



COUNCIL AGENDA – SPECIAL MEETING

Thursday, October 22, 2020 at 2:00 p.m.

By video conference – The meeting will be live streamed on YouTube at the following link:
<https://www.youtube.com/channel/UCCx9vXkywflJr0LUVkKnYWQ>

1. ROLL CALL

Verbal roll call by the Clerk.

2. APPROVAL OF THE AGENDA

THAT the Agenda and any Addendum distributed for the October 22, 2020 meeting of Council, be approved.
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3. DECLARATION OF INTEREST BY MEMBERS

Members of Council are required to state any pecuniary interest in accordance with the Municipal Conflict of Interest Act.

4. PRESENTATION AND CONSIDERATIONS OF REPORTS

4.1. Chief Administrative Officer's Report – Council Priority Setting Guide

A report from the Chief Administrative Officer, dated October 22, 2020, to provide Council with a guide to assist with the strategic priority setting discussion.

THAT the report of the Chief Administrative Officer, regarding the Council Priority Setting Guide, dated October 22, 2020, be received.

4.2. Strategic Priorities Discussion

A discussion to establish priorities and objectives for the County of Dufferin.

5. **CONFIRMATORY BY-LAW**

2020-xx A by-law to confirm the proceedings of the Council of the Corporation of the County of Dufferin at its meeting held on October 22, 2020.

THAT by-law 2020-xx be read a first, second and third time and enacted.

6. **ADJOURNMENT**

THAT the meeting adjourn.

REPORT TO COUNCIL

To: Warden White and Members of Council

From: Sonya Pritchard, Chief Administrative Officer

Date: October 22, 2020

Subject: **Council Priority Setting Guide**

In support of Strategic Plan Priorities and Objectives

Good Governance - ensure transparency, clear communication, prudent financial management

Purpose

The purpose of this report is to provide Council with a guide to assist with a priority setting discussion.

Background & Discussion

The attached document lays out a cost versus impact evaluation matrix to assist Council in establishing priorities and setting objectives over the remaining 2 years of the Council term. In addition to considering the items listed in the guide, Council may wish to include additional items for discussion. The list is not exhaustive and does not include a number of items specifically identified as part of the Service Delivery Review project that is ongoing.

Recommendation

THAT, the report of the Chief Administrative Officer, regarding the Council Priority Setting Guide, dated October 22, 2020, be received.

Respectfully submitted,

Sonya Pritchard, CPA, CMA
Chief Administrative Officer

Attached: Council Priority Setting Guide

Guide to Priority Setting Session – October 22, 2020

This document contains a preliminary list of initiatives/issues/projects that have been identified through previous strategic planning discussions, service review meetings, and reports to council. This is not an exhaustive list and members of Council may bring forward items at the meeting for inclusion in the discussion. Council members may forward items to the CAO, by Tuesday, October 20, 2020, should they wish staff to provide additional information to assist with the priority setting exercise.

Before looking at specific initiatives it may be beneficial to answer some broad questions in the context of the current economic and social circumstances amid the COVID 19 pandemic.

Is this a time to keep property taxes as low as possible, reducing services if required to do so?

Should services and support to vulnerable populations be expanded?

Does it make sense to invest in creating economic opportunities for the future?

Strategic Priority Areas

In June 2019, Council supported 5 broad strategic priority areas:

Economic Vitality (EV) – promote an environment for economic growth and development

Good Governance (GG) - ensure transparency, clear communication, prudent financial management

Sustainable Environment and Infrastructure (SEI)- protect assets both in the natural and built environment

