



COUNCIL AGENDA

Thursday, January 13, 2022 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 January 13, 2022 meeting of Council, be approved.

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. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

THAT the minutes of the Election of the Warden and regular meeting of Council of December 9, 2021, be adopted.

5. PROCLAMATIONS, DELEGATIONS AND PRESENTATIONS

5.1. Proclamation & Delegations: Black History Month

Alethia O'Hara-Stephenson will be in attendance to accept the proclamation and delegate to Council regarding Black History Month.

6. PUBLIC QUESTION PERIOD

To submit your request to ask a question please contact us at info@dufferincounty.ca or 519-941-2816 x2500 prior to 4:30 p.m. on January 12, 2022.

7. PRESENTATION AND CONSIDERATIONS OF REPORTS

7.1. Manager of Corporate Finance/Treasurer's Report – Fourth Quarter 2021 Report on Request for Tenders and Request for Proposals

A report from the Manager of Corporate Finance/Treasurer and Senior Procurement Specialist, dated January 13, 2022, to provide the quarterly update on all Request for Tenders and Request for Proposals in accordance with By-law 2017-33 Procurement of Goods and Services 2017, Section (4.2.7).

THAT the Report on Request for Tenders and Request for Proposals, from the Manager of Corporate Finance, Treasurer and Senior Procurement Specialist, dated January 13, 2022, be received.

7.2. Manager of Corporate Finance/Treasurer's Report – Anticipated Surplus and Reserve Contributions

A report from the Manager of Corporate Finance/Treasurer, dated January 13, 2022, to inform Council of the anticipated 2021 surplus as well as seek permission to allocate portions of the surplus to specific reserves.

THAT the report of the Manager of Corporate Finance, Treasurer, dated January 13, 2022, regarding Anticipated Surplus and Reserve Contributions, be received,

AND THAT the following 2021 reserve transfers be approved:

Reserve Name	Transfer Amount
Reserve for Housing Programming	\$265,000 **
Reserve for Remote work and Hybrid Meetings	\$435,000 **
Reserve for Insurance Stabilization	\$200,000
Reserve for Interest and Tax Stabilization	\$500,000
Reserve for Waste Services	\$650,000 **
Reserve for Software Upgrades	\$1,500,000
Reserve for Rate Stabilization (Grants)	\$25,000 **
Reserve for Roads Equipment	\$150,000

7.3. Chief Administrative Officers Report – Service Optimization and Workforce Planning – Status as at January 2022

A report from the Chief Administrative Officer dated January 13, 2022, to follow up on the report to Council from July 8, 2021 and to recommend next steps in implementing a Service Optimization and Workforce Planning Strategy - a high level plan that focuses on service delivery, puts people first and retains and attracts talented staff.

THAT the report of the Chief Administrative Officer, dated July 8, 2021 with respect to looking ahead post COVID - Service Optimization and Workforce Planning: Strategy Framework, be received;

AND THAT, next steps in Strategy Framework outlined in the attachment be approved.

7.4. Presentation: 2022 Budget

A presentation from the Manager of Corporate Finance, Treasurer, to provide an overview of the Draft 2022 Budget.

8. CORRESPONDENCE

9. NOTICE OF MOTIONS

10. MOTIONS

11. BY-LAWS

2022-01 A by-law to authorize the borrowing of money to meet current expenditures of the Corporation of the County of Dufferin during the year 2022.
Authorization: Council – January 13, 2022

12. OTHER BUSINESS

13. CLOSED SESSION

14. CONFIRMATORY BY-LAW

2022-xx A by-law to confirm the proceedings of the Council of the Corporation of the County of Dufferin at its meeting held on January 13, 2022.

THAT by-law 2022-xx be read a first, second and third time and enacted.

15. ADJOURNMENT

THAT the meeting adjourn.



DUFFERIN COUNTY ELECTION OF THE WARDEN & COUNCIL MINUTES

Thursday, December 9, 2021 at 2:00 p.m.

Video Conference

Council Members Present:

Councillor Steve Anderson (Shelburne)
Councillor Sandy Brown (Orangeville)
Councillor John Creelman (Mono)
Councillor Bob Currie (Amaranth)
Councillor Guy Gardhouse (East Garafraxa)
Councillor Chris Gerrits (Amaranth)
Councillor Earl Hawkins (Mulmur)
Councillor Janet Horner (Mulmur)
Councillor Wade Mills (Shelburne)
Councillor Fred Nix (Mono)
Councillor Philip Rentsch (Grand Valley)
Councillor Steve Soloman (Grand Valley)
Councillor Darren White (Melancthon)

Alternate Members Present:

Councillor Debbie Sherwood (Orangeville)

Council Members Absent:

Councillor Andy Macintosh (Orangeville)(prior notice)

Staff Present:

Sonya Pritchard, Chief Administrative Officer
Michelle Dunne, Clerk
Rebecca Whelan, Deputy Clerk
Anna McGregor, Director of Community Services
Scott Burns, Director of Public Works
Cody Joudry, Director of Development & Tourism
Rohan Thompson, Director of People & Equity
Brenda Wagner, Administrator of Dufferin Oaks
Tom Reid, Chief, Paramedic Service
Aimee Raves, Manager of Finance /Treasurer

1. **LAND ACKNOWLEDGEMENT STATEMENT**

Sonya Pritchard, Chief Administrative Officer, shared the Land Acknowledgement Statement.

2. **CALL TO ORDER & INTRODUCTIONS**

Sonya Pritchard, Chief Administrative Officer, called the meeting to order at 2:02 p.m. She welcomed those watching to the Election of the Warden meeting.

3. **ROLL CALL**

The Clerk verbally took a roll call of the Councillors in attendance.

4. **RECOGNITION OF PAST WARDENS**

Sonya Pritchard acknowledged the past work and contributions to the County of Dufferin made by all Past Wardens.

Past Wardens on current Council:

John Creelman – 2001, 2002 (Mayor, Mono)

Darren White – 2017, 2019, 2020, 2021 (Mayor, Melancthon)

5. **OUTGOING WARDEN'S REMARKS**

Past Warden Darren White addressed Council. He thanked Council and staff for their support throughout the year. He congratulated both nominees and reminded them that the role of Warden is bigger than one municipality or one person and it must be treated as such.

