilities.

To ensure that the cyber security incidents are identified and reported consistently and that there is an appropriate response.

### STATEMENT:

This policy applies to all staff, volunteers, students and councillors in all departments within Dufferin County. This policy applies to all authorized users of Dufferin County's telephone, email, computer and network services.

This policy outlines Dufferin County's expectations regarding identifying, reporting and responding to cyber security incidents and enables a coordinated approach to response and communication with stakeholders during a significant cyber incident.

<b>SUBJECT</b>	Cyber Security Incident Response Plan	<b>POLICY NUMBER</b>	6-10
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## **PROCEDURES:**

### **Types of Cyber Security Incidents**

- External/Removable Media: An attack executed from removable media (e.g., flash drive, CD) or a peripheral device.
- Attrition: An attack that employs brute force methods to compromise, degrade, or destroy systems, networks, or services.
- Web: An attack executed from a website or web-based application.
- Email: An attack executed via an email message or attachment.
- Improper Usage: Any incident resulting from violation of an organization's acceptable usage policies by an authorized user.
- Loss or Theft of Equipment: The loss or theft of a computing device or media used by the organization, such as a laptop or smartphone.
- Social Engineering/Cyber Fraud: An incident that attacks individuals and policies. These attacks typically target money.
- Other: An attack that does not fit into any of the other categories.

### **Cyber Security Incident Roles and Responsibilities**

During a cyber security incident, roles and responsibilities will be as follows:

#### **Cyber Security Incident Response Team**

- Manager of Information Technology and GIS or designee
- Network Analyst or designee
- Application Analyst or designee
- Records Management Coordinator or designee
- Director of Corporate Services or designee

#### **Support Staff**

- IT Technicians

<b>SUBJECT</b>	Cyber Security Incident Response Plan	<b>POLICY NUMBER</b>	6-10
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### **Cyber Security Incident Identification, Documentation and Reporting**

1. The staff member, volunteer, student or councillor who discovers the cyber security incident will call the IT Service Desk (519-941-2816 x8000) immediately or the IT After Hours On-Call number (519-925-2699). The caller will list possible sources of those who may discover the cyber security incident. The known sources should be provided with a contact procedure and contact list in the event of a discovery of further exposure.
2. The IT staff member that receives the call (or discovered the incident) will log the following information:
  - a. The name of the caller.
  - b. Time of the call.
  - c. Contact information about the caller.
  - d. The nature of the incident.
  - e. What equipment or persons were involved?
  - f. Location of equipment or persons involved.
  - g. How the incident was detected?
  - h. When the event was first noticed that supported the idea that the incident occurred?
3. The following staff should be notified immediately:
  - a. IT Service Desk
  - b. Manager of Information Technology and GIS or designee
  - c. Network Analyst
  - d. Application Analyst
4. Once the cyber security incident has been confirmed and the type and classification has been identified, the following staff should be notified immediately:
  - a. Director of Corporate Services
  - b. Chief Administrative Officer
  - c. Cyber Insurance Hotline (See Schedule A – Cyber Insurance Claims Protocol)
5. The Cyber Security Incident Response Team will convene as soon as possible and determine the following:
  - a. Is the equipment affected business critical?
  - b. What is the severity of the potential impact?
  - c. Name of system being targeted, along with operating system, IP address, and

<b>SUBJECT</b>	Cyber Security Incident Response Plan	<b>POLICY NUMBER</b>	6-10
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location.

- d. IP address and any information about the origin of the attack.
  - e. Is the incident real or perceived?
  - f. Is the incident still in progress?
  - g. What data or property is threatened and how critical is it?
  - h. What is the impact on the business should the attack succeed? Minimal, serious, or critical?
  - i. What system or systems are targeted, where are they located physically and on the network?
  - j. Is the incident inside the trusted network?
  - k. Is the response urgent?
  - l. Can the incident be quickly contained?
  - m. Will the response alert the attacker and do we care?
  - n. What type of incident is this?
6. The Cyber Security Incident Response Team members will identify the type and classification of cyber incident and establish an appropriate response plan based on their initial assessment.