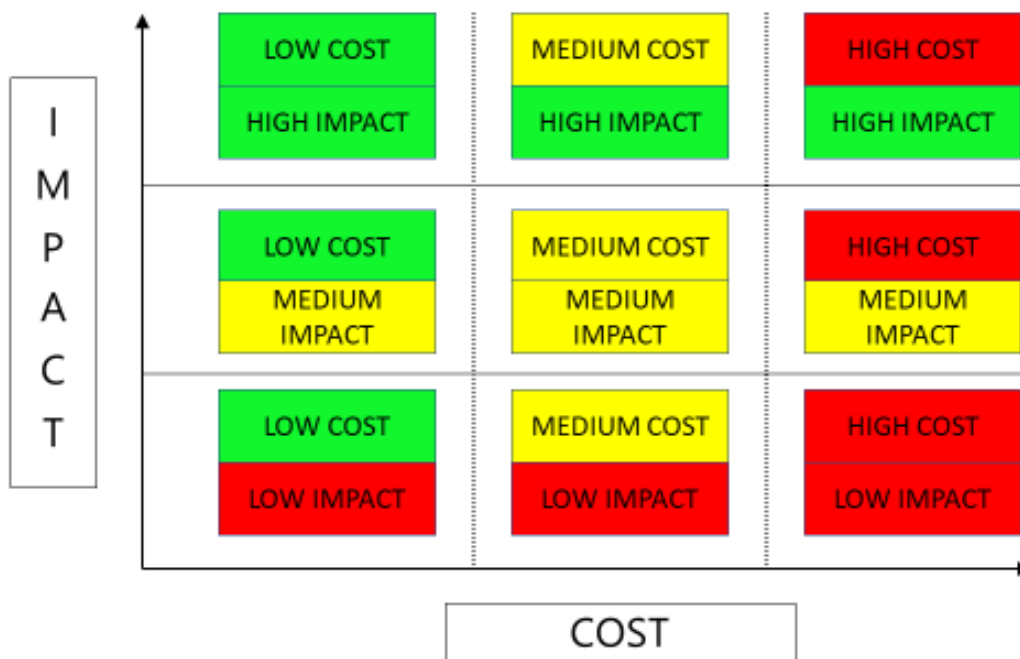
Service Efficiency and Value (SEV) - determine the right services for the right price

Inclusive and supportive community (ISC) – support efforts to address current and future needs for a livable community

Priority setting framework

A framework based on a cost vs impact evaluation matrix has been prepared by staff to guide the priority setting discussion. It is important to note that this framework does not capture all aspects of potential costs or the full impact on the community or even the County organization. In addition, there are other ongoing projects and initiatives not identified here that may be affected by some of these initiatives.

Cost vs Impact Evaluation Matrix



Cost

Costs include a number of factors not just a capital investment or an ongoing operating requirement, but also considers issues related to capacity. A scale to assess costs has been derived for each item. Please note these cost assessments are based on estimates and require further investigation and evaluation to determine accurate budget numbers.

Capital investment – the amount required to purchase or enter into a long term lease for land, equipment or other capital assets. (not including lifetime capital maintenance which is captured under ongoing costs)

Scale – **High** (over \$5 million), **Medium** (between \$1 million to \$5 million), **Low** (less than \$1 million)

Ongoing Costs – amounts required to support the annual operations and capital maintenance. These costs may include staffing, outsourced operating and maintenance contracts, technology support, insurance, promotions, etc. These cost estimates consider potential known subsidies that would offset an increase to the tax levy. In this context medium represents around 1-2% tax increase.

Scale – **High** (over \$600,000), **Medium** (between \$200,000 and \$600,000), **Low** (less than \$200,000)

Capacity Requirements - capacity considers the ability of the current staffing compliment to implement an item taking into account the expected level of expertise required along with the additional workload both directly and indirectly.

Scale – **High** (requires more than 5 additional staff members some with specialized skills), **Medium** (1-4 staff), **Low** (can be accommodated within current compliment, indicates no indirect staffing impact)

Impact

Impact refers to the ability of an initiative to have a positive effect and bring value to the community. The impact should support the strategic priority areas but should also consider the breadth and depth of impact (broad community impact

and ability to address a clear need for marginalized or vulnerable groups) along with the risk or certainty of success. Impact factors are more difficult to assess and more subjective than cost factors.

Certainty- considers the level of understanding of the need for the initiative and work previously completed to assess solutions to address the need. How certain is the outcome?

Scale – **Low** (actual need or uptake is unclear, little to no previous work completed), **Medium** (more information required, previous work indicates some need), **High** (opportunity is clear and path to success has been identified)

Breadth – considers the impact to the community at large (residents, business owners, tax payers, visitors.) The impact may be indirect such as with Initiatives that support economic vitality that increase economic activity. Other impacts may be more direct by increasing service efficiency and keeping taxes low. The wider the breadth the more people are positively impacted either directly or indirectly.