6. **NOMINATIONS OF 2022 WARDEN**

The Chief Administrative Officer reviewed the role of the Head of Council noting that this year would be the 145th Warden of the County of Dufferin.

The Clerk noted nominations for the 2022 Warden were received by the Clerk's office prior to December 3, 2021.

The following nominations were received for the position of Warden:

Councillor Gerrits, moved by Councillor Rentsch, seconded by Councillor Soloman.

Councillor Mills, moved by Councillor White, seconded by Councillor Brown.

The Clerk noted both nominees were willing to stand for the position.

Each nominee addressed Council.

7. **VOTE**

The vote for Warden was conducted electronically through an anonymous poll. The results of the voting poll for Warden were as follows:

Poll

Votes Cast	14
Councillor Gerrits	6
Councillor Mills	8

The Clerk declared Councillor Mills to be the Warden Elect for the year 2021-2022.

8. **OATH OF OFFICE FOR 2022 WARDEN**

Warden Elect Mills took the Oath of Office for the Warden. The Chain of Office, Gavel and Warden's pin will be presented to Warden Mills at a later date.

9. **REMARKS BY THE 2022 WARDEN**

Warden Mills thanked everyone for entrusting him with the role of Warden. He recognized that the past 21 months have been difficult and they as local leaders have been called upon to make some of the most difficult decisions they've had to make in their public life. He also thanked past Warden White and County staff for their commitment through this time.

Warden Mills announced that they would now be moving into the regular Council meeting (2:28 p.m.).

The next regular meeting of Council will take place on January 13, 2022 at 2:00 p.m. by video conference.

10. **APPROVAL OF THE AGENDA**

Moved by Councillor Brown, seconded by Councillor Nix

THAT Item #12.2 be removed from the Agenda and be received as correspondence and the delegate be allowed to speak at Public Question period.

-Carried-

Moved by Councillor Nix, seconded by Councillor Gerrits

THAT the Agenda and any Addendum distributed for the December 9, 2021 meeting of Council, as amended, be approved.

-Carried-

11. **DECLARATION OF INTEREST BY MEMBERS**

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

12. **APPROVAL OF MINUTES OF THE PREVIOUS MEETING**

Moved by Councillor Brown, seconded by Councillor Creelman

THAT the minutes of the regular meeting of Council of November 11, 2021, be adopted.

-Carried-

13. **PROCLAMATIONS, DELEGATIONS AND PRESENTATIONS**

13.1. **Presentation – Wellington Dufferin Guelph Public Health**

Staff informed Council that the representative from Wellington Dufferin Guelph Public Health was not able to attend.

13.2. **Delegation: Vaccine Passports & Mandates**

This item was removed from the agenda.

Moved by Councillor Brown, seconded by Councillor Horner

THAT the correspondence from Graciela Cardenas-Mustapha regarding vaccine passports and mandates, be received.

-Carried-

13.3. **Presentation: Transit Feasibility Review**

David Forsey, Associate-Manager, Transportation Engineering from IBI Group, provided Council with a presentation regarding the Transit Feasibility Review. The study shows that there is a need for a County-wide transit service and that the preferred service design would be a curb-to-curb on-demand model.

Moved by Councillor Creelman, seconded by Councillor Brown

THAT the Transit Feasibility Review by IBI Group be received:

AND THAT it be referred to all standing committees for further discussion.

-Carried-

14. **PUBLIC QUESTION PERIOD**

Graciela Cardenas-Mustapha submitted the following question to Council: Why are you censoring the community when they have concerns and would like to be heard? What are you afraid of?

Warden Mills explained that a more appropriate time for Ms. Cardenas-Mustapha to have raised these questions and concerns would have been when the matter was being debated by County Council.

PRESENTATION AND CONSIDERATIONS OF REPORTS

15. **Infrastructure & Environmental Services Minutes – November 25, 2021**

Moved by Councillor Currie, seconded by Councillor Hawkins

THAT the minutes of the Infrastructure and Environmental Services meeting held on November 25, 2021, and the recommendations set out, be adopted.

-Carried-

16. **INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 25, 2021 – ITEM #1**

Amendment to Electric Vehicle Charging Station User Fees

THAT Report, Amendment to Electric Vehicle Charging Station User Fees, dated November 25, 2021 from the Director of Public Works/County Engineer be received;

AND THAT the user fee by-law be amended to the updated fee structure for the use of County-owned electric vehicle charging stations.

AND THAT the corresponding sections of the Electric Vehicle Policy be amended to reflect the changes to the user fee by-law.

17. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 25, 2021 – ITEM #2 Electric Vehicle Charging Network – Update and MOU November 2021

THAT Report, Electric Vehicle Charging Network – Update November 2021, dated November 25, 2021 from the Director of Public Works/County Engineer be received;

AND THAT the Memorandum of Understanding between the County and each local municipality and/or property owner be approved in substantial form.

18. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 25, 2021 – ITEM #3 Capital Project Update – November 2021

THAT Report, Capital Project Update – November 2021, from the Director of Public Works/County Engineer, dated November 25, 2021 be received.

19. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 25, 2021 – ITEM #4 Dufferin County Forest Recreational Use Policy Public Review

THAT Report, Dufferin County Forest Recreational Use Policy Public Review, dated November 25, 2021 from the Director of Public Works/County Engineer be received.

20. **General Government Services Minutes – November 25, 2021**

Moved by Councillor Nix, seconded by Councillor Gardhouse

THAT the minutes of the General Government Services meeting held on November 25, 2021, and the recommendations set out, be adopted.

-Carried-

21. GENERAL GOVERNMENT SERVICES – November 25, 2021 – ITEM #1
Municipal Emergency Readiness Fund Grant Request - Grand Valley

THAT the report of the Emergency Management Coordinator dated November 25, 2021, regarding a Municipal Emergency Readiness Fund Grant Request – Grand Valley be received;

AND THAT, a grant in the amount of \$10,000 to purchase and install a backup generator and automatic transfer switch for the Town of Grand Valley, be approved.