Classifications of cyber security incidents:

- a. Worm
  - b. Virus
  - c. System failure
  - d. Active intrusion
  - e. Inactive Intrusion
  - f. System abuse
  - g. Property theft
  - h. Website denial of service
  - i. Database denial of service
  - j. Spyware
  - k. Ransomware
7. Cyber Security Incident Response Team members will use forensic techniques, including reviewing system logs, looking for gaps in logs, reviewing intrusion detection logs, and interviewing witnesses and the incident victim to determine how the incident was caused. Only authorized personnel should be performing interviews or examining evidence, and the authorized personnel may vary by situation and the organization.

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8. The Cyber Security Incident Response Team shall ensure that evidence is preserved.
  - a. Make copies of logs, email, and other communication.
  - b. Keep lists of witnesses.
  - c. Keep evidence as long as necessary to complete prosecution and beyond in case of an appeal.
  
9. Cyber Security Incident Response Team members will restore the affected system(s) to the uninfected state. They may do any or more of the following:
  - a. Re-install the affected system(s) from scratch and restore data from backups if necessary. Preserve evidence before doing this.
  - b. Make users change passwords if passwords may have been sniffed.
  - c. Be sure the system has been hardened by turning off or uninstalling unused services.
  - d. Be sure the system is fully patched.
  - e. Be sure real time virus protection and intrusion detection is running.
  - f. Be sure the system is logging the correct events and to the proper level.
  
10. Cyber Security Incident Response Team members shall document the following:
  - a. How the incident was discovered?
  - b. The type and classification of the incident.
  - c. How the incident occurred, whether through email, firewall, etc.?
  - d. Where the attack came from, such as IP addresses and other related information about the attacker?
  - e. What the response plan was?
  - f. What was done in response?
  - g. Whether the response was effective?
  
11. The Cyber Security Incident Response Team will make all efforts to notify proper external agencies and affected parties as per this policy and any applicable legislation.
  
12. The Cyber Security Incident Response Team will assess damage to the organization and estimate the damage cost and the cost of the containment efforts.
  
13. The Cyber Security Incident Response Team will review the response and update policies (including the Cyber Security Incident Response Plan) and take preventative steps so the intrusion can't happen again.

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- a. Consider whether an additional policy could have prevented the intrusion.
- b. Consider whether a procedure or policy was not followed which allowed the intrusion, and then consider what could be changed to ensure that the procedure or policy is followed in the future.
- c. Was the incident response appropriate? How could it be improved?
- d. Was every appropriate party informed in a timely manner? Were the incident-response procedures detailed and did they cover the entire situation? How can they be improved?
- e. Have changes been made to prevent a re-infection? Have all systems been patched, systems locked down, passwords changed, anti-virus updated, email policies set, etc.?
- f. Have changes been made to prevent a new and similar infection?
- g. Should any security policies be updated?
- h. What lessons have been learned from this experience?

### **External Cyber Security Incident Reporting**

Cyber Insurance Company - Any significant delay in the notification of a loss could result in insurers not paying the claim due to their inability to assess the loss and/or damage accurately, thus prejudicing their position.

Canadian Cyber Incident Response Centre (CCIRC) – Cyber security incidents can be reported to the CCIRC. Contact Information for CCIRC (<https://www.publicsafety.gc.ca/cnt/ntnl-scr/cbr-scr/rprt-en.aspx>).

### **Communication Plan**

During a cyber security incident, internal and external communication will be managed through the Corporate Services Department. The Director of Corporate Services will approve all communication prior to any internal or external communications.

### **Cyber Insurance**

For specific instructions on initiating a cyber insurance claim please see Schedule A – Cyber Insurance Claims Protocol.

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**DEFINITIONS:**

CCIRC – Canadian Cyber Incident Response Centre is Canada's national coordination centre responsible for reducing the cyber risks faced by Canada's key systems and services.

Worm - A computer worm is a standalone malware computer program that replicates itself in order to spread to other computers.

Virus - A computer virus is a type of malicious software that, when executed, replicates itself by modifying other computer programs and inserting its own code.

Denial of service - a denial-of-service attack (DoS attack) is a cyber-attack in which the perpetrator seeks to make a machine or network resource unavailable to its intended users by temporarily or indefinitely disrupting services of a host connected to the Internet.

Spyware – Spyware is software that aims to gather information about a person or organization sometimes without their knowledge, and may send the information to another entity without the owner's consent.

Ransomware - Ransomware is a type of malicious software from crypto virology that threatens to publish the victim's data or perpetually block access to it unless a ransom is paid.