Scale – **Low** (limited/unknown impact to the community as a whole by way of improved services, efficiencies, or economic opportunity), **Medium** (positive indirect impact through better access to services/efficiencies/economic activity), **High** (broad community impact by direct service improvements to areas used by large segment of population)

Depth - considers the significance and direct impact of the initiative to those receiving the service or participating in the initiative.

Scale – **Low** (provide limited direct improvement), **Medium** (has moderate impact on those in need), **High** (significant impact to vulnerable populations).

Considering specific initiatives using cost vs impact evaluation

The following tables list a number of previously identified initiatives/projects. Staff have assigned low, medium, high scores in each category to the items. In the chart, a colour system was used to apply the scale to each of the items. Items with predominantly green scoring (low cost and high impact = green) would be considered more favourable in the context of this evaluation.

Item	Strategic Priority Areas Supported	Costs			Impact		
		Capital Investment	Ongoing Costs	Capacity Requirements	Certainty	Breadth	Depth
Investment in Broadband Infrastructure (SWIFT 2.0, others)	(EV, ISC)	Medium	Low	Low	High	High	Medium
Investment in Tourism Assets	(EV)	High	Medium	Medium	Medium	Medium	Medium
Economic Development Sector Support Programs	(EV)	Low	Medium	Medium	Medium	Medium	Medium
Enhancing technology for online service access/remote work	(GG,SEV)	Low	Low	Medium	High	High	Medium
Application of Diversity, Equity and Inclusion lens to all aspects of governance and administration	(GG, ISC)	Low	Low	Medium	High	High	High
Employee well-being Initiatives	(GG, SEV)	Low	Low	Medium	High	Medium	Medium
Committee structure, governance	(GG)	Low	Low	Low	Medium	High	Medium

Item	Strategic Priority Areas Supported	Costs			Impact		
		Capital Investment	Ongoing Costs	Capacity Requirements	Certainty	Breadth	Depth
Increased investment in infrastructure	(SEI)	High	Low	Medium	High	High	Low
Advancing Climate change policies	(EV, GG, SEI)	Medium	Medium	Medium	Medium	High	Medium
Seniors Services (Gradual implementation of recommendations from Older Adults Strategy)	(SEV, ISC)	Low	High	Medium	High	Medium	Medium
Additional Supportive/ Community Housing Project	(ISC, SEV)	High	High	High	High	Low	High
Additional Long Term Care Facility	(ISC)	High	High	High	Medium	Low	High
Programs to support increased access to affordable housing	(ISC, SEV)	Low	Medium	Medium	High	Medium	High
County-wide transit	(SEV,ISC)	Medium	High	Medium	Medium	Low	Medium

Item	Strategic Priority Areas Supported	Costs			Impact		
		Capital Investment	Ongoing Costs	Capacity Requirements	Certainty	Breadth	Depth
Investing in community childcare programs	(SEV, ISC)	Low	Medium	Low	High	Medium	Medium

This chart provides information related to new or increased investments. It does not look at areas of potential divestiture or opportunities to modify or reduce services. It's also important to note that items identified may be impacted by changes to provincial or federal funding that are not known at this time.

Other issues being considered as part of the Service Delivery Review

Specific attention was given to strategic priority area service efficiency and value when deciding to address the provincial focus on municipal modernization through the ongoing service delivery review. A draft report of recommendations is expected from the consulting team in the next month.

Services being reviewed in Part A - County operations include:

- Communications
- Community Housing
- Seniors Services
- Human Resources support to Employees
- Museum and archives
- Engineering

- Fleet management
- Procurement
- Corporate Finance

Services under review in Part A as Shared Services with the local municipalities include:

- Fire Services (limited County involvement)
- Indoor Recreation (limited County involvement)
- Economic Development
- Planning
- Information Technology
- Accounting
- By-law Enforcement
- Roads
- Winter Control Services
- Human Resources
- Procurement