22. GENERAL GOVERNMENT SERVICES – November 25, 2021 – ITEM #2
Streamline County IT/GIS Services with Local Municipalities

THAT the Report from the Manager of Information Technology & Geographic Information Systems dated November 25, 2021 titled Streamline County IT/GIS services with local municipalities, be received;

AND THAT an updated IT phased-in cost recovery model, reflecting 35% for the first year, 65% for the second year and 100% for the third year, be adopted;

AND THAT a permanent IT/GIS partner working group be established and that the terms of reference includes an annual report to committee;

AND THAT new memoranda of understanding with municipal partners be created reflecting the new costing model;

AND THAT the Manager of Information Technology & Geographic Information Systems continue to work with the current partners to determine options to phase in the new agreements;

AND THAT staff report back to the committee with an update in January 2022.

23. GENERAL GOVERNMENT SERVICES – November 25, 2021 – ITEM #3
2022 Development Charge Indexing

THAT the report of the Manager of Corporate Finance, Treasurer, dated November 25, 2021, regarding 2022 Development Charge Indexing be received.

24. GENERAL GOVERNMENT SERVICES – November 25, 2021 – ITEM #4

OMERS Performance 2020

THAT the Report from the Chief Administrative Officer dated November 25, 2021 with respect to OMERS performance 2020 be received;

AND THAT Dufferin County Council support the call from the City of Toronto on July 14, 2021 for greater disclosure from OMERS with respect to investment performance and management;

AND THAT, staff be directed to notify OMERS and CUPE Ontario of Council's support for the City of Toronto resolution;

AND THAT, staff be directed to notify CUPE Ontario that Council does also support the request for an independent third party review.

25. **Community Development and Tourism Committee Minutes – November 25, 2021**

Moved by Councillor Gerrits, seconded by Councillor Soloman

THAT the minutes of the Community Development and Tourism Committee meeting held on November 25, 2021, and the recommendations set out, be adopted.

-Carried-

26. **COMMUNITY DEVELOPMENT & TOURISM – November 25, 2021 – ITEM #3**
Lake Erie Source Protection Committee (SPC) – Nomination for Municipal Representative

THAT the report from the Director of Development and Tourism, dated November 25, 2021, regarding Lake Erie Source Protection Committee – Nomination for Municipal Representative, be received;

AND THAT the nomination for John Sepulis as the Municipal Representative for Dufferin County be supported.

27. **COMMUNITY DEVELOPMENT & TOURISM – November 25, 2021 – ITEM #4**
Planning Services & Staffing

THAT the report of the Director of Development and Tourism, dated November 25, 2021, with respect to the Planning Responsibilities and Staffing be received.

28. COMMUNITY DEVELOPMENT & TOURISM – November 25, 2021 – ITEM #5
Dufferin County Municipal Comprehensive Review- Town Urban Boundary
Expansion

THAT the correspondence from Gladki Planning Associates dated November 17, 2021 regarding the Dufferin County Municipal Comprehensive Review – Town Urban Boundary Expansion, 133184 Sideroad 28-29, Town of Grand Valley, be received.

29. **CORRESPONDENCE**

30. **MOTIONS**

31. **NOTICE OF MOTIONS**

32. **BY-LAWS**

2021-42 A by-law to appoint a Chief Building Official and to repeal by-law
2021-30 (Rebecca L. Montyro)
Authorization: Council – December 9, 2021

2021-43 A by-law to amend By-law #2021-15, being a By-law to adopt a
Code of Conduct for members of Council
Authorization: Council – November 11, 2021

2021-44 A by-law to amend By-law #2015-41, fees and charges for services
and activities provided by the County of Dufferin. (Schedule "C" –
Public Works)
Authorization: Infrastructure and Environmental Services Committee
– November 25, 2021

Moved by Councillor Horner, seconded by Councillor Soloman

**THAT By-law 2021-42 – By-law 2021-44, inclusive, be read a first, second
and third time and enacted.**

-Carried-

33. **SELECTION OF COMMITTEE CHAIRS & COMMITTEE MEMBERS**

The Warden called for the nominations for the Chair of the Infrastructure and Environmental Services Committee.

Moved by Councillor Sherwood, seconded by Councillor White

THAT Councillor Brown be nominated for the position of Chair for the Infrastructure and Environmental Services Committee for the County of Dufferin for the year 2022.

Councillor Brown accepted the nomination.

The Warden asked if there were any other nominations for position of Committee Chair. No other nominations were presented.

The Warden announced Councillor Brown as Chair of Infrastructure and Environmental Services Committee.

The Warden then called for the nominations for the Chair of the General Government Services Committee.

Moved by Councillor White, seconded by Councillor Nix

THAT Councillor Creelman be nominated for the position of Chair for the General Government Committee for the year 2022.

Councillor Creelman accepted the nomination.

The Warden asked if there were any other nominations for position of Committee Chair. No other nominations were presented.

The Warden announced Councillor Creelman as Chair of General Government Services Committee.

The Warden then called for the nominations for the Chair of the Health and Human Services Committee.

Moved by Councillor Gerrits, seconded by Councillor White

THAT Councillor Rentsch be nominated for the position of Chair for the Health and Human Services Committee for the year 2022.

Councillor Rentsch accepted the nomination.

The Warden asked if there were any other nominations for position of Committee Chair. No other nominations were presented.

The Warden announced Councillor Rentsch as Chair of Health and Human Services Committee.

The Warden then called for the nominations for the Chair of the Community Development and Tourism Committee.

Moved by Councillor Brown, seconded by Councillor Gerrits

THAT Councillor Horner be nominated for the position of Chair for the Community Development and Tourism Committee for the year 2022.

Councillor Horner accepted the nomination.

The Warden asked if there were any other nominations for position of Committee Chair. No other nominations were presented.

The Warden announced Councillor Horner as Chair of the Community Development and Tourism Committee.