**ATTACHMENTS:**

6-10 Schedule A – Cyber Insurance Claims Protocol (Confidential)

September 17, 2018

Dear Municipal Colleague:

This morning, an editorial in the Toronto Star urged AMO to advocate for the City of Toronto, and against Ontario's newly elected provincial government, on the matter of Bill 31 (formerly Bill 5), which reduces the size of Toronto's City Council.

The public debate on the Bill and related use of the 'Notwithstanding Clause' is divided and emotional. The matter confirms that people are passionate about local municipal governance, taxation and public services. It has also put AMO in an awkward position.

The City of Toronto is not an AMO member, and since 2005, the City has made a point of being separate from us. It sought out and secured unique status with the Ontario government, and its own dedicated legislation: *the City of Toronto Act, 2006*. AMO has always respected the City of Toronto's decision to go it alone on governance and the authority of its Act. We certainly defer to the City of Toronto leadership on matters related to its relationship with the Government of Ontario.

Understandably, AMO focuses on service to the remaining 443 Ontario municipal governments that do not have the benefit of their own legislation. Our members have been clear about their top priorities: fiscal sustainability, recognition that one size does not fit all, working with us to improve services, and assurance that the Ontario government will not download its fiscal challenges onto municipal property taxpayers. In every regard, AMO members know that we can achieve far more working together, than we can by going it alone.

In August, we heard that the Province would not act in the same manner that it has with Toronto. We heard that it is committed to discussions with our membership and AMO, to understand what is working and what is not working. And importantly, we heard that consultation would inform future governance reviews. That commitment was repeated in a formal statement to AMO today.

In the four weeks since the conference, we have experienced the following: Minister Clark, a former mayor and former AMO President, is having meaningful discussions with us on long-standing municipal concerns, spanning several ministries. The changes to Toronto's Council have dominated headlines, and over the past week, remarks have suggested that the government is planning to impose further changes on municipal governments across Ontario.

Late last week, I wrote to Minister Clark to emphasize that relations between Ontario's provincial and municipal orders of government should be guided by facts and evidence, rather than by political rhetoric and emotion. His quick response reflects, in part, our shared belief in the benefits of maintaining an open, respectful relationship.

AMO has a clear mandate to ensure that the Government of Ontario benefits from, and experiences, the full weight of Ontario's municipal order of government as we move forward. Our mandate to weigh-in on an issue affecting the City of Toronto is less clear. We recognize growing anxiety across the province. We urge the Ontario government to clearly state its interests in having a governance review, and how it will proceed. And we urge the Ontario government to work with AMO and the municipal order of government to change requirements that undermine municipal finance, infrastructure investment, and efficient service delivery all across Ontario.

This is an important time for AMO and we all have a responsibility to make sure that Ontario's municipal governments are speaking with a strong, clear voice on the priorities that matter most to us all. Our next Board meeting is later this month, and we welcome any input that you wish to share with us as we prepare for it.

Yours truly,

A handwritten signature in black ink, appearing to read 'J. McGarvey', with a long horizontal flourish extending to the right.

Jamie McGarvey  
AMO President

Statement from Hon. Steve Clark, Minister of Municipal Affairs and Housing follows:

**Ministry of  
Municipal Affairs  
and Housing**

Office of the Minister

777 Bay Street, 17<sup>th</sup> Floor  
Toronto ON M5G 2E5  
Tel.: 416 585-7000

**Ministère des  
Affaires municipales  
et du Logement**

Bureau du ministre

777, rue Bay, 17<sup>e</sup> étage  
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Monday, September 17, 2018

**Statement from Minister Clark**

The government's regional review will take a broad look at the current model, which has been in place for almost 50 years. It's time to consider whether changes are needed to improve municipal governance in communities where populations have grown and the hard-earned dollars of taxpayers are being stretched.

The goal is to work together with municipal governments to give the people what they want; local governments that are working as effectively and efficiently as possible to support the future economic prosperity of their residents and businesses. The people of Ontario work hard for their money, and we want to keep as much of it in their pocket as possible while continuing the excellent level of service people have come to expect from their municipal and provincial governments.

We look forward to discussing with our many stakeholders, including our municipal partners, to determine what is working well in our current governance model, and what needs to be improved.

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**For more information:**

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