Moved by Councillor Brown, seconded by Councillor Gerrits

THAT the slate of Committee Membership as set out below, be adopted:

Infrastructure and Environmental Services Committee

Councillor Anderson
Councillor Brown
Councillor Currie
Councillor Hawkins
Councillor Nix
Councillor White

General Government Services Committee

Councillor Anderson

Councillor Creelman
Councillor Horner
Councillor Macintosh
Councillor Rentsch
Councillor Soloman

Health and Human Services

Councillor Brown
Councillor Gardhouse
Councillor Gerrits
Councillor Macintosh
Councillor Nix
Councillor Rentsch
Councillor Soloman

Community Development and Tourism

Councillor Currie
Councillor Creelman
Councillor Gardhouse
Councillor Gerrits
Councillor Hawkins
Councillor Horner
Councillor White

-Carried-

34. **OTHER BUSINESS**

Warden Mills and County staff advised that the Emergency Declaration will remain in effect after advisement from Wellington Dufferin Guelph Public Health.

Councillor Currie inquired on why a recent County meeting was held at Hockley Valley Resort instead of in a Dufferin County facility. The Chief Administrative Officer advised that the space was originally booked 2 years ago for an Emergency Management conference but was cancelled due to the pandemic. As there was already a deposit made on the space the County decided to hold their meeting there otherwise lose the money that was paid to Hockley Valley.

Councillor White inquired on the vacant position left by previous Councillor Laura Ryan on the Diversity, Equity & Inclusion Community Advisory Committee. Councillor White advised he would like to join the committee.

Moved by Councillor Brown, seconded by Councillor Creelman

THAT Councillor White be appointed to the Diversity, Equity & Inclusion Community Advisory Committee.

-Carried-

The new Director of People and Equity, Rohan Thompson was introduced to Council.

Councillor Brown advised Council that the Kay Cee Gardens has reopened and thanked the Optimist Club, Town of Orangeville staff and Orangeville Hydro for all their work in getting it organized.

35. **CLOSED SESSION**

36. **CONFIRMATORY BY-LAW**

2021-45 A by-law to confirm the proceedings of the Council of the Corporation of the County of Dufferin at its meeting held on December 9, 2021.

Moved by Councillor Currie, seconded by Councillor Gerrits

THAT by-law 2021-45 be read a first, second and third time and enacted.

-Carried-

37. **ADJOURNMENT**

Moved by Councillor Gardhouse , seconded by Councillor Nix

THAT the meeting adjourn.

-Carried-

The meeting adjourned at 3:44 p.m.

Next meeting: Thursday, January 13, 2022 at 2:00 p.m.
Video Conference

Wade Mills, Warden

Michelle Dunne, Clerk



Dufferin County Canadian Black Association

Black History Month Presentation to County Council
January 13, 2022

Our Journey



- **January 2020**, Council approved the proclamation request and together we recognized & proclaimed BHM for the 1st time in Dufferin County
- **February 1, 2020**, We raised the 1st Pan African Flag at the MOD, Town of Shelburne and County Office
- **February 2021** – 1st Black History Month Celebration at the MOD
- **February 1, 2021** – Flag Raising Ceremony at the MOD,
- **February 1, 2021** Town of Orangeville, Town of Shelburne, Township of Amaranth, County Office
- February 2021 – Virtual Black History Month Celebration

Highlights



Significant highlights from 2020 to present

Municipal Support

Thank you for your support.

Your support has allowed us to provide our monthly expert series to the community

Thank you to the individual councilors for your financial support and recommendations for support

We will be reaching out to you in the next few months for your renewed support



TOWNSHIP OF
AMARANTH

TOWN OF
MONO



TOWNSHIP OF
EAST GARAFRAXA



Town of
**GRAND
VALLEY**

Community Organizations

Thanks to our community organizations for partnering with us. We have been fortunate to partner with DCAFS & FTP on our Expert Series to provide support on Human Trafficking conversations



**UPPER GRAND
DISTRICT SCHOOL
BOARD**

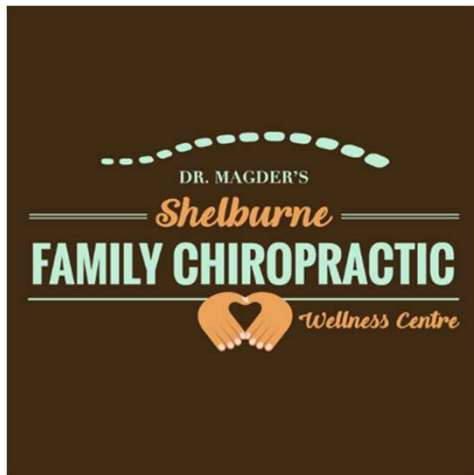


Business Support

Thank you to our local businesses for their support

Special thank you to Shelburne Driving School for offering special promotions to our members
& Orangeville Dental for offering a special discount for our members.

We encourage our local businesses to reach out to us to see how we can partner to provide services to our community



Major Collaboration & Partnership with MOD



Add a footer

MOD highlights

Due to a number of requests to see the new display, I was honoured to facilitate a tour with a number of community members both locally and from Peel to see the display.

We were proud to showcase not just the rich Black History in Dufferin County, but the rich history of other communities as well such as the Sikh and Muslim artifacts on display at the museum

Black History Month 2022

Flag Raising Ceremony at the Museum of Dufferin
(pending final preparations and covid protocols)

1 Feb. 2022

28 Feb. 2022

Virtual Black History Month Celebration in
Partnership with the MOD



Thank You

Alethia O'Hara-Stephenson



6472101939



alethia@dufferincountycba.org



Dufferincountycba.org



REPORT TO COUNCIL

To: Warden Mills and Members of County Council

From: Aimee Raves, Manager of Corporate Finance, Treasurer
Chris Hasson, Senior Procurement Specialist

Meeting Date: January 13, 2022

Subject: **Fourth Quarter 2021 Report on Request for Tenders and Request for Proposals**

In Support of Strategic Plan Objective:

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

Purpose

The purpose of this report is to provide the quarterly update on all Request for Tenders and Request for Proposals in accordance with By-law 2017-33 Procurement of Goods and Services 2017, Section (4.2.7).

Background and Discussion

This report covers the period from October 1, 2021 through December 31, 2021.

Details

The table below provides the details of the Requests for Tender and the Requests for Proposal (where amounts were greater than \$50,000 as per By-Law 2017-33) for the reporting period outlined.

All procurement of goods and services, by every department in the County, is governed by guidelines of the Procurement Policy By-Law 2017-33. There are multiple approval stages, creating a system of checks and balances, to purchases, as outlined in the Policy. Department Heads, or their Authorized Delegate(s) initiate purchases for values up to \$10,000.

As outlined in the Policy, further steps are taken in the case of purchases of greater than \$10,000 to obtain competitive quotes. For purchases greater than \$50,000 there are additional steps for formal Tenders and/or Requests for Proposals, including detailed evaluation of bids received. Further, these purchases are reported to Council on a quarterly basis, in reports such as this one. Still further steps are required, as outlined in the Policy, for situations where vendor price bids are above the approved annual budget.

Tender/RFP Number	Description	Status	Vendor	Budget Value	Contract Value (No Tax)
RFP2021 MU-21-03	Museum of Dufferin Strategic Plan	Awarded	Creative Process Inc.	\$40,000	\$39,460
RFP2021 ED-21-14	Economic Development Strategy & Action Plan	Awarded	MDB Insight Inc.	\$70,000	\$61,195
RFP2021 PW-21-14	Engineering Services – Rehab/Replacement of 4 Structures	Awarded	GM Blue Plan Engineering	\$44,000 (2021) + \$140,000 (2022)	\$194,985
RFP2021 PW-21-14	Solid Waste Collection Service	In Process - Evaluation	Closed: Dec. 2, 2021	n/a - 2023	
RFP2021 DO-21-06	Flooring Project – McKelvie Burnside Village	In Process - Evaluation	Closed: Dec. 9, 2021	\$50,000	
RFQ2021 DO-21-07	Dufferin Oaks: Resident Footcare	Awarded	Therapeutic Nursing Services	Resident Funded	\$90,000
T2021 DO-21-05	Mel Lloyd Centre Shingle Replacement	Awarded	T. Hamilton & Son Roofing	\$100,000	\$70,500

Recommendation

THAT the Report on Request for Tenders and Request for Proposals, from the Manager of Corporate Finance, Treasurer and Senior Procurement Specialist, dated January 13, 2022, be received.

Respectfully Submitted by:

Aimee Raves, CPA, CMA
Manager of Corporate Finance, Treasurer

Chris Hasson, CSCMP, CPSM
Senior Procurement Specialist



REPORT TO COUNCIL

To: Warden Mills and Members of County Council

From: Aimee Raves, Manager of Corporate Finance, Treasurer

Meeting Date: January 13, 2022

Subject: **Anticipated Surplus and Reserve Contributions**

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 inform Council of the anticipated 2021 surplus as well as seek permission to allocate portions of the surplus to specific reserves.

Background & Discussion

Budgets are an estimation of revenue and expenses based on a number of assumptions for any given period of time. For 2021, the budget was based on the anticipated resources required to provide the services offered to our residents. It was also developed based on the assumption that COVID would not continue to impact how we deliver our services. When the revenues are higher than we expect or expenses are lower, the end result is a surplus.

Staff have completed a detailed review to determine what is contributing to the potential surplus, its magnitude as well as how it may impact future year budgets. The initial draft of the 2022 budget was predicting a significant increase but following this additional analysis a more reasonable change is anticipated.

There are a variety of items contributing to the estimated surplus for 2021, some of which are summarized below:

- Non-union vacancies (\$1,200,000)

- Investment income (\$460,000)
- Insurance claim costs (\$90,000)
- Rescue Call costs (\$70,000)
- Additional recycling revenues (\$650,000)
- Admin, office and IT savings (\$435,000)
- Consulting savings (\$515,000)
- Facility related savings, including utilities (\$260,000)
- Public Works operations savings (\$250,000)
- Paramedics and Public Health savings (\$460,000)

There are a number of additional smaller items that when combined with the above equate to approximately of \$4.5 million in surplus for 2021. It should be noted that these are only estimates and that the actual amounts are subject to change as year end is finalized. Regardless, the surplus amount will be much higher than normal for a variety of reasons. This creates an opportunity to continue to build on current reserve balances as well as create new ones for specific purposes.

There are two significant contributors to the surplus, the level of staff vacancies as well as the continued impact of working from home. There has been a marked reduction in a number of administrative related expenses such as conferences, training, mileage and office supplies as positions sit vacant, virtual conferences are less costly and many of us continue to work from home.

Continued capacity constraints and vacancies led to the postponement of many projects (consulting) related to the Strategic Action Plan approved the end of 2020. These projects will be carried forward into 2022 as well as the offsetting transfer from reserves. Some areas of savings are outside of staff control and include additional recycling rebate revenues, savings from insurance claim costs and rescue calls. A budgeting error related to the Paramedic contract with the hospital is contributing to their surplus.

The size of the surplus prompted a deeper review of the causes which has resulted in adjustments to the 2022 budget to better reflect actual. One example is utilities, newer equipment has resulted in greater efficiencies and lower costs. A variety of admin related expenses have been adjusted including legal fees, subscriptions and even mileage. The adjustments have been captured in the 2022 draft budget.

Financial, Staffing, Legal, or IT Considerations

Current year end estimates for 2021 show an estimated \$16M in reserves summarized as follows:

Reserve Purpose	Estimated Balance
Operating purposes	\$1,592,000
Capital purposes	\$3,128,600
Contingencies	\$986,400
Efficiencies and Software	\$1,290,000
Broadband Internet	\$700,000
Oaks Donation	\$399,295
Safe Restart Funding	\$750,000
Rate Stabilization	\$5,667,900
Total	\$14,844,195

Current practice is that any surpluses be allocated to the rate stabilization reserve which is then used in future years to offset one-time expenses, such as a transit review or to provide for the gradual introduction of a new program, like the Climate and Energy division. As stated previously the magnitude of the anticipated surplus provides the ability to allocate certain funds to reserves for specific purposes. There are a number of areas that staff feel will benefit from having specific funds set aside for future purposes.

Reserve for Housing Programming

Many housing related programs permit allocating a portion of the funding received directly to the County to offset admin related costs. The increase in COVID related funding programs including Safe Restart has created a surplus in what staff would normal allocate. The additional funding has also resulted in savings in one municipally funded program known as Social Assistance Restructuring Reinvestment.

As we are all aware there is no long-term plan for housing funding and no end in site for the need for it. Thus it is recommended that any amounts collected over and above the budget for admin funding be allocated to a specific Housing Reserve as are any savings from Social Assistance Restructuring Reinvestment. The approximate amount for 2021 is \$265,000.

Reserve for Facilities Enhancements and Hybrid Meetings

The shift to remote and hybrid work over the past two years has resulted in significant savings in the admin and office related expense accounts. Some of these savings are likely temporary and costs for items such as training and conferences will return to pre-pandemic levels. Other costs with respect to administrative and office items will remain lower as a hybrid work model is maintained going forward. Work is currently ongoing

with respect to office space requirements for the future, including creating collaboration space and space for hybrid Council meetings. In order to ensure these spaces are optimized for this future work model some renovations and enhancements will be required.

It is recommended that these savings be placed into a Facilities enhancements and Hybrid Meetings reserve to help offset any costs associated with future building redesign. The approximate amount for 2021 is \$435,000.

Reserve for Insurance Stabilization

In order to help mitigate the growing costs associated with insurance a few years back the deductible was increased from \$25,000 to \$100,000 for most coverages. Each year an amount is included in the budget to cover any claim or associated costs. Although claims are made each year and costs are incurred the actual costs often fluctuate. In order to mitigate these fluctuations, it is recommended that an Insurance Stabilization Reserve be established where any surpluses or deficits each year can be placed into or funded through this reserve. The establishment of the reserve will also allow staff to reduce the levy contributions over time thereby creating additional future savings. It is recommended that \$200,000 be allocated to this reserve in 2021.

Reserve for Tax Stabilization

Another area that often sees fluctuations from year to year is supplemental taxation due to the difficulty in accurately budgeting. This includes actual supplemental revenue, payments in lieu, tax write offs as well as costs associated with the low-income seniors rebate program. Where 2020 saw a surplus, 2021 is anticipating a deficit.

At the beginning of the year staff were anticipating lower than budgeted results, which would have been the case had they not taken advantage of some positive returns by closely monitoring investments. It is recommended that an Interest and Tax Stabilization Reserve be set up to assist in future mitigation of any deficits within these areas. It is recommended that \$500,000 be placed in the reserve for 2021.

Reserve for Waste Services

There are currently two reserves for waste services, one for Recycling Revenue (\$314,970) and one general waste services reserve (\$308,395). The Recycling Revenue reserve is intended to be drawn upon when overall recycling revenues are lower than budget. The

reserve was established in 2013 and although revenues have been below budget in the past the overall bottom line did not require a transfer to be made. As you are aware there are significant changes coming to the waste program in coming years with many uncertainties still surrounding it. It is recommended that current year recycling revenues be transferred to the Waste Services Reserve to mitigate future changes. The approximate amount for 2021 is \$650,000.

Reserve for Software Upgrades

In 2018, a reserve for software upgrades was established in anticipation of the replacement or upgrade to our current financial software and HRIS systems. This project is underway and although the exact cost of the project will not be known until a procurement process for new software is completed, the estimated costs are over \$1M. The reserve currently has \$600,000. An additional reserve of \$750,000 was established in 2019 from the first round of modernization funding that is intended to also be used for this project.

Software is a difficult item to budget for as it is normally a one-time purchase (made once every so many years) and it is not considered a capital expense. These two factors alone make software purchases the ideal candidate for using reserves. It is regular practice to fund smaller software upgrades or new purchases through rate stabilization funds. The requirement for additional software programs or upgrades will continue into the future. As the two reserves currently set up barely cover the costs associated with the project it is earmarked for it is important to establish a reserve for future upgrades. In 2022 alone, there are two additional projects, SharePoint upgrade and website upgrade which will benefit from such a reserve. Enhancements to security software are also an ongoing requirement; therefore, it is recommended that \$1,500,000 be transferred to the Software Upgrade Reserve to fund future software related projects.

Additional Transfers

Despite best efforts from staff and HCIA not all grant monies were allocated in 2021. It is recommended that any savings from unspent grants in 2021 be transferred to the rate stabilization reserve and be added to the 2022 budget, approximately \$25,000.

Future road equipment purchases are funded by a transfer to reserve as the equipment is used. Therefore, once the equipment is ready to be replaced there are sufficient funds for its purchase. Unfortunately, the costs associated with much of the equipment used by public works has seen a significant jump within the last year and it is unknown when or if

the costs will drop in the future. It is recommended that \$150,000 of additional funds be transferred to the Reserve for Roads Equipment to assist in future replacement of equipment. This will also be beneficial as the fleet transition to electric vehicles which at this time cost more than regular vehicles.

As the level of reserves continues to grow it is also important to develop a more defined long-term financial plan. Such a plan would better define how much should be in reserves and for what as well as a plan on how to use the funds. Staff will take a more comprehensive review of reserves in 2022 and report back to Council once completed.

Recommendations:

THAT the report of the Manager of Corporate Finance, Treasurer, dated January 13, 2022, regarding Anticipated Surplus and Reserve Contributions, be received,

AND THAT the following 2021 reserve transfers be approved:

Reserve Name	Transfer Amount
Reserve for Housing Programming	\$265,000 **
Reserve for Remote work and Hybrid Meetings	\$435,000 **
Reserve for Insurance Stabilization	\$200,000
Reserve for Interest and Tax Stabilization	\$500,000
Reserve for Waste Services	\$650,000 **
Reserve for Software Upgrades	\$1,500,000
Reserve for Rate Stabilization (Grants)	\$25,000 **
Reserve for Roads Equipment	\$150,000

Note: Transfer amounts with ** will be adjusted to reflect actual amounts

Respectfully Submitted By:

Aimee Raves, CPA, CMA
Manager of Corporate Finance, Treasurer

REPORT TO COUNCIL

To: Warden Mills and Members of Council

From: Sonya Pritchard, Chief Administrative Officer

Meeting Date: January 13, 2022

Subject: **Service Optimization and Workforce Planning – Status as at January 2022**

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 follow up on the report to Council from July 8, 2021 and to recommend next steps in implementing a Service Optimization and Workforce Planning Strategy - a high level plan that focuses on service delivery, puts people first and retains and attracts talented staff.

Background & Discussion

The previous report highlighted on-going initiatives around service modernization and the impact of COVID on organizations around the globe to transition to more flexible work models that address the needs of clients (residents) and employees. The Strategy Framework adopted has 3 areas of focus:

- Optimizing service delivery: taking a customized approach for each service that will ensure the best and most efficient service delivery models;
- Workforce Planning: creating an environment that retains and attracts talented staff (this is a significant challenge for organizations everywhere);
- Assessing Space Requirements: how to best utilize the space and remain flexible should tenant requirements change in the next few years.

Progress on finalizing the strategy has been slower than expected with on-going staff shortages and continued requirements to adapt to the ever-changing impacts of COVID.

Despite this, a number of the actions laid out in the initial framework are complete and other work is on-going.

As Council has been advised in previous reports, workforce planning and capacity issues continue to be of concern. A multi-pronged approach has been developed that includes: creation of the new People and Equity Department (includes human resources) to focus efforts that enhance equity and inclusion, augmenting human resources staffing levels (contingent on final budget approval), improving recruitment, enhanced technology and digital resources, and ensuring compensation (wages, time off and benefits) are competitive. Action in all of these areas is required to retract and retain a workforce that is able to optimize service delivery.

Attached is the approved Strategy Framework annotated with the progress to date and next steps. It is important to note that there are likely to be ongoing changes as the environment around us continues to shift.

Financial, Staffing Impact

The financial and staffing impact of the attached Strategy Framework action items were initially accommodated within the 2021 budget. A number of these will need to be carried forward and new initiatives incorporated into the 2022 DRAFT budget. Items requiring specific budget approval will be part of the January GGS committee meeting.

Recommendation

THAT the report of the Chief Administrative Officer, dated July 8, 2021 with respect to looking ahead post COVID - Service Optimization and Workforce Planning: Strategy Framework, be received;

AND THAT, next steps in Strategy Framework outlined in the attachment be approved.

Respectfully Submitted by:

Sonya Pritchard, C.P.A., C.M.A
Chief Administrative Officer

Attached:

Service Optimization and Workforce Planning: Strategy Framework – Status as at January 2022



Service Optimization and Workforce Planning

Strategy Framework – Progress as at January 2022

Overview:

Moving forward to a more steady-state and a time post COVID, requires a comprehensive plan that optimizes service delivery, puts people first and builds a workforce strategy that retains and attracts talented employees.

Framework

The following is a framework to build on as the leadership team, managers and staff throughout the organization work together to create a strategy for the future.

Optimizing Service Delivery

Finding the best service delivery model to ensure equitable access for residents, clients and internal and external stakeholders is the primary objective. To this end, the strategy is to be based on the underlying principle that there is no one best approach. Every service has different customers and should be optimized to address those needs.

Action Item	Progress to date	Next Steps
Each team to review how the service delivery model and envision changes to be most effective post COVID.	Assessments ongoing to determine how to ensure each service is available in various formats, online, in-person. Significant changes already made to children's services. Review of facilities to be completed shortly. Realignment of departments completed and implemented in 2021.	Implement schedules for in-person; Continue to refine service delivery models.

Continue with the digital transformation and technology enhancements as per Service Delivery Review and assess new opportunities as they arise.	Consultant hired for HRIS and financial system projects scoping; preliminary scope of work underway for SharePoint and new website projects; cyber security upgrades.	Complete scope of work and RFP for HRIS and FIS; commence SharePoint and website projects, assess other software solutions; continue to enhance security and investigate other opportunities.
Create and implement surveys/questionnaires to assess client/resident feedback.	Preliminary assessment of areas to focus attention; review of customer service policy underway.	Refine assessments, start to roll out.

Workforce Planning

Retaining and attracting talented employees with different perspectives and backgrounds is integral to the future success of the County. Organizations around the globe are experiencing a talent shortage and deliberate action is required to ensure the right people are in place to optimize service for the community.

Action Item	Progress to date	Next Steps
Develop a Workforce Policy that embodies employee engagement, empowerment and accountability including options and opportunities for flexibility and a reassessment period.	Hired Director of People and Equity to lead this work.	To be part of a comprehensive plan for an Employment Systems review (focusing on equity) in 2022/2023 to be developed and presented to Council over the next few months.
Build a hybrid/flexible work model by conducting a review of all job descriptions to ensure they match current requirements and to identify them as on-site, hybrid or mostly remote.	Completed – all non-union jobs have had updated job descriptions and been identified as on-site, hybrid, or mostly remote. (Note working hybrid or mostly-remote is an option not a requirement).	Continue to refine and update as required.
Recognizing the current competitive employment market and the fact that	Assessment completed, final report and presentation in progress to	Assess other factors that impact equity issues with respect to the wage.

there have been a number of organizational changes in the past 18 months; proceed with a market evaluation of all non-union jobs and a pay equity update.	be provided to January GGS. Estimated cost to implement effective January 1, 2022 - \$150,000 (to be considered with budget). Review of vacation, sick, time off process to also be presented to GGS.	structure outside of traditional pay equity legislation. Work into the Employment Systems review.
Identify options and opportunities for collaboration, team building and celebration.	Teams/Divisions working and meeting to discuss and identify opportunities.	Incorporate into comprehensive plan above and provide input to Space Assessment.
Incorporate a feedback mechanism for staff such as a staff survey/questionnaire to assess what's working, where improvements are required, where additional support for staff may be needed (from a mental health perspective).	Ongoing team meetings are soliciting input.	To be part of Employment Systems review.

Assessing Space Requirements

A key component of optimizing service delivery and workforce planning is determining what space is required and how it is utilized. There is still considerable uncertainty with respect to the future use of the areas of County facilities currently occupied by tenants. However, assessing County space needs and utilization needs to get underway to ensure service optimization and workforce planning are not unduly delayed.

Action Item	Progress to date	Next Steps
Continue with consolidated customer service and administration at the Edelbrock Centre. Upon moving into Step 3 of the Provincial Reopening Plan it is anticipated Edelbrock	Edelbrock Centre is open Mon-Fri 8:30 to 4:30. Some in-person services have been scaled back with reversion to Step 2 of Provincial reopening plan.	Refine how general public and clients access the space and services.

service hours will resume from 8:30 to 4:30.		
Begin planning for the 3 rd floor of the 55 Zina space to transition to a collaboration/meeting space for use by County staff, local municipalities, and community organizations. To optimize this space some renovations will be necessary, but until such time there is more certainty around overall space usage and requirements, this should be minimized.	Working group of managers from various departments created to discuss space requirements and ideas for collaborative space at Edelbrock and Zina (if required).	Release an RFP for a Space Needs/Usage Assessment and Redesign (included in Strategic Action Plan and budgeted for in 2021, carried forward to 2022).
Assess options for hybrid Council and Committee meetings. A report on this issue will be presented to the August General Government Services Committee.	Preliminary report presented to GGS indicated Courtroom 104 was best option.	Solutions for hybrid meeting space design to be included in RFP for Space Usage/redesign options.

CORPORATION OF THE COUNTY OF DUFFERIN

BY-LAW 2022-01

A BY-LAW TO AUTHORIZE THE BORROWING OF MONEY TO MEET CURRENT EXPENDITURES OF THE CORPORATION OF THE COUNTY OF DUFFERIN DURING THE YEAR 2022.

WHEREAS it may be necessary to borrow certain sums of money to meet current expenditures of the Corporation of the County of Dufferin during the year 2022;

AND WHEREAS the *Municipal Act*, 2001, Part XIII, Section 407(1) to 407(5), empowers the Corporation of the County of Dufferin to borrow such sums;

NOW THEREFORE BE IT ENACTED BY THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE COUNTY OF DUFFERIN AS FOLLOWS:

- I. THAT the Warden and Treasurer be and they are hereby authorized to borrow from any Chartered Bank, Corporation or person, from time to time, as they may deem necessary, to an amount not exceeding the whole sum of approximately \$3,000,000.00 at any one time to meet current expenditures of the Corporation for the year 2022.
2. THAT the Warden and Treasurer are hereby authorized and empowered on behalf of the said Corporation and for the purposes aforesaid, to sign and execute under the seal of the said Corporation, such promissory note, notes and other instruments as may be necessary and agreed upon between the Warden and Treasurer and such Chartered Bank, Corporation or person, to secure the repayment of the money borrowed with interest at the least obtainable rate per annum, and also execute in like manner, renewals therefore, in whole or in part until such advances are fully paid.
3. THAT the said promissory note or notes and renewals thereof (if any) shall be paid at such date or dates as may be agreed upon.
4. THAT the Warden and Treasurer are hereby authorized to execute an Agreement that may be required by such Chartered Bank, Corporation, or person, in the form of Schedule A attached, or in a form substantially the same as Schedule "A" attached.

READ a first, second and third time and finally passed this 13th day of January, 2022.

Wade Mills, Warden



Michelle Dunne, Clerk

SCHEDULE "A" OF BY-LAW 2022-01

AGREEMENT

WHEREAS the Council of the Corporation of the County of Dufferin (hereinafter called the "County") deems it necessary to borrow the sum of up to \$3,000,000.00 to meet, until the revenues are collected, the current expenditures of the County for the year 2022;

AND WHEREAS the total amount of the estimated revenues of the County as set forth in the estimates adopted for the year 2021 was \$91,906,424,

AND WHEREAS pursuant to subsection 407(2) of the Municipal Act 2001, Part XIII, the total amount borrowed pursuant to this by-law together with the total of any similar borrowings is not to exceed the limits set forth in that subsection.

THEREFORE the Council of the County of Dufferin hereby enacts as follows:

1. The Warden and Treasurer are hereby authorized on behalf of the County to borrow from time to time by way of promissory note, from THE BANK OF NOVA SCOTIA (hereinafter called the "Bank"), a sum or sums not exceeding in the aggregate \$3,000,000.00 to meet, until the revenues are collected, the current expenditures of the County for the year, including the amounts required for the purposes mentioned in subsection (1) of Section 407 of the Municipal Act, and to give on behalf of the County to the Bank a promissory note or notes sealed with the Corporate Seal and signed by the Warden and Treasurer for the moneys so borrowed, with interest at such rate as may be agreed upon from time to time with the Bank.
2. All sums borrowed pursuant to the authority of this By-law, as well as all other sums borrowed in this year and in previous years from the Bank for any or all of the purposes mentioned in the said Section 407, shall, with interest thereon, be a charge upon the whole of the revenues of the County for the current year and for all preceding years as and when such revenues are received.
3. The Treasurer is hereby authorized and directed to apply in payment of all sums borrowed as aforesaid, together with interest thereon, all of the moneys hereafter collected or received either on account or realized in respect of taxes levied for the current year and preceding years or from any other source which may lawfully be applied for such purpose.

Wade Mills, Warden

Aimee Raves, Treasurer

CORPORATION OF THE COUNTY OF DUFFERIN

BY-LAW NUMBER 2022-XX

A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE COUNTY OF DUFFERIN AT ITS MEETING HELD ON JANUARY 13, 2022.

WHEREAS Section 5 (1) of the *Municipal Act, 2001*, as amended, provides that the powers of a municipality shall be exercised by its Council;

AND WHEREAS Section 5 (3) of the *Municipal Act, 2001*, as amended, provides that municipal powers shall be exercised by by-law;

NOW THEREFORE BE IT ENACTED BY THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE COUNTY OF DUFFERIN ENACTS AS FOLLOWS:

1. All actions of the Council of the Corporation of the County of Dufferin at its meetings held on January 13, 2022 in respect to every report, motion, by-law, or other action passed and taken by the Council, including the exercise of natural person powers, are hereby adopted, ratified and confirmed as if each report, motion, resolution or other action was adopted, ratified and confirmed by its separate by-law.
2. The Warden of the Council and the proper officers of the Corporation of the County of Dufferin are hereby authorized and directed to do all things necessary to give effect to the said action, to obtain approvals where required and except where otherwise provided, to execute all documents necessary in that behalf.

READ a first, second and third time and finally passed this 13th day of January, 2022.

Wade Mills, Warden



Michelle Dunne, Clerk